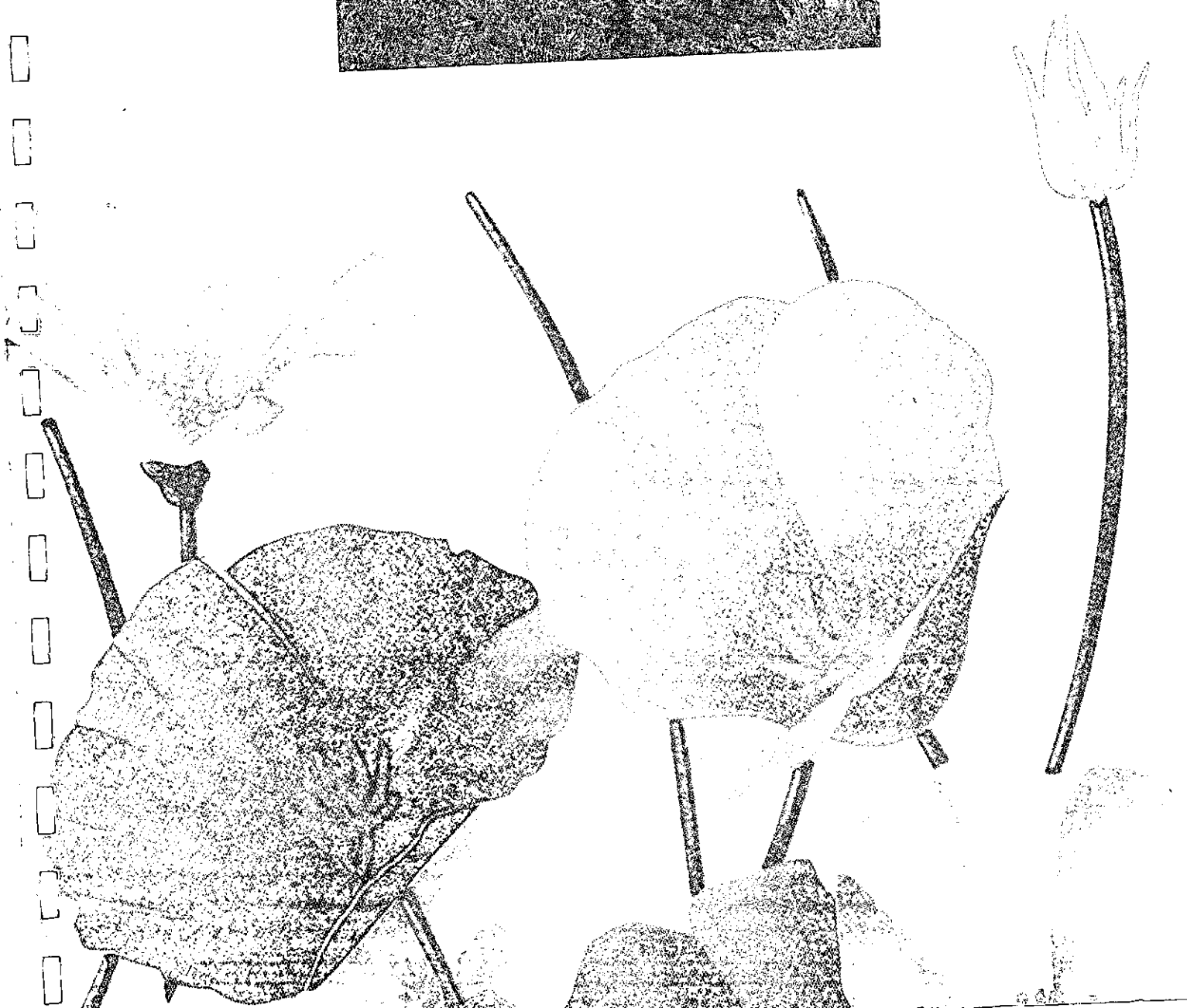


City  
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Scottsdale,  
Arizona

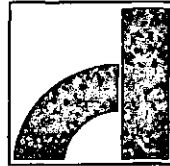
**Biennial  
Budget**

Fiscal Years 1997/99



View from the McDowell Mountains near Saddleback and Shea Blvd.  
The wildflowers represent the beauty and fragile nature found in our deserts.

Cover Design: Rick Forgas  
Photo: Don Meserve



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

City of Scottsdale,

Arizona

**“An Outstanding Policy Document”**

**For the Biennium Beginning**

**July 1, 1995**

*Timothy H. Rividan*      *Jeffrey L. Esler*  
President                      Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation and Outstanding Policy Document to the City of Scottsdale for its biennium budget beginning July 1, 1995.

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 biennial budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

**BIENNIAL BUDGET  
CITY OF SCOTTSDALE, ARIZONA  
FOR FISCAL YEARS 1997/99**



Adopted by City Council  
June 2, 1997

**City Council**

Sam Kathryn Campana, Mayor

Gregory S. Bielli  
Robert C. Pettycrew  
Dennis E. Robbins

Mary Manross  
Donald J. Prior  
Richard Thomas

**Administrative Staff**

Richard A. Bowers, City Manager  
Barbara Burns, Assistant City Manager  
Ray Garrison, Assistant City Manager  
James A. Jenkins, Financial Services General Manager  
Craig Clifford, Accounting and Budget Director

**Citizen Budget Review Committee**

Murray F. Wilson, Chairman

Ben Benedict  
Ted McDonnell  
Steven Partridge  
Keith Sprinkle  
Steven Voss  
Kay VanSant

Bonnie Halley  
Gene Obis  
John Senini  
Judy Vetri  
Laurel Walsh

The 1997/99 Biennial 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.

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**SAM KATHRYN CAMPANA, MAYOR**

Sam Kathryn Campana was elected as Scottsdale's Mayor in April 1996 after serving for eight years on the Scottsdale City Council from 1986-1994.

Mayor Campana had been Executive Director of Arizonans for Cultural Development since 1983. This nonprofit, nonpartisan organization serves as the state's arts advocacy voice. Now as CEO, she works statewide with business leaders, educators, artists, elected officials and arts activists, discussing the economic and social impact of arts in Arizona.

A 25-year Scottsdale resident, Mayor Campana was a founding member of the Scottsdale Arts Center Association (SACA) in 1975, serving as the first volunteer chairman and first woman president of this 2,000-member organization. In 1988, she was named Arizona's "Arts Advocate of the Year" and in 1991 she was the recipient of the Maricopa Community College Arts Advocacy Award. In addition, she was awarded a fellowship at the National Endowment of the Arts' Policy, Planning and Budgeting Office in Washington, D.C., in 1992. In 1996, she was a panelist at American Assembly, The Arts and the Public Purpose, sponsored by Columbia University.

In 1990, she completed the Senior Executive Program for State and local Officials at the John F. Kennedy School of Government at Harvard University. Other accolades have included the "Golden Key National Honor Society Membership" from Arizona State University; Maricopa County Community College Alumni of the Year; Scottsdale Community College Outstanding Alumni; per an invitation by the Jewish Federate of Greater Phoenix, participating in Interfaith Mission 14 to Israel in 1990; and being selected as a member of Leadership America's Class II in 1993.

Mayor Campana has been a founding member and held various leadership positions for the Scottsdale Foundation for the Handicapped, Arizona Women in Municipal Government, Scottsdale Leadership, Las Rancheras Republican Women, State Arts Advocacy League of America, Share the Health Foundation, Valley Leadership V and the Scottsdale Western Arts Association.

Mayor Campana is also an active member of Our Lady of Perpetual Help Catholic Church. Mayor Campana graduated with honors from Scottsdale Community College, and attended Arizona State University and Carroll College in Montana.

She has three children, Cassidy, Katie and Richie.




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**GREGORY S. BIELLI, COUNCILMAN**

A Scottsdale resident for most of his life, Gregory Bielli was elected to his second term on the Scottsdale City Council in March of 1994. He has been actively involved in government and community service projects for a number of years.

A graduate of Navajo Elementary School, Saguaro High School and the University of Arizona, Councilman Bielli has lived in Scottsdale for more than 25 years. He is employed by MCO Properties, Inc., where he serves as the company's vice president. In addition to overseeing private water companies operations, Councilman Bielli also oversees marketing, sales, planning and operations.

Councilman Bielli is Chairman of the National League of Cities' Transportation and Communication Steering and Policy Committee and serves as Scottsdale's representative to the Regional Public Transportation Authority (RPTA). In addition to serving on the Maricopa Association of Governments' Regional Airspace Committee, he served as a member of the Scottsdale Neighborhood Beautification Awards Committee, Scottsdale Vista North Homeowners Association and the Maricopa County Transportation Advisory Board. Councilman Bielli also serves on the Tournament Players Club of Scottsdale - WestWorld Stadium Subcommittee, the Economic Development Executive Council Committee and the City Compensation Committee. He is a Scottsdale Charros member.

Councilman Bielli holds a bachelor's degree in liberal arts from the University of Arizona. He also attended Scottsdale Community College. He and his wife, Vicki, have three children - Matthew, Katelyn and Courtney.




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**MARY MANROSS, COUNCILWOMAN**

Councilwoman Mary Manross was elected to her first term of the Scottsdale City Council in March of 1992, having held leadership positions in community affairs, education and church activities.

Councilwoman Manross began her community service involvement in the early 1970's serving six years on the Parks and Recreation Commission and as chairman. She also spent four years on the Planning and Zoning Commission and served as vice chairman of the Scottsdale Bond Committee.

Councilwoman Manross has also served the community on a statewide level, participating on the Governor's Task Force on Urban Planning, Arizona Town Hall, and as a League of Women Voters board member.

Councilwoman Manross's leadership roles in the school system have included participating in the Art Masterpiece Program, as legislative liaison for the Parent Teacher Association, and as a member of the management team for Site Based Decision Making. She also is a board member of Arizona Women in Municipal Government, represents Scottsdale on the Maricopa Association of Governments Youth Policy Advisory Committee, is a member of the National League of Cities Energy, Environment and National Resources Policy Committee. Councilwoman Manross currently serves on the TPC-Westworld Subcommittee, the Court Subcommittee and the Chamber of Commerce Economic Development Subcommittee.

She is director of the Marriage Preparation Seminars at the Franciscan Renewal Center in which more than 13,000 adults have participated. She also served as vice president of the Casa de Paz Y Bien Foundation and as a member of the leadership team for Valley Interfaith Project.

Councilwoman Manross has a bachelor of science degree and a teaching credential. A Scottsdale resident since 1972, Councilwoman Manross and her husband, Larry, have four children.



**ROBERT C. PETTYCREW, COUNCILMAN**

Robert C. Pettycrew was elected to his first term on the Scottsdale City Council in February 1994. He has been actively involved in government and community service projects for a number of years.

A graduate of Coronado High School, Councilman Pettycrew began his community service work with the Scottsdale Unified School District. He served on the Parent- Teacher Association boards at Tonto and Yavapai Elementary Schools and chaired the "Save Tonto Elementary School" effort.

Preservation of Scottsdale's Sonoran Desert environment and of established neighborhoods have been priorities for Councilman Pettycrew. This is evidenced by his work as a member of the McDowell Sonoran Land Trust Advisory Board and Scottsdale Community Council. He also served on the

City of Scottsdale's Human Services Commission from June 1990 - 1992 and the Planning Commission from 1992 - 1994. In addition, Councilman Pettycrew worked as coordinator of the B.J. Kline Fund which educated the community on the need for bone marrow transplant donors.

Councilman Pettycrew currently works as a consultant in the wireless communications industry. His past employment includes the Maricopa County Intensive Probation Services, Play and Learn School (PALS) and GTE.

A third generation Arizonan, Councilman Pettycrew has four children; daughters Kindra, Sharla, Carly and son Skyler.



**DONALD J. PRIOR, COUNCILMAN**

Donald J. Prior was elected to his first term on the Scottsdale City Council in March 1994. He has been actively involved in government and community affairs since moving to Scottsdale in 1971.

Councilman Prior is currently Vice President of Planning and Office Manager at Anderson-Nelson, Inc. - a civil engineering company.

His professional affiliations include membership in the American Planning Association. He received a bachelor's degree in City and Regional Planning from California State Polytechnic University, San Luis Obispo, California, and a master's degree in Geography from Arizona State University.

Councilman Prior served for six years on the Scottsdale Planning Commission and as chairman in 1991 and 1992. He served as vice president of Friends of the Scottsdale Library. He is past president of the Scottsdale Historical Society, and a member of American Legion Post 44, and a committee person with Boy Scout Troop 201. His civic involvement has included participation in the Scottsdale Community Cable Corporation and Scottsdale Town Enrichment Program, and service on the Scottsdale Cultural Master Plan and Civic Center Task Forces.

In addition, he is president of the Papago Trackers, a historical organization to preserve the military history of Papago Park, is a member of the Arizona National Guard Historical Society and is on the Board of Directors for the World Affairs Council of Arizona. Currently he serves on the Maricopa Association of Governments' Air Quality Policy and Solid Waste Coordinating Committee. He is a member of the Phoenix and Valley of the Sun Convention and Visitors Bureau and serves on the Scottsdale City Council/School Board Subcommittee.

Councilman Prior and his wife, Barbara, a Scottsdale elementary school teacher, have three children.



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**DENNIS E. ROBBINS, COUNCILMAN**

Born and raised in Scottsdale, Dennis Robbins was elected to the Scottsdale City Council in March 1996. Prior to his election, he had been active in the City of Scottsdale's CityShape 2020 Advisory Team and as a Commissioner on the Scottsdale Board of Adjustment. Councilman Robbins is an attorney and family business owner of several Midas Muffler & Brake franchises throughout Arizona.

A graduate of Chaparral High School, Councilman Robbins has remained active in his hometown, serving on the Scottsdale Chamber of Commerce Legislative Affairs and Community Development committees; the Vista Del Camino Leadership Advisory Board; the Advisory Council to the Scottsdale Foundation for the Handicapped; and the Church Council and Building Committee of La Casa de Cristo Lutheran Church. He is a

member of the Scottsdale Charros, Arizona Small Business Association, National Federation of Independent Businesses, Scottsdale Sertoma, and serves on the National Midas Dealers Association Board of Directors. In addition, he has volunteered for Kids Voting and the Vista Del Camino Food and Clothing Bank and serves as a precinct committeeman.

Councilman Robbins is a graduate of the Pepperdine University School of Law, Pacific Lutheran Theological Seminary and California Lutheran University, as well as Scottsdale Leadership.

He and his wife, Cheralee, have three children, Madalyn, Carl, and Veronica.



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**RICHARD THOMAS, COUNCILMAN**

Councilman Richard Thomas was elected to his first term on the Scottsdale City Council in March of 1992. He has been an active participant in community and government projects since he moved to Scottsdale in 1964.

Councilman Thomas spent two years on the Parks and Recreation Commission, during which time he reviewed and approved Indian School Park design concepts. He was also instrumental in allowing urban fishing at Chaparral Park. Councilman Thomas served on the city's Planning and Zoning Commission for six years, and played an active role in the development of the City's Downtown Redevelopment Plan -- a plan that brought more than one billion dollars worth of renovation and new development to downtown Scottsdale. Councilman Thomas currently serves on the City Council/School Board and City Courts subcommittees. Additionally, he serves on the Maricopa Association of Government's

Regional Development Policy and Visitor Industry Advisory committees.

He is an active member of the Scottsdale Chamber of Commerce and Scottsdale Charros, and a former member of the Scottsdale Jaycees.

Councilman Thomas is the founder and owner of Adam's Rib Hairstylists.

He and his wife, Kathy, a Scottsdale teacher, have one grown daughter, Shellee, who lives in Scottsdale.





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***RICHARD A. BOWERS, CITY MANAGER***

Richard A. Bowers was appointed Scottsdale City Manager in July 1991. Rising steadily through the ranks after joining the organization in 1978 as Human Resources Manager, he was named Director of Field Services in 1979; in 1982, Deputy City Manager; and in 1988, Assistant City Manager. Prior to coming to the City of Scottsdale, Bowers worked for nine years in a series of management positions for the State of New York.

Bowers is an active member of the International City Management Association (ICMA) and the American Society of Public Administration. He serves on the governing board of Public Technology, Inc., CCAN, Scottsdale Leadership and the Scottsdale Charros.

Bowers holds a bachelor of arts degree in English from Siena College, New York, and a master's degree in Public Administration from Russell Sage College, New York. He serves on the faculty of a number of executive institutes in Arizona, California and Texas.

In 1986, he was named ICMA Outstanding Management Innovator, and was the recipient of the 1989 Technology Achievement Award from Public Technology, Inc. In 1992, he received the American Society for Public Administration's Superior Service Award for Management. In 1994, he received the Community Vision Weaver Award from the Community forum and Phoenix Newspapers Inc.

Much of Bowers' public-service activities focus on youth and social services. He serves on a number of boards and committees. He is a founding board member of Arizona Getting International Families, an active Scottsdale Charro, Board member of Scottsdale Education Foundation, and Chairman of the Management Practices Panel of ICMA, member of Quality of Life Steering Committee, and MAG Blue Ribbon Panel.

Bowers and his wife, Peggy, have four sons and one daughter.

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***BARBARA BURNS, ASSISTANT CITY MANAGER***

Barbara Burns has been with the City since 1975. She holds a Bachelors Degree in Psychology and is a recent graduate of the Executive MBA Program at Arizona State University. She has held a variety of positions with the City, each with increasing responsibility, during her twenty year career with the City.

In her present role as Assistant City Manager, since 1990, she provides leadership for several City departments and management of a variety of community issues. This role is quite diverse, with involvement in finance, budget, resource allocation, strategic planning, process re-engineering, organization development, customer service, and information technology. She is responsible for executive leadership and collaboration for approximately five hundred City employees.

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***RAY GARRISON, ASSISTANT CITY MANAGER***

Ray Garrison has been with the City of Scottsdale since 1977. He holds a Bachelor of Science Degree in Civil Engineering from Arizona State University. He has held a variety of management positions with the City, from engineering to administering all phases of the City's development processes.

Promoted to Assistant City Manager in 1991, Ray has responsibilities for several City Departments: Transportation, Community Development, Water Resources, Municipal Services, Economic Development, and Preservation. In addition, he supports the City Manager on a variety of efforts and values his role as part of a highly professional "cutting edge" executive team.

Ray is married and has three children.

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**JAMES A. JENKINS, CITY TREASURER  
AND FINANCIAL SERVICES GENERAL MANAGER**

James A. Jenkins was appointed as City Treasurer and General Manager of the Financial Services Department in February 1976. Prior to this he served as the City's Director of Budget and Program Evaluation for a year and was Assistant Finance Director for three and a half years. Before joining the City he was a Program Controller/Senior Financial Analyst for the Lockheed Aircraft Corp. in Burbank, California. Mr. Jenkins received a Bachelor of Science degree in accounting and a Masters degree in Business Administration from California State University at Northridge. He has been affiliated with Toastmasters International, Arizona Finance Officers Association, Government Finance Officer Association, International City Officers Management Association and American Society for Public Administration.

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**CRAIG CLIFFORD, CPA, ACCOUNTING AND BUDGET DIRECTOR**

Craig Clifford is a Certified Public Accountant and Certified Government Financial Manager hired by the City of Scottsdale in April 1992 as Accounting and Budget Director. Prior to coming to Scottsdale he served as Accounting Manager, Budget Manager, and Auditor for another Arizona municipality. He holds undergraduate degrees in Business Management and Accounting from Arizona State University, and a Masters in Business Administration from the University of Phoenix. He is also a graduate of The Advanced Government Finance Institute Sponsored by the Government Finance Officers Association, the Advanced Public Executive Program sponsored by Arizona State University and the Leadership Development Program sponsored by the Center for Creative Leadership. He is an active member of the Government Finance Officers Association, American Institute of CPAs, Association of Government Accountants and board member of the Arizona Finance Officers Association. He also serves on the GFOA's budget and Comprehensive Annual Financial Report review committees.

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**JUDITH L. FROST, BUDGET MANAGER**

Judith Frost was appointed as Budget Manager in 1992. Prior to assuming this role, she held the positions of Capital Improvement Program Coordinator for six years and Accounting Coordinator for two years. Before joining the City she was a senior accountant for Penn Athletic Products. Ms. Frost holds a Bachelor of Science degree in Business Administration from California Polytechnic State University at San Luis Obispo, and a Master of Business Administration degree from Arizona State University.

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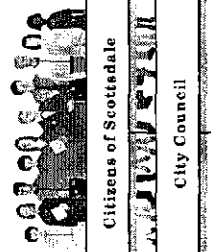
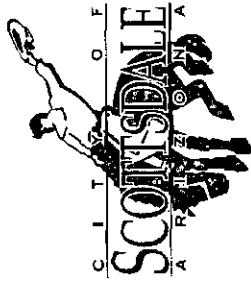
**JEANNE JONES, CPA, BUDGET ANALYST**

Jeanne Jones is a Certified Public Accountant who joined the Budget staff in July of 1992. She has worked in various positions within Accounting and Budget since beginning her employment with the City in March of 1984. She holds a Bachelor of Science degree in Accounting from Western International University and is a member the Arizona Society of CPAs.

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**JULIE SCHWEIGERT, CPA, CIP COORDINATOR**

Julie Schweigert is a Certified Public Accountant and Certified Government Financial Manager hired by the City of Scottsdale in September 1992 as Capital Improvement Program Coordinator. Prior to joining Scottsdale, she was an auditor with the State of Arizona – Office of the Auditor General. She holds Bachelor of Arts degrees in Business Administration and Accounting from Fort Lewis College in Durango, Colorado, and is a member of the American Institute of CPAs.



**Citizens of Scottsdale**  
**City Council**  
 City Attorney - Fredda Bisman 994-2405  
 City Auditor - Cheryl Barcala 994-7867  
 City Clerk - Sonia Robinson 994-2754  
 City Judge - George Preston 994-2772

**City Manager**  
 Richard A. Bowen  
 994-2422

**Citizen Advisory Boards**  
**Citizen Advisory Commissions**

**Assistant to City Manager**  
 Don Logan 994-7738

**Communications & Public Affairs**  
 Pat Dodds  
 994-2336

**Community Services**  
 Bill Exham  
 994-2377

**Financial Services**  
 James Jenkins  
 994-2427

**Assistant City Manager**  
 Barbara A. Burns  
 994-2599

**Fire (by contract)**  
 Karl Kesterleher  
 481-3220

**Police**  
 Michael Heidingsfield  
 391-5310

**Organizational Effectiveness**  
 Neal Shearer  
 994-2604

**Redevelopment/Urban Design**  
 Gary Roc  
 994-2318

**Community Planning**  
 Debbi Dollar  
 994-2635

**Assistant City Manager**  
 Raymond L. Garrison, Jr.  
 391-5830

**Community Administration and Recreation**  
 Library Services  
 Human Services  
 Cultural Council  
 Cultural Activities

**Accounting and Budget**  
 Risk Management  
 Purchasing  
 Consumer Service

**Information Systems**  
 Greg Laison  
 994-2322

**Intergovernmental Relations**  
 Jeff Kulaga  
 994-2423

**Urban Development**  
 Urban Design & Studies  
 Planning

**Urban Development**  
 Urban Design & Studies  
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 Urban Design & Studies  
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**Urban Development**  
 Urban Design & Studies  
 Planning

**Transportation**  
 Steve Hogan  
 994-2539

**Water Resources**  
 Roger Klingler  
 391-5681

**Community Development**  
 John Faramelli  
 994-2583

**Municipal Services**  
 Al Dreska  
 391-5555

**Preservation**  
 Hob Cafarella  
 994-2310

**Economic Development**  
 Dave Rodrigue  
 994-7601

**Water Resources**  
 Water Resources  
 Water Quality & Engineering  
 Traffic Engineering  
 Transportation Planning

**Community Development**  
 Developers Services  
 Project Review  
 Inspection Services  
 Zoning Ordinance

**Municipal Services**  
 Facilities Management  
 Capital Project Management  
 Field Services  
 Solid Waste Management  
 Fleet Management

**Preservation**  
 Cultural Resources  
 Historic Preservation  
 Archaeology  
 Landmarks

**Economic Development**  
 Economic Development  
 Small Business Development  
 Downtown Development  
 Community Development

**Organizational Effectiveness**  
 Organizational Development  
 Training & Resources  
 Quality Resource Management  
 Strategic Initiatives

**Police**  
 Police Services  
 Administrative Services  
 Administration Services  
 Communications  
 Professional Services  
 Emergency Services

**Fire**  
 Fire Services  
 Fire Administration  
 Fire Training  
 Fire Safety

**Community Services**  
 Community Services  
 Library Services  
 Human Services  
 Cultural Council  
 Cultural Activities

**Financial Services**  
 Accounting and Budget  
 Risk Management  
 Purchasing  
 Consumer Service

**Information Systems**  
 Geographic Information Systems  
 Advanced Technology  
 Communications Services  
 Application Development  
 Computer Operations  
 System Support

**Intergovernmental Relations**  
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 Intergovernmental Relations  
 Intergovernmental Relations

**Urban Development**  
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## ***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!* •

## ICMA - Code of Ethics



*THE PURPOSES of International City Management Association are to enhance the quality of local government and to support and assist professional local administrators in the United States and other countries. To further these objectives, certain principles as enforced by the Rules of Procedure, shall govern the conduct of every member of the International City Management Association, who shall:*

- 1) Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
- 2) Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.
- 3) Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.
- 4) Recognize that the chief function of local government at all times is to serve the best interests of all the people.
- 5) Submit policy proposals to elected officials, provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.
- 6) Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rest with the members.
- 7) Refrain from participation in the election of the members of the employing legislative body, and from all partisan political activities which would impair performance as a professional administrator.
- 8) Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.
- 9) Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.
- 10) Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
- 11) Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions pertaining to appointments, pay adjustments, promotions, and discipline.
- 12) Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

The ICMA Code of Ethics was adopted by the International City Management Association membership in 1924, and most recently amended by the membership in May 1995. The guidelines adopted by the Executive Board in 1972 were most recently revised in May 1995.

**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 grew to 168,176 in October 1995 and is projected to be 183,830 by mid 1997.

**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.

**EMPLOYMENT**

Scottsdale is creating jobs faster than it is adding to its labor force, and thus is a net importer of jobs. Not only does this situation create employment opportunities for the residents, but it also creates a significant business component to the local tax base. The unemployment rate continues to decrease and is currently approximately 2.5%.

**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, 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 and international air service is also available at Phoenix Sky Harbor International Airport (the nation's 10th busiest 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. Other higher educational facilities include the University of Phoenix and the Scottsdale Culinary Institute. The City is also served by 17 public elementary and middle schools, 7 public high schools, and a number of private schools.

**TOURISM**

Tourism is Scottsdale's single largest industry and is a significant contributor to Scottsdale's economy. A number of resort and convention facilities, along with many hotels and motels, provide 6,788 guest rooms, along with many public and private golf courses and tennis courts, and several country clubs. It is estimated this number will reach 7,258 by January 1998. More than 2,500 retail shops, boutiques, and galleries are located throughout the City and a selection of almost 400 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	48.2
Female	51.8

**AGE COMPOSITION**

Under 5 years	5.1
5-17 years	14.4
18-21 years	3.3
22-54 years	49.8
55-59 years	5.5
60-74 years	14.8
75-84 years	5.1
85+	1.8

Median Age	39.7
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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/ETHNIC ORIGIN**

White	94.0%
Hispanic	5.8
Asian	1.6
Black	0.9
American Indian	0.6
Other	2.7

**EDUCATIONAL ATTAINMENT**

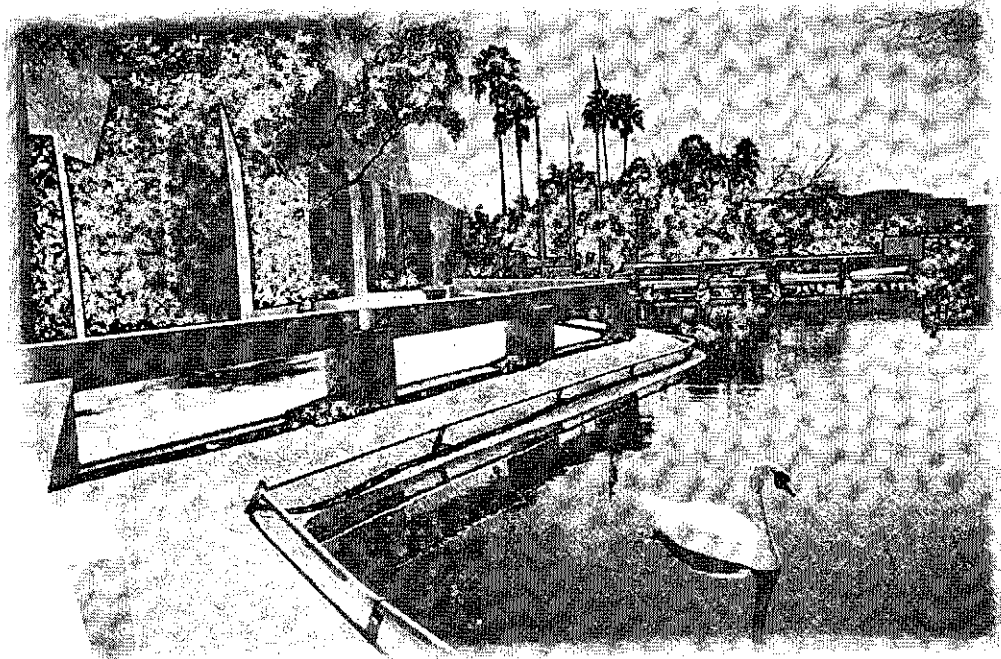
4 or more years college	36.0
1-3 years college	35.0
High School diploma	24.0
Less than High School diploma	5.0

**POPULATION**

1975	77,107
1980	88,364
1985	108,447
1990	130,075
1995	168,176
1997 (estimated)	186,765

**HOUSEHOLD INCOME**

Less than \$15,000	10.0
\$15,001 - \$29,999	16.1
\$30,000 - \$39,999	13.4
\$40,000 - \$59,999	23.2
\$60,000+	37.2
Median Household Income	\$48,319
Median Family Income	\$52,694



*Winnie, the City's resident swan, enjoying the reflection pond at City Hall*



**Table of Contents**

# 1997/99 Biennial Budget Table of Contents

	<i>PAGE</i>
<b>BUDGET TRANSMITTAL</b>	
Budget Transmittal.....	1
 <b>BUDGET OVERVIEW</b>	
Total Budget Appropriation .....	9
Operating Revenues - Where the Money Comes From .....	10
Operating Expenditures - Where the Money Goes	
By Expenditure Type .....	16
By Department .....	18
Debt Service .....	21
Fund Balances/Reserves .....	23
Staffing .....	25
Five-Year Capital Improvement Plan .....	26
Funding - Where the Money Comes From .....	27
Programs - Where the Money Goes .....	28
Grants, Trusts, & Other Fiscal Activity .....	31
Five-Year Balanced Financial Plan .....	32
Capital Project Operating Costs .....	33
Impact on Citizens .....	34
 <b>POLICIES AND PROCEDURES</b>	
Financial Policies.....	37
Budget Roles and Responsibilities.....	41
Budget Process .....	41
Budget Phases .....	42
Budget Procedures .....	44
 <b>FINANCIAL SUMMARIES</b>	
Financial Structure .....	47
Biennial Budget Fund Summaries	
Operating Funds Summaries.....	48
Capital Projects Fund Summary .....	59
Grants, Trusts, and Other Fiscal Activity.....	60
All Fiscal Activity .....	61
Five-Year Forecast Summaries	
Operating Funds .....	62
Capital Funds .....	64
Other Activity .....	65
All Activity .....	66

# 1997/99 Biennial Budget

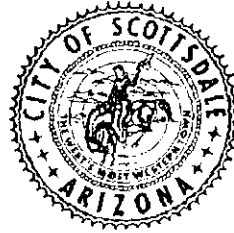
## Table of Contents

Continued

	<i>PAGE</i>
<b>DEPARTMENTAL BUDGETS</b>	
General Government .....	67
Police.....	93
Financial Services .....	111
Transportation.....	125
Community Services .....	139
Information Systems.....	153
Community Planning.....	171
Redevelopment and Urban Design.....	175
Community Development.....	179
Economic Development.....	183
Preservation.....	187
Fire.....	191
Water Resources.....	195
Municipal Services .....	205
 <b>DEBT POLICY AND SCHEDULES</b>	
Policy .....	219
Debt Service Expense .....	222
Debt Outstanding.....	224
Debt Margins .....	226
 <b>CAPITAL IMPROVEMENT PLAN</b>	
Overview .....	229
Fund Summary.....	230
Transportation.....	231
Improvement Districts.....	232
Drainage and Flood Control.....	232
Water and Wastewater .....	233
Community Facilities.....	234
Service Facilities.....	235
Public Safety .....	236
Project Descriptions .....	237
 <b>STAFFING</b> .....	 257
 <b>APPENDIX</b>	
Citizen Survey .....	291
Budget Ordinance .....	297
Grant/Trust Activity .....	300
Glossary of Terms.....	305

**Budget Transmittal**

# **BUDGET TRANSMITTAL**



June 2, 1997

Citizens, Honorable Mayor and City Council  
City of Scottsdale, Arizona

Dear Citizens, Mayor and Members of the City Council:

I am pleased to submit the City of Scottsdale's Biennial Budget for Fiscal Years 1997/99. This is the City's second two-year budget, and it continues our emphasis on sound, long-range financial planning. It represents our best efforts to use our financial resources to shape and enhance a sustainable community. The 1997/99 Biennial Budget demonstrates how Scottsdale's tradition of thoughtful, integrated, community-based planning allows us to manage our finances so we can:

- Enhance the Quality Services we Provide for Our Citizens,
- Continue to Build an Economically Balanced, Sustainable Community, and
- Support the Amenities and Opportunities that Define the Special Character of Scottsdale.

The ultimate measure of this budget is what it means for our citizens today and what it will mean for our children years into the future. We will continue to provide the countless services of local government in a responsive and fiscally conservative fashion. We take pride in doing common things uncommonly well – patrolling our streets, parks, and neighborhoods, providing water, collecting refuse and maintaining our community facilities. We continually strive to be at the creative leading edge, finding new ways to use our organizational resources and technology to improve our services.

We also will continue to invest in the programs and amenities that will keep Scottsdale a "livable" community for generations to come – a sustainable economic base, environmentally and fiscally sound infrastructure, meaningful open space, neighborhood preservation, and our human services, cultural and arts programs.

The foundation of the budget lies in long-term citizen-driven plans that span years and even decades – the 1992 Shared Vision Report, Cityshape 2020 and the City's General Plan elements for land use, transportation, water resources, open space and other public amenities. We also rely on the annual Citizens Survey and an extensive budget process involving the Council, the Citizen Budget Committee, boards and commissions, citizens and City staff to clarify our budget priorities. We have defined a set of Critical Objectives that guide this budget and serve as the basis for department work plans for the next two years.

This long-range approach explains how the City is able to fund increases in the Operating Budget – our best overall measure of fiscal activity – while holding down direct costs to citizens. The 1997/98 operating budget is \$261.2 million, up 17.1 percent over 1996/97. We expect the sources of revenue supporting the operating budget to increase by 24.1 percent. Consequently, in the first year of this two-year budget, the City will be able to strengthen reserves – funds set aside for economic stabilization, infrastructure replacement, liability claims and other special needs – by 50 percent, and increases pay-as-you-go capital improvement funding by \$16.5 million or 64 percent.

## ***BUDGET TRANSMITTAL***

---

Changes in the other two main components of the Operating Budget are:

- A 13.5 percent increase in overall operating costs, mainly to provide additional services for our growing population and to operate new, voter-approved, water, parks and other facilities expected to be completed in 1997/98.
- A 16.9 percent increase in debt payments for acquisition of lands in the McDowell Mountain Preserve (funded through the voter-approved .2 percent sales tax) and for major new street, water and sewer projects.

For the average citizen, the 1997/98 Operating Budget will mean two minimal increases:

- The average monthly utility bill is expected to rise by 2.8 percent. The City's utilities operate as stand-alone businesses, charged with providing the best services at the lowest possible costs. We do not subsidize them with general tax revenues.
- The property tax rate is expected to rise by 2.3 cents. The property tax rate reflects citizen choices in the 1989 bond election to finance critical transportation and other public infrastructure through property taxes.

Our last two-year budget predicted larger increases in property tax and utility rates for the 1997/98 fiscal year, but the City's healthy economy, expanded property tax base and careful financial planning by the City staff have allowed us to hold the increases to a minimum.

While the Operating Budget is the best measure of annual fiscal activity, it does not reflect the City's legal capacity for expenditures. The total appropriation for 1997/98 is \$766.9 million, which includes the Operating Budget of \$261.2 million; prior-year remaining and current year Capital Plan appropriations of \$483.2 million; and funding for grant, trust and other fiscal activity in the amount of \$22.5 million. It should be noted that significant portions of the Capital Plan and grant and trust appropriations often are carried over into subsequent years.

Although we are presenting a two-year budget, Arizona statutes require an annual appropriation; therefore, the Council will formally adopt only the 1997/98 budget and will consider final approval of the 1998/99 budget next spring.

The two-year budget is based on a five-year financial plan which emphasizes long-range strategic planning. The multi-year process incorporates financial targets similar to those used in Zero Based Budgeting (careful examination of existing budget before new resources are added). It challenges managers to evaluate all programs for need and improvement in order to balance the budget. It requires intensive planning, base budget reductions or tradeoffs, new or increased program revenues and departmental collaboration on funding priorities.

As previously noted, the long-range planning approach has helped to hold down costs to citizens while maintaining high service levels and adding new services. The direct service cost per citizen (departmental and debt service expenditures) will increase by only 4.2 percent in 1997/98 and 3.7 percent in 1998/99 after adjusting for inflation. These increases were expected and part of our five-year balanced plan as forecast in the 1995/97 Biennial Budget. The fundamental reason for the increase, after five years of declining costs per capita, is operating costs for significant capital projects -- water, sewer, fire, streets and park facilities -- coming on-line during the budget period. The City foresaw and planned for these operating costs during the early phases of our capital program development and integrated the costs into our long-range financial resource planning. Our full-time staffing equivalents per 1,000 citizens will be 9.63, a slight increase in 1997/98 of 0.8 percent and 9.46 in 1998/99, a decrease of 1.8 percent. We expect our cost (adjusted for inflation) and employees per capita to trend lower again in 1999/2000 based upon advanced capital facility design; automation and technology improvements; and innovative and shared staffing alternatives.

## **BUDGET TRANSMITTAL**

We will again adopt a comprehensive financial policy with this budget. The policy 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. Adoption of sound financial policies demonstrate 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 adoption of a comprehensive financial policy has been a factor in achieving a bond rating of AA+ by Standard & Poors Investment Service, AA+ from Fitch Investors Service and Aa1 from Moody's. These general obligation bond ratings are the highest combined rating of any city in Arizona and results in our ability to issue debt at lower interest cost.

The following briefly summarizes each major component for each year of the 1997/99 Biennial Budget. Further information on each component is included in the Budget Overview section.

### ***Resources***

Operating resources for the 1997/98 budget total \$301.0 million, up 24.1 percent over the prior year. Our 1998/99 resources are estimated to be \$331.8 million. This strong revenue growth supports the 1997/99 Biennial Budget and is a tribute to Scottsdale's balanced approach to planning and economic development. The revenue growth is led by a strong diversified retail sales base (up \$9 million or 19 percent in 1997/98) and construction and development activity (up \$5.6 million or 63 percent). The mid-decade census also contributes to revenue growth via a larger share of healthy and growing state shared tax revenues which are distributed primarily on population (up \$4.8 million or 22 percent in 1997/98). Although Scottsdale is experiencing continued economic gains, this budget and five-year financial plan were premised upon estimates of moderate future growth and a softening economy beginning in late 1998/99.

### ***Departmental Operating Budget***

The proposed departmental operating budget is \$176.3 million for 1997/98 and \$194.6 million for 1998/99. This is our "direct services" budget that most closely reflects the costs of operating the City on a day-to-day basis, e.g., fire and police services, parks and recreation, water and sewer services and general government. This budget is based on a balanced operating financial plan that uses expenditure "targets" for each department. The targets were based on annual population and corresponding service demand growth of approximately 4 percent and annual inflation and corresponding cost increases of approximately 4.5 percent, for a combined impact of 8.5 percent. The targets also allowed for the costs of new services added since the last budget and for new operating costs associated with capital projects coming on-line during the budget cycle. Budget costs in addition to the initial target allocation include \$3 million to continue two programs added mid-year in 1996/97, the City's operation of Westworld and photo enforcement; \$1.4 million for expanded transit service; and other adjustments for new infrastructure operating costs, most notably \$1 million for new parks, buildings and median maintenance and \$2.9 million for necessary purchased water, electricity and new water and sewer facility operating costs.

### ***Debt Service***

The debt service budget totals \$ 60.0 million for 1997/98 and \$73.2 million for 1998/99. This portion of the budget allows the City to finance key, long-term investments in preservation of the McDowell Mountains, revitalization of our Downtown and the continued development of quality infrastructure. Debt service increases over the prior year fall into four categories: General Obligation, Municipal Property Corporation, Water/Sewer Revenue and Special Revenue bond issuances. During the biennial budget cycle we will issue the remaining bonds associated with the 1989 bond authorization election primarily for transportation related projects. Municipal Property Corporation debt, which is directly supported by new revenue sources, will be issued to support the Downtown Waterfront project. Water and Sewer revenue bonds will be issued to pay for significant infrastructure additions and improvements which are supported by development fees and utility fees. Additional revenue bonds will be issued to acquire lands in the McDowell Sonoran Preserve. The .2 percent, voter-approved sales tax directly supports these bonds.

## ***BUDGET TRANSMITTAL***

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### ***Reserves***

Appropriations are set aside in seven separate reserves totaling \$24.9 million in 1997/98, up 52.3% percent over the current year. Reserve appropriations total \$27.2 million in 1998/99. In 1997/98, our Economic Stabilization Reserve will grow by \$5.9 million, nearing our goal of 15 percent of departmental expenditures (excluding Enterprise Funds). This dramatic growth in reserves is another example of long-term planning. The current fiscal year is progressing as an outstanding year for revenue growth and the economic outlook for Scottsdale is positive. But General Fund revenues are up primarily because of the growth in "elastic" revenue sources such as the sales tax and building permits. These revenue sources help us build reserves during these "good times." However, it is just as likely they will need to be supplemented during recessionary times in order to maintain service levels. Investing in reserves today ensures a sustainable economic strategy by providing for infrastructure deterioration and times of fiscal uncertainty. The budget overview section includes more information on the other City reserves and their designated uses.

### ***Capital Improvement Plan***

The capital budget totals \$483.2 million for 1997/98 and \$429.0 million for 1998/99 and includes funding for the bond program approved by voters in 1989. Approximately 60 percent of these annual budgets represents reappropriation for previous year's projects which will not be completed by year end. New budget appropriations in this two year period are 36% funded from pay-as-you-go sources. The Capital Improvement Plan sets out the City's plan for investments in the basic infrastructure needed to maintain Scottsdale's quality of life. Using the General Plan as the basis for predicting community needs, our citizens, the Mayor and Council and the City staff have identified projects required to address key priorities. Among the most significant are the following:

*Transportation:* \$119.7 million is budgeted for projects which are planned or in progress, including the Thompson Peak Parkway canal crossing, Scottsdale Papago streetscape, the widening of Indian School Road from 64<sup>th</sup> Street to Hayden, advance funding for the Pima Freeway from Bell to Scottsdale Roads, and an Advanced Traffic Management Program. Transit facilities in addition to the street projects include a Northeast Transit Center, bus bays, bus benches and shelters.

*Water and Sewer:* \$244.7 million is included for major water and sewer infrastructure projects based on the City's water master plans. These include the expansion of the Central Arizona Project Water Treatment Plant to provide sufficient supplies of drinking water for citizens. Also included are funds for expansion of the multi-city 91st Avenue Wastewater Treatment Plant that treats a major portion of Scottsdale's wastewater, and the construction of a City Reclamation Plant, Advanced Water Treatment Plant and collection lines, which will allow the City to treat, recycle and recharge water to help assure adequate future water supplies.

*Parks and Open Space:* \$90.8 million is included for acquisition of additional acreage for the preservation of the McDowell Mountains and for entry point improvements. New parks at Stonegate, Grayhawk, Ironwood, McDowell Mountain Ranch, Apache Neighborhood Park, and Pinnacle Peak Mountain Park and additional trail acquisition and improvements are also included.

*Other Improvements.* \$57.7 million is earmarked for Desert Greenbelt and other drainage improvements to provide flood protection for developing areas in the area north of the CAP. A total of \$6.9 million is allocated towards Police and Fire facilities to assure that the City maintains these essential services in its growing areas.

### ***Grants/Trusts/Other***

\$22.5 million is budgeted for grant, trusts and other activity in 1997/98 and \$21.6 million for 1998/99. Grant appropriations total \$11.9 million for 1997/98 and \$10.9 million for 1998/99 related to grant applications for police personnel, land acquisition at the airport, and advanced technology grants to support our Geographic Information System development efforts. Grant appropriations also include Community Development Block Grants and Federal Section 8 Housing Assistance. Trust activity totals \$3.3 million for both 1997/98 and 1998/99 and includes appropriations for a variety of endowments and trust programs which are directly supported by offsetting revenue sources. Other activity totals \$7.3 million for both years of the budget for programs whose costs are directly offset by billing to specific parties, however, the expenditures must be included as part of the total appropriation. These activities include the Reclaimed Water Distribution System (effluent pipeline) - offset by reimbursements from private companies; the Ground Water Treatment Facility - offset by reimbursements from the North Indian Bend Wash Participating Companies; and, Streetlight Improvement Districts - offset by tax assessment on participants.



## **BUDGET TRANSMITTAL**

### ***1997/99 Budget Highlights***

The main changes in revenues and expenditures, as outlined above, are explained in greater detail in the Budget Overview and in the departmental budgets that follow. Again, the changes in the budget rest on a framework of long-range plans of every kind – financial projections based on cost and economic analysis, infrastructure needs and engineering plans based on the General Plan, street and transit plans, and public safety and human services plans based on community needs evident today and projected to continue into the future. The following is a brief summary highlighting the two-year totals for some of the more significant priorities and projects within the departmental and capital budgets. Further information on these areas are included in later sections of this document.

- \$32.5 million is appropriated to address Transportation/Transit related services and \$119.7 million for related capital improvements, a community priority as continually expressed by our citizens in the annual Citizen Survey. Operational expenditures provide for planning, operation and maintenance of our street and transit system. Over \$3 million is currently spent annually for transit services and this budget allocates an additional, \$1.1 million for expanded transit services, operation of the Loloma transit station and extended route 72 transit services on Scottsdale Road. Funding is also included in 1998/99 for a downtown circulator transit service. The remaining general obligation bonds from the 1989 bond election will be issued during the next two years to help fund significant transportation capital projects, as noted earlier.
- \$81.2 million is appropriated for Criminal Justice (Police/Attorney/Court) related service delivery. This budget reflects considerable cross-departmental collaboration and process evaluation by the Criminal Justice Team. One outcome of this effort is a creative service delivery proposal for a court calendar coordinator position to monitor judges' calendars and caseloads. The proposal would delay the need to add a fourth court division, which will mean considerable savings. Additional mounted, canine, and parks patrol officers, asset, vice and criminal investigation resources will be funded in 1997/98 and another 10 patrol officers will be added in 1998/99 to address the City's growing service needs. Attorney and court related services include support for added prosecution caseloads and the victims assistance program. Another \$24.6 million is budgeted for Fire and emergency medical services. The combined Public Safety (Police/Fire) services will also be expanded and supported by \$6.9 million of capital projects including construction of the second phase of the joint Police/Fire training facility, and the addition of the Desert Foothills joint use facility, housing a fire station and police substation, near the intersection of Thompson Peak Parkway and Pima Road.
- \$67.5 million is appropriated to support Community Services (Parks/Recreation/Library/Arts and Human Services) for our growing and increasingly diverse population. The budget provides support for operation and maintenance of City parks as well as a variety of recreation and youth programs including an after school program at Hohokam Elementary School and two new Number 1 Clubs. Library services include additional technical support, Librarian, an Instructional Specialist and upgrades of obsolete equipment. The budget also includes a contribution for the arts as part of our partnership with the Scottsdale Cultural Council. Human Services includes additional staff support for the LINKs program, Vista, Via Linda Senior Center and Paiute Neighborhood Center. The Community Assistance office adds a Grant Accountant, Housing Development Specialist and Family Self Sufficiency Specialist. Another \$14.4 million is appropriated for related capital projects which includes new parks at Grayhawk, Ironwood Village, McDowell Mountain Ranch, the Trails, Pinnacle Peak Mountain and Stonegate; playground equipment replacements; Chaparral and Cactus park pool resurfacings; and completion of the Stillman Station at McCormick Railroad Park. Projects also include Paiute Neighborhood Center renovation, Civic Center Mall renovation, percent for the Arts program and mountain preserve improvements.

## **BUDGET TRANSMITTAL**

- \$33.7 million is appropriated for Planning and Development (Community Planning/Development/Redevelopment/Preservation and Economic Development). Expenditures for this area ensure a balanced approach to development and preservation, implementation of CityShape 2020, and support redevelopment, economic development and tourism activities. Funds are allocated to expand the "Scottsdale Voices" program, to provide a staff person to help facilitate community issues and for contractual monies to assist with development of character area studies and urban design work. The budget allocates funds to the Scottsdale Chamber of Commerce as part of our partnership related to supporting the hospitality industry. \$18.1 million is included for related capital improvements including Scottsdale Papago streetscape, Marshall Way Corridor street enhancements, holiday decorations and the Waterfront attraction and bridges. Bed Tax/Hospitality funds will be allocated towards the development of tourist destination attractions. \$74.3 million of the dedicated .2 percent sales tax will be appropriated for purchase of additional acreage for McDowell Mountain preservation.
- \$85.2 million is appropriated for Utilities (Water/Sewer/Solid Waste Services) and \$244.7 million for significant capital infrastructure construction. Budget funds are allocated for the City's three utility services to cover ongoing costs of operation, maintenance of infrastructure and billing and collection of user fees. Water and Sewer operations will add over \$14 million during the next two years to address several key issues: operational growth and associated costs of purchased water and electricity; new water, reclamation and sewer facilities coming on-line; and regulatory compliance for both water quality and wastewater. Significant projects to be completed and come on-line during the next budget cycle are the Advanced Water Treatment Plant; Wastewater Reclamation Plant and collection lines; 91<sup>st</sup> Avenue Treatment Plant expansion; and, CAP Plant expansion and improvements. These infrastructure projects reflect advanced technology and innovative staffing alternatives which allow for efficient operation with smaller staff than comparable plants in other cities. Solid Waste budget includes pickup, transfer and disposal of refuse and the City recycling program operating costs.
- \$46.2 million is included in the budget to address a variety of Support Services (Finance/Risk Management/Fleet Management/Information Systems, and all other departments). These services are essential to the support and operation of the other direct citizen service programs. Budget funding is included for administration of core services, i.e., asset management, purchasing and payroll, information systems, risk management, and fleet maintenance. Specific additions in this budget include funding for a computer system network engineer, systems analyst, database administrator, personal computer upgrades, computer system continuity planning, a cost accountant, document imaging and field services radio upgrade programs.

We continue, in line with Scottsdale's long tradition of innovation, to find creative ways to hold down the costs of government and anticipate future needs. All departments are continually asked to "hold a mirror to themselves" and examine how to deliver the best quality service balanced with the most competitive cost. Departmental collaboration, use of volunteers, alternative work methods, integration and use of technology and continual process evaluation contribute greatly to ensuring service value to our citizens. The outcome of these efforts by City staff are hundreds of service and quality improvements implemented since the adoption of the last biennial budget. These improvements either saved money, reduced the need for added staff, generated new revenues, or help us avoid adding costs in the future. The total, direct net savings to the City estimated at more than \$5.2 million in 1995/96 and more than \$2.9 million through the 3<sup>rd</sup> quarter of 1996/97.

As part of our "I'll Do It!" Program, our citizens have also helped us hold down costs by volunteering thousands of hours to provide additional front-line support and assist with special projects. In 1995/96, they donated nearly 122,000 hours, with a total estimated value of more than \$1.2 million. During the current fiscal year, we expect the number of donated hours to rise to 124,500, including over 8,000 hours for board and commission membership, again with total value of more than \$1.2 million. Of course, we can't quantify the most important assets these volunteers bring to their work – a citizen's perspective, a love for Scottsdale and a dedication to serve their fellow citizens.

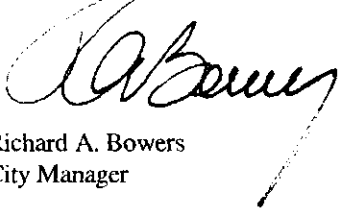
## **BUDGET TRANSMITTAL**

Like the volunteer program, many of the City's accomplishments can't be measured strictly in terms of dollars saved. Earlier this year, Vice President Al Gore recognized Scottsdale with one of his "Hammer Awards" for reinventing government. The City received the award because we partnered with the state and federal governments and several private corporations, especially Motorola, to learn how to avoid injuries and save lives. Scottsdale became the first municipality of its size in the United States to be certified under the Voluntary Protection Program, which is designed to hold down our accident and injury rates and ensure that our employees are safe in their jobs.

Our community's efforts to establish the McDowell Sonoran Preserve for the enjoyment of future generations also won Scottsdale the Morris K. Udall Natural Resources Award from the Arizona Parks and Recreation Association last fall. This is an honor that truly belongs to all of our citizens - for their grass-roots efforts to establish the preserve and two community-wide votes to ensure the City has the financial resources to realize their vision.

The 1997/99 Biennial Budget provides the financial resources, not only to help realize that vision, but hundreds of other long-term plans. Scottsdale has worked for years to establish a strong financial position and healthy economic outlook. Because of these efforts, the biennial budget allows us to continue to provide quality services and support the amenities and opportunities that help define the special character of Scottsdale. We could not accomplish these goals without the participation of our citizens, the Citizens Budget Review Committee, board and commission members, volunteers and City staff. My sincere thanks and appreciation for the role each has played in developing Scottsdale's Biennial Budget and Balanced Five-Year Financial Plan.)

Respectfully submitted,



Richard A. Bowers  
City Manager



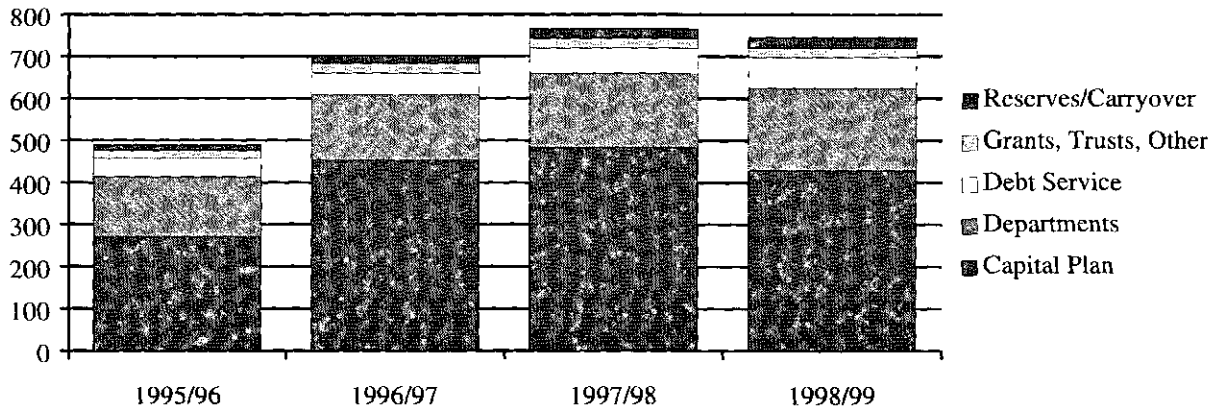
**Budget Overview**

## OVERVIEW

### TOTAL BUDGET APPROPRIATION

Scottsdale's 1997/99 Operating (Direct Service) Budget is \$261.2 million, which represents a 17.1 percent increase over 1996/97. The Total Budget Appropriation for 1997/99 is \$766.9 million, which includes: the Operating Budget of \$261.2 million; prior-year remaining and current year Capital Improvement Plan (CIP) appropriations of \$483.1 million; and Grant, Trust and Other Fiscal Activity in the amount of \$22.5 million. Although we are presenting a two-year budget, Arizona statute requires an annual appropriation; therefore, City Council will adopt the 1997/98 budget year only and will review and make a formal adoption of the 1998/99 budget and appropriations next spring.

**TOTAL BUDGET APPROPRIATION COMPARISON**  
IN MILLIONS OF DOLLARS



**TOTAL BUDGET APPROPRIATION COMPARISON**  
IN MILLIONS OF DOLLARS

	1995/96 ADOPTED	1996/97 ADOPTED	1997/98 ADOPTED	1998/99 APPROVED
Departmental/Direct Service	\$143.1	\$155.4	\$176.3	\$194.6
Debt Service	43.1	51.3	60.0	73.1
Reserves/Carryover	14.7	16.4	24.9	27.2
Operating Budget	\$200.9	\$223.1	\$261.2	\$294.9
Capital Improvement Plan	270.1	452.7	483.1	429.0
Grants, Trusts, Other Fiscal Activity	17.9	23.0	22.5	21.6
<b>Total Budget Appropriation</b>	<b>\$488.9</b>	<b>\$698.8</b>	<b>\$766.9</b>	<b>\$745.5</b>

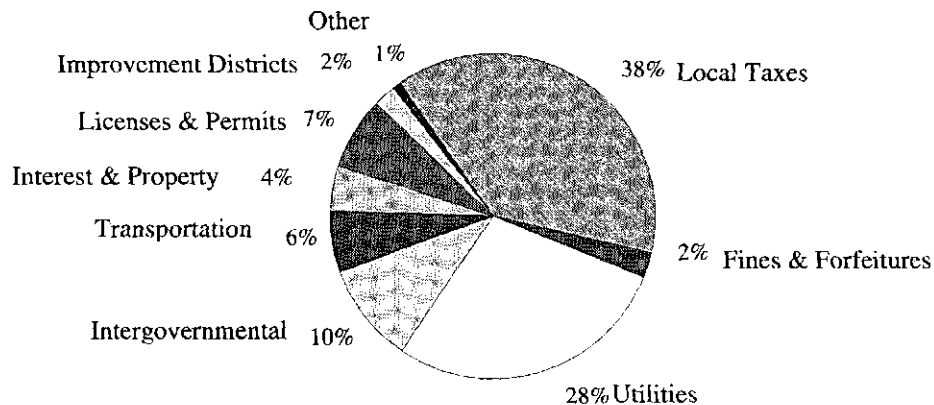
Arizona statute and City of Scottsdale charter govern the annual expenditure appropriation of funds. The total annual expenditure appropriation includes a considerable amount of set asides to ensure compliance with our statutory/legal appropriation requirements. Reserves, savings carryover, full appropriation of capital projects (which may be expended over many years), operating and capital contingencies, and appropriation for grants, trusts and other fiscal activity (which may be required dependent on resource commitments from other sources) are part of the legal appropriation yet may not result in the current year expenditure.

## OVERVIEW

### OPERATING REVENUES - WHERE THE MONEY COMES FROM

Revenue determines Scottsdale's capacity to provide departmental or direct services to our citizens. The major revenue sources which fund the Operating Budget are identified in the following chart and table.

**1997/98 OPERATING REVENUE BY SOURCE**  
PERCENT OF TOTAL



**OPERATING REVENUE COMPARISON**  
IN MILLIONS OF DOLLARS

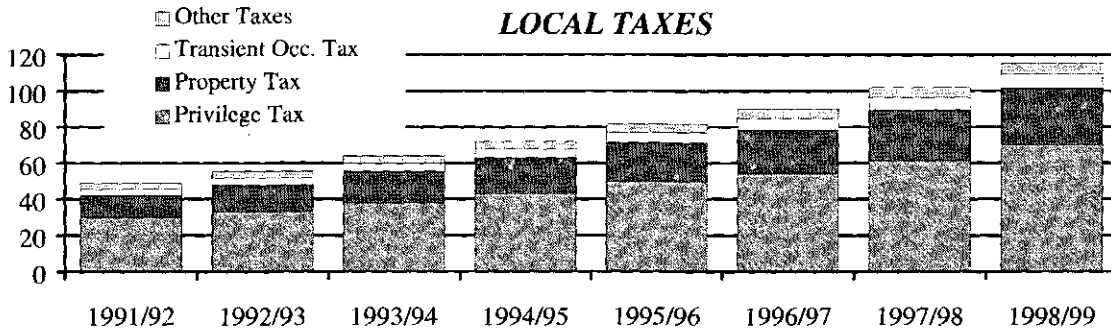
REVENUE SOURCE	1995/96 ACTUAL	1996/97 ESTIMATED	1997/98 ADOPTED	1998/99 APPROVED
Local Taxes	\$81.6	\$91.0	\$101.9	115.3
Intergovernmental	20.6	24.6	26.7	29.0
Transportation	14.0	15.6	16.6	17.4
Licenses and Permits	13.7	16.4	18.9	19.3
Fines and Forfeitures	2.8	4.4	6.1	5.7
Interest and Property Rental	9.5	10.5	11.6	11.8
Utilities	65.9	70.1	75.1	80.2
Improvement Districts	7.1	5.6	5.9	8.9
Other	5.5	1.4	2.3	2.3
<b>Total</b>	<b>\$220.7</b>	<b>\$239.7</b>	<b>\$265.1</b>	<b>\$289.9</b>

Economists continue to forecast continued economic growth for Arizona and Scottsdale through 1997 and slow growth into 1998. Favorable conditions include strong consumer confidence, a stable, diversified economic base, a stronger California economy, and current construction and manufacturing cycles are not expected to be as negative as in past cycles. The Blue Chip Economic Forecast panel of leading Arizona economists predicts a continuation of the trend toward slower growth into 1998 but without any clearly defined recession during the forecast period. Wage and salary growth are down slightly from the past several years but are not expected to decline further in 1998. Scottsdale and the greater Phoenix metropolitan area will likely be a growth leader in the Southwest. This growth results in operation service demand increases and related growth in tax and enterprise revenues. In spite of these encouraging trends we believe the estimates used in developing 1997/99 revenue projections that vary directly with the economy are conservative.

Estimated revenue for 1996/97 increases \$19.0 million over 1995/96. Significant increases from prior year are from sales taxes (11.0%), intergovernmental revenues (19.4%), permits & fees (18.1%), and property taxes (13.0%). The increases in sales tax and fees and permits can be attributed to continued economic growth for Arizona, and a strong retail sales tax base and development activity in Scottsdale. Increases in property taxes and user fees are caused by growth and rate increases to fund voter-approved capital improvements.

## OVERVIEW

*Local Taxes*, representing 38 percent of operating resources, are Scottsdale's largest source of revenue. They are comprised primarily of sales taxes (\$61.0 million), property taxes (\$28.2 million), and transient occupancy taxes (\$7.0 million), along with other franchise and in-lieu property taxes.



**LOCAL TAXES - ACTUAL AND FORECASTED  
IN MILLIONS OF DOLLARS**

FISCAL YEAR	PRIVILEGE TAX	PROPERTY TAX	TRANSIENT OCC. TAX	OTHER TAXES
1991/92	29.7	12.3	3.4	3.4
1992/93	32.9	14.7	3.9	3.8
1993/94	37.7	17.6	4.5	4.1
1994/95	42.9	19.9	4.8	4.2
1995/96	49.5	21.6	5.7	4.8
1996/97 Estimate	53.9	24.4	6.3	5.2
1997/98 Forecast	61.0	28.2	7.0	5.7
1998/99 Forecast	70.1	31.4	7.6	6.1

The *Local Privilege (sales) Tax* is City's largest source of revenue and is obtained from the 1.4 percent tax on retail and other sales. It also includes application and penalty fees. The 1 percent portion of the sales tax is used for general governmental operations and the repayment of excise debt. The remaining 0.4 percent is restricted for transportation related capital projects (0.2%) and for purchase of land within the McDowell Sonoran Preserve (0.2%), and as such are included as resources in the Capital Improvement Plan budget. The City has experienced exceptional growth in sales tax collections, led by construction up 14 percent, automobile sales up 11 percent, and hotel/motel rental activity up 13 percent. 1997/98 includes an anticipated increase of 13 percent and 1996/97 a 15 percent increase.

*Arizona 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 (bed) Tax* on hotel and motel room rentals in addition to the privilege 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 10 percent for 1996/97 due to decreasing vacancy rates and the addition of another six new hotels (which will increase room stock by over 20 percent). Further increases are expected in 1997/99 with the strong growth in national tourism trends.

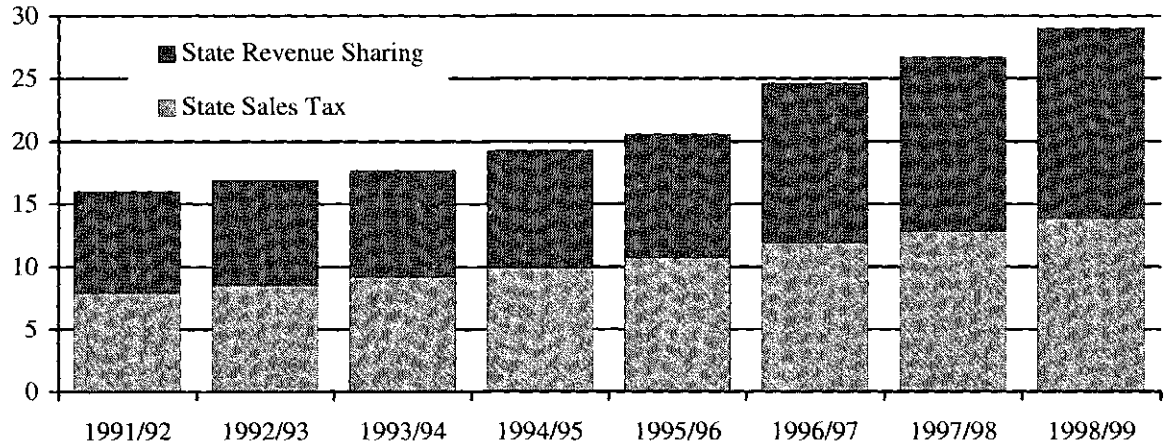
Other local taxes include franchise taxes charged on revenues from utility companies and cable companies for use of City right-of-ways, an in-lieu property tax for municipal utilities and a fire insurance premium tax which is used to help supplement fire protection service costs.



## OVERVIEW

*Intergovernmental* revenues include the state sales tax and income tax collections which are shared with cities and towns based upon population.

### INTERGOVERNMENTAL REVENUES



#### INTERGOVERNMENTAL REVENUES ACTUAL AND FORECASTED IN MILLIONS OF DOLLARS

<i>FISCAL YEAR</i>	<i>STATE SALES TAX</i>	<i>STATE REVENUE SHARING</i>
1991/92	7.9	8.1
1992/93	8.5	8.4
1993/94	9.2	8.5
1994/95	9.9	9.4
1995/96	10.7	9.9
1996/97 Estimate	11.9	12.7
1997/98 Forecast	12.8	13.9
1998/99 Forecast	13.8	15.2

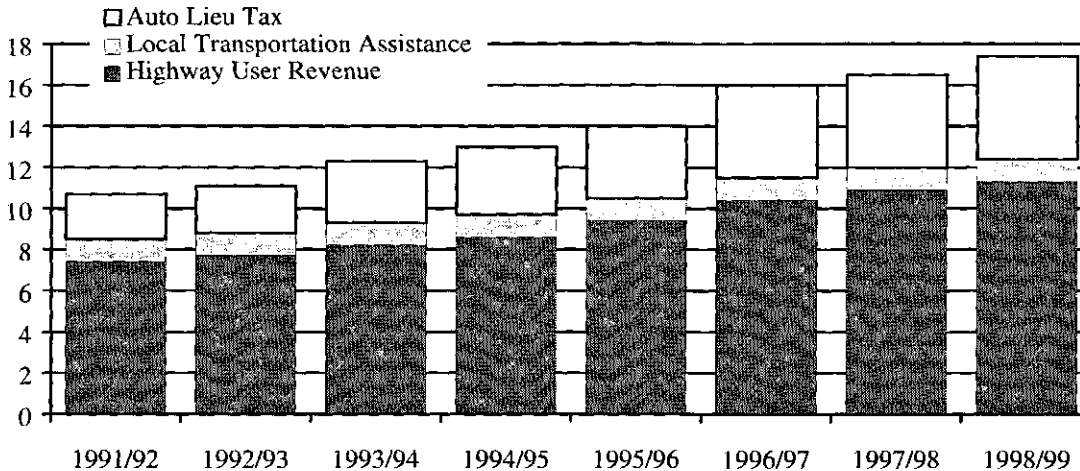
Cities and towns share in a portion of the 5 percent *Sales Tax* collected by the State. Two percent is designated for education, 1 percent is deposited in the state's general fund, and the cities and towns collect 25 percent of the remaining 2 percent. The formula for distribution is based upon the relation of the City's population to the total state population. Scottsdale's share increased in 1996/97 due to continued growth and mid-decade census results.

Cities and towns in Arizona are prohibited from levying an *Income Tax* but are entitled to 12.8 percent of state income tax collections from two years previous. The revenue for 1997/98 would come from the income tax on calendar year 1995 income, reported in calendar year 1996. The City's share is based upon Scottsdale's population as a percentage of the total state population. Again, Scottsdale's share increased significantly in 1996/97 as a result of the mid-decade census along with significant increases in reported corporate income.

## OVERVIEW

*Transportation* revenues include the Highway User Revenue Tax (HURF - Gas Tax), Local Transportation Assistance Fund (LTAF - State Lottery), and Auto Lieu taxes collected by the state. A State constitutional restriction on the use of HURF and LTAF revenues requires these funds be used solely for street and highway purposes.

### TRANSPORTATION REVENUES



### TRANSPORTATION REVENUES - ACTUAL & FORECASTED IN MILLIONS OF DOLLARS

FISCAL YEAR	HIGHWAY USER REVENUE (HURF)	LOCAL TRANSPORTATION ASSISTANCE (LTAF)	AUTO LIEU TAX
1991/92	7.4	1.1	2.2
1992/93	7.7	1.1	2.3
1993/94	8.2	1.1	3.0
1994/95	8.6	1.1	3.3
1995/96	9.4	1.1	3.5
1996/97 Estimate	10.4	1.1	4.5
1997/98 Forecast	10.9	1.1	4.5
1998/99 Forecast	11.3	1.1	5.0

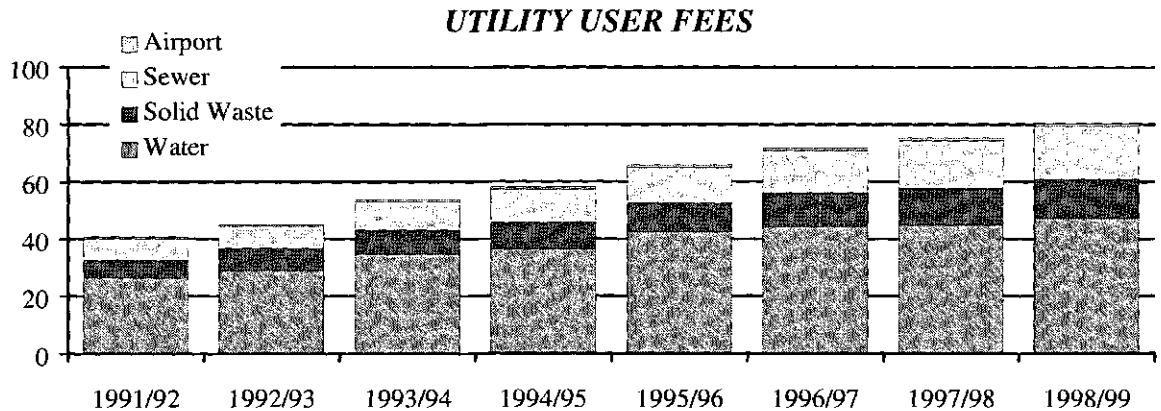
*HURF* revenues are distributed based upon population of each city and a portion distributed based upon the county of origin for the sales of fuel. The State constitution requires that all highway user revenue be used solely for street and highway purposes. The current gas tax is 18 cents per gallon. The cities share in 30 percent of 13 cents per gallon. Cities, towns, and counties also share in an additional one cent of the tax.

*LTAF* revenue is distributed based upon population and city and town participation in the lottery. *LTAF* revenue sharing was capped in 1989 by the state legislature resulting in no growth in this segment of intergovernmental transportation revenue. 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.

*Auto Lieu Taxes* are part of the vehicle license fees collected by the County but are actually a State revenue source. The City receives its share of the vehicle license tax collections based upon its population in relation to the total incorporated population of the County. The only stipulation on the use of this revenue source is that it must be spent for a public purpose. The City has designated these tax proceeds towards transportation needs.

## OVERVIEW

**Utility User Fees**, representing 28 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, \$74.2 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.



**UTILITY USER FEES - ACTUAL AND FORECASTED  
IN MILLIONS OF DOLLARS**

FISCAL YEAR	WATER	SEWER	SOLID WASTE	AIRPORT
1991/92	26.2	7.5	6.3	.6
1992/93	28.8	7.5	7.8	.6
1993/94	34.6	9.9	8.5	.7
1994/95	36.4	11.5	9.4	.8
1995/96	42.3	12.4	10.3	.9
1996/97 Estimated	44.2	14.8	11.8	.9
1997/98 Forecast	44.8	16.7	12.8	.9
1998/99 Forecast	47.1	18.5	13.7	.9

**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 1997/99 forecasts include a rate increase of 1.5 percent for increased operating costs associated with mandated water quality testing and treatment, increases in the cost of purchased water, and to help pay for necessary capital infrastructure.

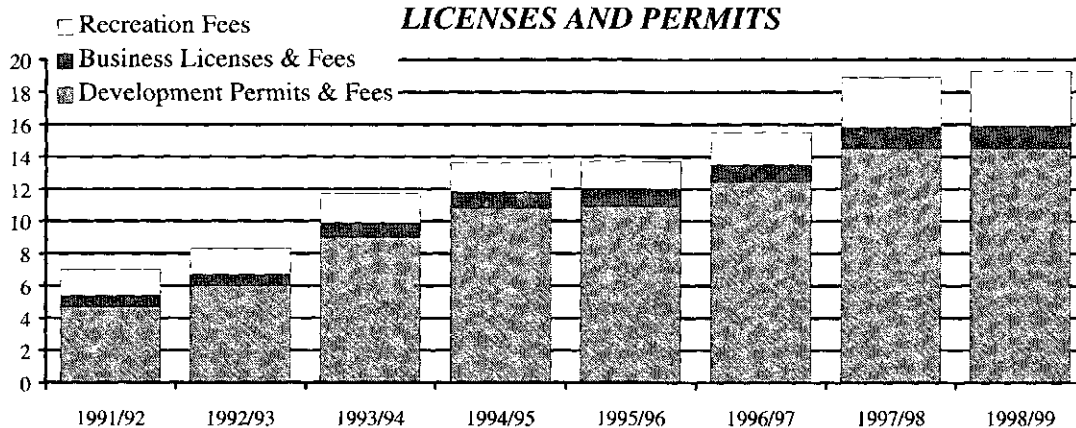
**Sewer** charge revenues are collected for the disposal of sanitary sewer waste. Residential customers are charged a flat fee per month and commercial users are charged based upon water consumption and type of business. Fees are studied annually to determine if they are covering the cost of providing this service. 1997/99 forecasts include a 7.5 percent rate increase needed to offset increased costs at the 91st Avenue Wastewater Treatment Facility, increased industrial pretreatment monitoring and testing, and to help pay for necessary capital infrastructure.

**Solid Waste** charges are billed 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 1997/99 forecasts includes a 3.3 percent rate increase for residential customers needed to offset increased costs of hauling solid waste to an EPA-approved landfill and to help pay for the construction of Scottsdale's solid waste transfer facility.

**Airport** charges are for a variety of services provided to airport customers, i.e., tie down fees, hanger rentals, fuel sales, and other rental charges. Airport fees and charges are currently under review and changes are expected to be recommended in conjunction with the final budget adoption (the last fee increase for this category was in 1994).

## OVERVIEW

*Licenses and Permits* include revenue from various business licensing and permits, recreational fees and 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 experienced steadily increasing building activity since 1990/91 which is expected to level off in 1997/98 and soften in later years. The 1997/99 forecasts includes a 5 percent rate increase for development review fees needed to offset increased development process costs (the last fee for this category increase was 1993). Recreational fees are reviewed biennially and no increases are proposed for 1997/98.



**LICENSES AND PERMITS REVENUES - ACTUAL AND FORECASTED  
IN MILLIONS OF DOLLARS**

<i>FISCAL YEAR</i>	<i>DEVELOPMENT PERMITS &amp; FEES</i>	<i>BUSINESS LICENSES &amp; FEES</i>	<i>RECREATION FEES</i>
1991/92	4.7	.7	1.6
1992/93	6.0	.7	1.6
1993/94	9.0	.9	1.8
1994/95	10.8	1.0	1.8
1995/96	10.9	1.1	1.7
1996/97 Estimate	12.4	1.1	2.0
1997/98 Forecast	14.5	1.3	3.1
1998/99 Forecast	14.5	1.4	3.4

*Improvement District* revenues are receipts from special assessments on property benefiting from property-owner requested capital improvements. Improvement District revenues are directly offset by debt service payments for the construction of the capital improvements.

*Other Revenue* includes interest, property rental income, fines & forfeitures and all other miscellaneous receipts. 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 applicable to bond proceeds and the Capital Improvement Plan accrue to the CIP budget and are not included in operating revenues. Scottsdale also receives revenue from various property rentals; the majority of this revenue source is derived from the Princess Hotel and adjoining Tournament Players Club which are located on City property.

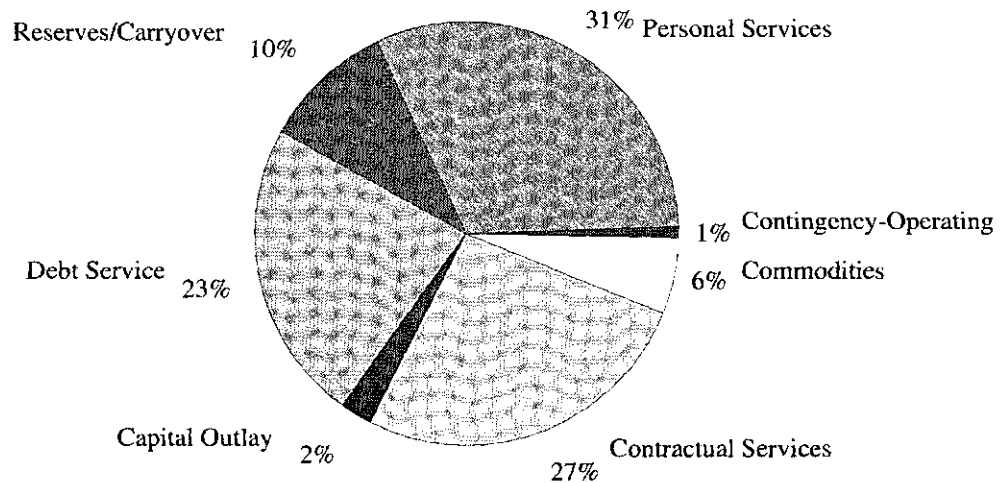
*Reserves and Carryovers* constitute the remaining resources used to fund the 1997/98 Operating Budget. Carryovers are committed funds from prior year purchase orders rebudgeted and Reserves include appropriations for facility maintenance, solid waste management, and self insurance not expended from the prior year.

## OVERVIEW

### USES - WHERE THE MONEY GOES - BY EXPENDITURE TYPE

Direct Operating Expenditures are divided into four major categories plus debt service, contingency, and reserves/carryover from the prior fiscal year. The pie chart shows the share each type represents of the total budget, while the table shows the four-year comparison of expenditures by type.

**1997/98 EXPENDITURE BY TYPE**  
PERCENT OF TOTAL



**BUDGET COMPARISON BY EXPENDITURE TYPE**  
IN MILLIONS OF DOLLARS

TYPE	1995/96 ADOPTED	1996/97 ADOPTED	1997/98 ADOPTED	1998/99 APPROVED
Personal Services	\$69.6	\$75.2	\$82.8	\$90.7
Contractual	55.5	59.8	70.0	76.2
Commodities	11.4	12.5	15.5	18.8
Capital Outlay	3.6	4.9	6.2	6.9
Debt Service	43.1	51.3	60.0	73.2
Operating Contingencies	3.1	2.9	1.8	1.9
Reserves/Carryover	14.7	16.4	24.9	27.2
<b>Total</b>	<b>\$200.9</b>	<b>\$223.1</b>	<b>\$261.2</b>	<b>\$294.9</b>

**Personal Services**, represent 31.7 percent of the 1997/98 Operating Budget and have increased by \$7.6 million (10.1 percent). Part of this increase is due to the addition of 99.8 full-time staff equivalent positions (23.4 of which were added mid-year 1996/97) which will support public safety and youth programs, operation of new facilities, impact of growth, and operational efficiency. 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. In addition to performance based compensation increases a 3.5 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, and increased health plan and retirement system costs.

## **OVERVIEW**

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The 1998/99 Personal Services budget increases \$7.9 million (9.5%) and includes the addition of 49.7 full-time staff equivalent positions, performance based compensation for all eligible employees, and a 3.5 percent market based salary adjustment.

**Contractual Services**, representing 26.8 percent of the 1997/98 Operating Budget, have increased \$10.2 million (16.8%). This increase is primarily due to: \$1.3 million increase in transit costs, due to expansion of bus routes and operation of the new Loloma Transit Station; \$1.6 million for the photo enforcement contract; \$1.3 million increase in electricity due to the addition of new facilities; \$0.9 million increase in the hospitality development contract due to the increase in bed tax revenue; \$0.8 million increase in the Fire protection contract including operation of a new fire station; and \$0.7 million increase for wastewater treatment at 91<sup>st</sup> Avenue.

The 1998/99 Contractual Services budget increases \$6.2 million (8.9%) and includes: \$3.8 million increase in electricity due to new facilities such as the Advanced Water Treatment Plant, the Reclaimed Water Distribution Plant, and the CAP Plant Expansion; \$0.9 million increase in the fire protection contract; \$0.8 million increase in transit services; and \$0.5 million increase in the hospitality contract.

**Commodities**, representing 5.7 percent of the 1997/98 Operating Budget, have increased \$3.0 million (24%). The increase includes \$1.5 million increase in purchased water, as well as maintenance supplies, office supplies, library materials, fuel and oil for the City's fleet, etc. The 1998/99 Commodities budget increases \$3.3 million (21.2%). \$2.1 million of the increase relates to additional purchased water. ✓

**Capital Outlay**, representing 2.4 percent of the 1997/98 Budget, includes funding for new and replacement vehicles; computers and related equipment; and office equipment. Expenditures in this category have increased \$1.3 million from 1996/97. The 1998/99 Capital Outlay budget increases \$0.7 million due to the fleet replacement schedule.

**Debt Service**, representing 22.9 percent of the 1997/98 Operating Budget, has increased by \$8.7 million (16.9%). Preserve financing, which is directly supported by the 0.2 percent sales tax for preservation, accounts for \$8.0 million of the increase, and new issuances of general obligation, revenue bonds, and special assessment bonds for the remainder.

The 1998/99 Debt Service budget increases \$13.2 million (22.0%). The increase includes: \$2.8 million increase in general obligation bond debt and \$3.0 million in sewer utility debt resulting from the continuation of the 1989 and 1992 voter-approved bond program; \$3.0 million increase in Improvement District debt supported by special assessments; \$3.0 million in contractual and Municipal Properties Corporation debt related to the Waterfront project; and \$0.7 million for Pima Freeway advanced funding.

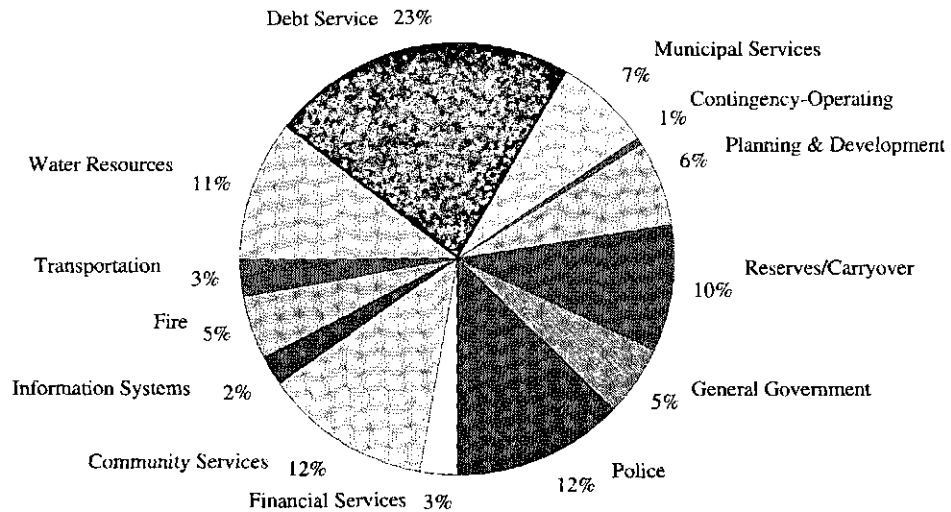
**Reserves/Carryover**, includes emergency reserve appropriations for facility maintenance, solid waste management, self insurance, and capital replacement of water/sewer lines and impacts of severe weather fluctuation on water/sewer operations. More information is provided on all of the City's reserves in the Fund Balance/Reserves explanation which follows in this section. Carryover appropriation is an allowance for those purchase commitments made in the previous year which had not yet resulted in payments to vendors.

## OVERVIEW

### BY DEPARTMENT/DIRECT SERVICE EXPENDITURES

Scottsdale's operating expenditures are comprised of ten separate departments, debt service, and contingency appropriations. The pie chart shows the departmental share of the 1997/98 Operating Budget, while the table shows the four-year comparison of departmental expenditures.

**1997/98 EXPENDITURES BY DEPARTMENT**  
PERCENT OF TOTAL



**BUDGET COMPARISON BY DEPARTMENT**  
IN MILLIONS OF DOLLARS

DEPARTMENTS	1995/96 ADOPTED	1996/97 ADOPTED	1997/98 ADOPTED	1998/98 APPROVED
General Government	\$10.9	\$10.5	\$13.4	\$14.2
Police	26.4	28.9	33.4	36.8
Financial Services	6.3	7.0	7.6	8.2
Transportation	5.3	5.7	7.2	8.1
Community Services	28.9	30.5	32.7	34.9
Information Systems	4.6	5.2	6.0	6.3
Planning & Development	11.9	13.8	16.1	17.6
Fire	10.2	10.9	11.9	12.8
Water Resources	20.3	22.8	27.5	34.0
Municipal Services	15.7	17.2	18.7	19.7
Debt Service	43.1	51.3	60.0	73.2
Operating Contingency	1.6	2.9	1.8	1.9
Reserves/Carryover	14.7	16.3	24.9	27.2
<b>Total</b>	<b>\$200.9</b>	<b>\$223.0</b>	<b>\$261.2</b>	<b>\$294.9</b>

## **OVERVIEW**

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**General Government** develops and implements policies and program alternatives; 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 General Government budget increases \$2,905,730 (27.5%) in 1997/98 and \$818,483 (6.1%) in 1998/99. Increases are due to the addition of the operating costs for the WestWorld equestrian facility; the continuing cost of the mid-cycle addition of the photo enforcement program which impacts the City Court and City Attorney's Office; the continuing support of the mid-cycle addition of the Victim's Assistance program; the addition of staffing in the City Attorney's Office, City Court, Human Resources, and Communications and Public Affairs to maintain current service levels; and the addition of an Internal Auditor position to assist in processing and analyzing data for the Full-Cost Plan, a result of the recently completed Cost of Services study.

**Police**, the largest departmental budget, handles general law enforcement responsibilities, traffic accident investigations, undercover operations and surveillance, crime investigation, traffic enforcement, and emergency management services. The Police Department budget increases \$4,612,720 (16.0%) in 1997/98 and \$3,335,897 (10.0%) in 1998/99. Increases include the addition of the photo enforcement program costs which are offset by ticket revenues; operation of the new Desert Foothills (District 3) facility; implementation of the take-home vehicle program; and the addition of fourteen sworn officers and thirteen support positions over the two year period. Four sworn officers are proposed in 1997/98 - a mounted officer, a canine officer, a parks patrol officer, and a sergeant in the Special Assignment Unit. The second year increase reflects the addition of nine officers and one sergeant to maintain deployment service levels; and the addition of a police aide for the operation of the new District 3 station. Support positions (support specialists, crime analysis interns, crime lab criminalist, clerks, police aide, and systems analyst) are necessary to maintain current service levels.

**Financial Services** provides basic financial services, controls, and processes to support the organization and maintain the financial integrity of the City. The Financial Services Department budget increases \$864,177 (8.1%) in 1997/98 and \$862,241 (7.5%) in 1998/99. Increases address: technology improvements, including expanded use of imaging technology, implementation of barcoding in the warehousing operation, and computer upgrades; conversion of five contractual employees in Customer Service to full time city employees (at no additional cost) to address an increasing workload due to growth; additional staff positions to address growth, including conversion of two part time positions to full time in Customer Service, addition of a Systems Analyst to assist in the implementation of the new financial system, and addition of a water meter reader in the second year; and customer outreach, including providing customer services at the Via Linda complex in the northern part of the city.

**Transportation** 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. The Transportation Department budget increases \$1,465,566 (25.6%) in 1997/98 and \$920,673 (12.8%) in 1998/99. The increase provides matching funds for grant funded airport improvements; event coordination for the annual Air Fair; additional technical staff support to respond to citizen safety concerns; replacement Dial-A-Ride vehicles; operation of the new Loloma Transit Station; extension and expansion of transit service on regional routes serving Scottsdale; and enhanced downtown shuttle service in 1998/99.

**Community Services**, the second largest departmental budget, plans, operates and maintains parks, recreational and library facilities; and provides recreational and leisure activities, and social services. The proposed budget for Community Services increases \$2,145,476 (7%) in 1997/98 and \$2,196,094 (6.7%) in 1998/99. Increases include maintenance/operation of new and/or expanded facilities -- Paiute Neighborhood Center, Grayhawk Park, Pinnacle Peak Park, recreational facilities at Apache School, McDowell Mountain Ranch Park, Skatepark, Loloma Transit Center, new Police & Fire facilities, and added inventory of medians & rights of way; program participation growth at Vista Social Services, Via Linda Senior Center, Community Assistance Office, and youth services programs, including after school and sports activities; environmental issues; and technology improvements including an automated reservation/registration system, remote lighting controllers, and connection to all staffed remote areas.



## **OVERVIEW**

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**Information Services** provides support for the City's fiber network, communications, local area networks, enterprise network, program assistance and internet/intranet programs. The Information Systems budget increases \$812,722 (15.8%) in 1997/98 and \$309,129 (5.2%) in 1998/99. Increases provide for maintenance of the data communications network between the Civic Center and Via Linda Campuses; continuation of the 3-D visualization program started in 1996/97; the addition of a network engineer to ensure system integrity and functionality; development of a business resumption plan; funding to maintain the open systems network which provides connectivity among all the city's systems; telecommunications support to respond to recent technological and regulatory changes; and addition of a data base administrator in 1998/99 to provide data management support for citywide applications.

**Planning and Community Development** ensures a balanced approach to development and preservation, facilitates implementation of CityShape 2020, and supports redevelopment, economic development and tourism activities. The Planning and Community Development budget increases \$2,297,773 (16.6%) in 1997/98 and \$1,460,320 (9.1%) in 1998/99. The major increases result from development activity growth and include the addition of two Senior Planners, Building Coordination Manager, two Secretarial positions, a contractual Environmental Planner position, conversion of three part time Customer Service positions to full time, and conversion of a contractual Building Inspector, Associate Planner and Civil Engineer to full time City employment. Other increases include a partnership with the Arizona Humanities Council to facilitate the new "Scottsdale Voices" program; addition of a Community Issues Facilitator to address neighborhood issues and communications; operational costs for the opening of Grayhawk Citizen Services Center in 1998/99; and an increase in the amount of Hospitality Contract in both years which is directly tied to the Bed Tax revenue.

**Fire Department** provides emergency medical service, public education, fire prevention and fire suppression. Fire services are contractually provided by Rural Metro Corporation. The Fire Department budget increases \$934,718 (8.6%) in 1997/98 and \$942,586 (8.0%) in 1998/99. Increases include the operation of a new fire station at Thompson Peak Parkway and Pima Road beginning in January 1998, as well as contractual increases for payroll, interest and depreciation.

**Water Resources** plans, manages, and operates a safe, reliable water supply and wastewater reclamation system. The Water Resources budget increases \$4,647,679 (20.4%) in 1997/98 and \$6,527,434 (23.8%) in 1998/99. Increases are related to the operation of treatment plants, regulatory compliance, and growth. The operation of Central Arizona Project plant expansion, Advanced Water Treatment Plant, and Wastewater Regional Plant beginning in 1997/98 result in the addition of 22.75 positions over the two year period, as well as the cost of additional purchased water, electricity and chemicals. Increases due to regulatory compliance include the addition of a water quality laboratory, additional cost of wastewater treatment at 91<sup>st</sup> Avenue due to price and quantity increases, and water conservation program support. Growth related increases include direct service positions such as customer service and water service workers, a work order automation system, and increased electricity.

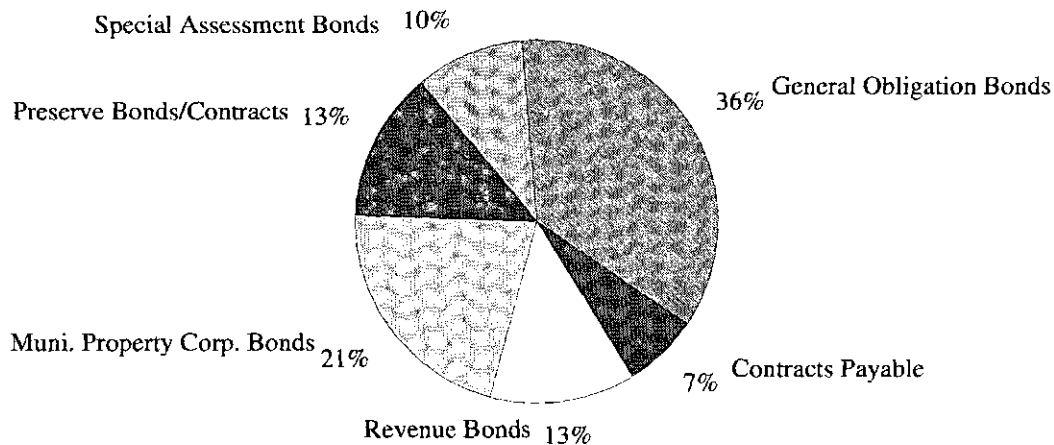
**Municipal Services**, representing the third largest departmental budget (including the Fleet Management internal service fund), maintains and repairs the City's street system, City-owned buildings, structures, and vehicles; provides solid waste services; and implements the City's approved Capital Improvement Plan. The Municipal Services department budget increases \$3,143,838 (12.4%) in 1997/98 and \$2,015,837 (7.1%) in 1998/99. Increases include the one time cost of a contractual position to develop an asset management program and to verify title of city owned real estate; the addition of two positions in Traffic Signals, one in each year, to maintain the current service levels and support the new traffic management system; conversion of traffic signals to light emitting diodes to improve safety and reduce electrical costs; program application development of the Geographic Information System Pavement Management System; funding for the purchase of recycling containers and in-house recycling wastebaskets for new customers and replacements for existing customers; landfill increase due to growth; hauling from the new transfer station to the landfill which was not budgeted a full year in 1996/97; and an increase of \$2.0 million in 1997/98 and \$0.4 million in 1998/99 for purchase of new and replacement vehicles.

## OVERVIEW

### DEBT SERVICE

Debt service funds are used to pay principal and interest on outstanding debt. The City's debt is divided into six categories: General Obligation bonds, Revenue bonds, Municipal Property Corporation bonds, Contracts Payable, Other Liabilities and Special Assessment Bonds.

**1997/98 DEBT SERVICE EXPENDITURE BY TYPE**  
PERCENT OF TOTAL



**DEBT SERVICE BUDGET COMPARISON**  
IN MILLIONS OF DOLLARS

DEBT TYPE	1995/96 ADOPTED	1996/97 ADOPTED	1997/98 ADOPTED	1998/99 APPROVED
General Obligation Bonds	\$16.9	\$18.1	\$21.5	\$24.3
Revenue Bonds	6.4	9.0	7.9	10.9
Municipal Property Corp. Bonds	11.2	13.3	12.7	13.4
Preserve Bonds/Contracts	0	0	8.0	8.0
Contracts Payable	1.8	2.6	4.0	7.7
Special Assessment Bonds	6.6	8.1	5.9	8.9
Total	\$42.9	\$51.3	\$60.0	\$73.2

**General Obligation (G.O.) 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 \$3.2 million (17.6%) in 1997/98 and \$2.9 million (13.5%) in 1998/99. These increases are the result of debt service for the final issuances of bonds authorized in the 1989 and 1992 bond elections – the proceeds of which will be used primarily for transportation and drainage projects.

## **OVERVIEW**

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**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 decreases \$1.1 million (13.0%) in 1997/98 and increases \$3.0 million (37.2%) in 1998/99. The decrease in 1997/98 is the result of paying off debt and delayed issuance of bonds. The increase in 1998/99 includes debt service for the issuance of sewer revenue bonds authorized in the 1989 bond election. Debt service for water and sewer bonds will be paid by development fees and utility user fees.

**Municipal Property Corporation (MPC) Bonds** are issued by the Municipal Property Corporation, 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 decreases \$579,271 (4.4%) in 1997/98 and increases \$697,955 (5.5%) in 1998/99. The decrease in 1997/98 is the result of delayed issuances. The increase in the following year reflects the planned issuance of new debt to provide waterfront amenities along utility canal banks through the City's downtown redevelopment area. Debt service for the waterfront project will be paid from the transient occupancy tax, a 3 percent tax on hotel and motel room rentals.

**Preserve Bonds/Contractual Obligations** represent contractual obligations and debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. The debt service will be \$8.0 million for each year of the budget and will be repaid by the dedicated .2% sales tax authorized by the voters in 1995.

**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 increases \$1.4 million (52.7%) in 1997/98 and \$3.7 million (95%) in 1998/99. These increases are for the purchase of WestWorld improvements, sales tax agreement obligations for the Waterfront and Automall, and the interest portion of the Pima Freeway advanced funding to the Arizona Department of Transportation.

**Special Assessment Bonds** are issued for property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. 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 decreases \$2.2 million (26.8%) in 1997/98 and increases \$3.0 million (50.3%) in 1998/99. The decrease in 1997/98 is due to the delay of scheduled improvements. The increase in 1998/99 is due to the planned issuance of approximately \$40.0 million in new debt primarily for the Desert Greenbelt Flood Control improvements.

Detailed debt schedules appear in the Debt Policy and Schedules section. Scottsdale is in compliance with Debt Policy which is detailed in the Comprehensive Financial Policy that appears in the Policy & Procedure section of this publication.

## OVERVIEW

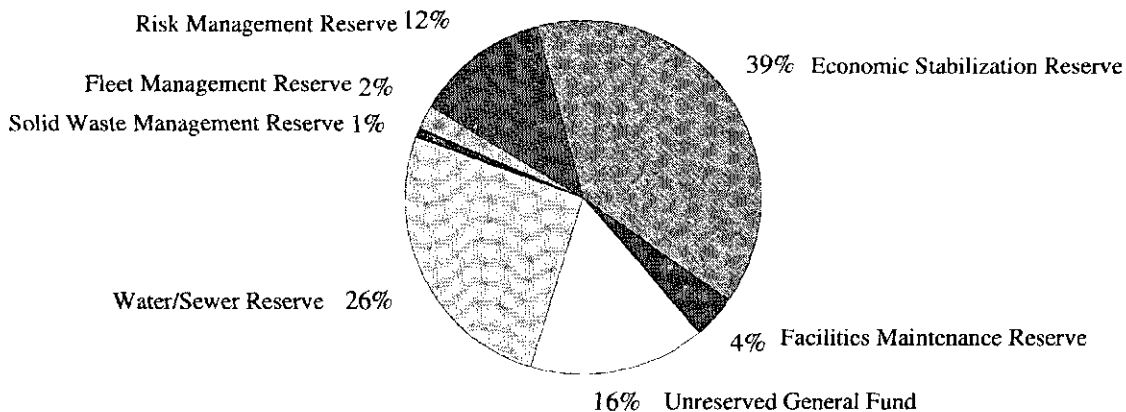
### FUND BALANCES - RESERVES

Fund balance represents the Scottsdale's net difference of financial resources and uses. 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. Growth of fund balance occurs when revenues exceed expenditures. Fund balances are similar to an enterprise's net equity (assets less liabilities) 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 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; a Facility Maintenance Reserve restricted for repair or replacement of public building infrastructure equipment (HVAC, roofing, etc.); a Water/Sewer reserve for replacement of related infrastructure and as a fiscal cushion for periods of adverse weather which result in higher operating costs; a Fleet Management Reserve to fund vehicle replacement costs in the future; and, a Debt Service Reserve restricted for payment of debt principal and interest. Unrestricted fund balance represents that portion of fund balance which is not restricted for specific purposes and is available for appropriation (budget).

The following pie chart identifies reserves and unreserved portions of the total estimated 1997/98 fiscal year-end fund balance and the table compares four years ending balances .

**1997/98 FUND BALANCE/RESERVES**  
PERCENT OF TOTAL



**FUND BALANCE/RESERVE COMPARISON**  
IN MILLIONS OF DOLLARS

	1995/96 ADOPTED	1996/97 ADOPTED	1997/98 ADOPTED	1998/99 APPROVED
Ending Fund Balance				
Economic Stabilization Reserve	\$11.8	\$12.7	\$18.6	\$20.5
Facilities Maintenance Reserve	1.0	1.2	1.5	1.8
General Fund - Unreserved	8.9	6.4	3.6	5.5
Water/Sewer Reserves	9.2	12.6	17.2	15.3
Solid Waste Mgt. Reserve	1.2	0.9	.4	.5
Fleet Management Reserve	.8	1.3	1.1	1.0
Risk Management Reserve	4.4	5.8	6.5	7.5
Debt Service Reserve	.6	1.1	0	0
<b>Total Ending Fund Balance</b>	<b>\$37.9</b>	<b>\$42.0</b>	<b>\$48.9</b>	<b>\$52.1</b>

## **OVERVIEW**

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**Economic Stabilization Reserve** was established to protect the City's financial condition as an offset to revenues vulnerable to downturns in the economy. The City's reserve goal is 15 percent of general governmental (non-enterprise) operating expenditures. Reserve funds in excess of 10 percent may be used for economic investment in the community when justified by the financial return to the City. In 1997/98 the reserve is 12.8%. The reserve increases from \$12.7 million to \$18.6 million in 1997/98 and \$20.5 million in 1998/99 as a result of the healthy economy. Revenue sources which help build the Economic Stabilization Reserve during these "good times" may be subject to downturns during recessionary times. It is during recessionary times that the Stabilization Reserve funds may be used to supplement these "elastic" revenue sources in order to maintain service levels. The 1997/98 budget includes budget appropriation of only 2.8 percent of this reserve.

**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 \$1.5 million for 1997/98 and \$1.75 million in 1998/99.

**Unreserved General Fund Balance** decrease is attributable to a substantial increases in the Economic Stabilization Reserve (\$5.9 million) and funding of pay-as-you-go capital improvements (\$19.4 million - up \$8.4 million from 1996/97). This use of the reserve was possible due to strong revenue growth from a healthy economy led by a strong retail sales tax base (up 14%) and construction and development activity (up 34%).

**Water/Sewer Reserves** include a Replacement/Extension Reserve which is required by revenue bond indenture to ensure that funds are set aside to preserve the assets which in turn are the collateral for Water Revenue Bonds. The reserve is required to be at least 2 percent of the revenues received during the year or until the reserve equals 2 percent of the value of total tangible assets. The reserve may be used from time to time for replacement or extension of the assets and may be liquidated when the bonds are paid off. In addition another million dollars has been reserved to promote more appropriate budgeting yet provide a resource in times of adverse weather swings which can impact this utility. The net reduction in Water Resources operating budget is one result of establishing this weather reserve and fulfillment of our objective of budgeting for average expected weather conditions versus budgeting for adverse weather.

**Solid Waste Management Reserve** was established in 1993/94 to help meet the unpredictable costs of solid waste management. A portion of the reserve was used to help fund the site acquisition and construction of the City's Waste Transfer Station. The reserve will be reduced in 1997/98 to offset the increased operating costs attributable to growth and to help level solid waste rate increases across several years and will begin to increase again in 1998/99.

**Fleet Management Reserve** is attributable to the timing of fleet replacements. Operating departments are charged for fleet operating costs per vehicle class and replacement costs are spread over the useful life of the vehicles. The Fleet Fund balance increases and decreases as funds are required for actual replacement of fleet vehicles.

**Risk Management Reserve** increases by \$0.6 million in 1997/98 and another \$1.0 million in 1998/99 towards building the reserve to meet our actuarial expectations. This reserve was reduced in recent years due to a large liability payments and it is important to restore this reserve in order to preserve our financial stability. The City adds the cost of involuntary tort judgments to the primary tax levy, as allowed by statute. The tort judgment tax levy, operating revenues and General Fund contributions all contribute towards building this reserve to its actuarially determined level.

**Debt Service Reserve** is restricted for use to pay debt principal and interest. The fund decreases in 1997/98 by \$0.9 million to help pay for existing debt service requirements.

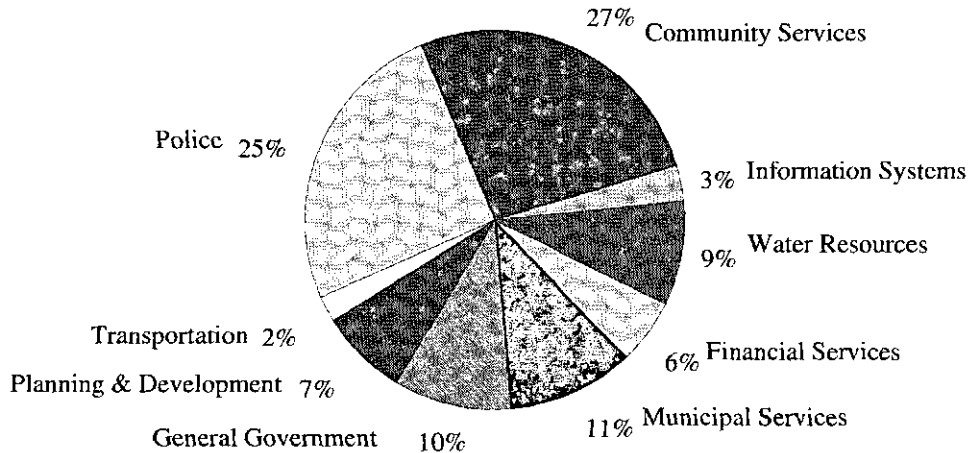
Scottsdale Reserve Policies are detailed in the Comprehensive Financial Policy that appear later in this document.

## OVERVIEW

### STAFFING

A significant part, 31 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.

**1997/98 STAFFING BY DEPARTMENT**  
PERCENT OF TOTAL



**STAFFING COMPARISON BY DEPARTMENT**  
IN FULL-TIME EQUIVALENTS

DEPARTMENTS	1995/96 ADOPTED	1996/97 ADOPTED	1997/98 ADOPTED	1998/99 APPROVED
General Government	123.5	138.5	167.4	170.4
Police	394.1	408.1	426.1	438.5
Financial Services	115.9	116.9	123.0	124.0
Transportation	36.4	35.4	37.4	37.4
Community Services	414.0	424.9	437.9	444.2
Information Services	49.8	52.8	52.8	53.8
Planning & Development	128.4	132.1	145.8	146.8
Water Resources	77.7	78.7	95.8	119.8
Municipal Services	172.3	178.3	179.3	180.3
Total FTE's	1,512.1	1,565.7	1,665.5	1,715.2

The 1997/98 budget increases authorized positions by 87 full time and 30 part time positions (total 99.8 full time equivalent), and the 1998/99 budget increases staffing by 48 full time and 2 part time positions (total 49.7 full time equivalent). Thirty-nine positions over the two year period support the criminal justice system -- police, courts, & attorney -- including 14 sworn police officers and 13 civilian police support positions; 4 Court Services Representatives and a Hearing Officer; and City Attorney's office staffing of 3.5 positions supporting the Victim's Assistance Program, a prosecutor, and 2.5 legal support positions.

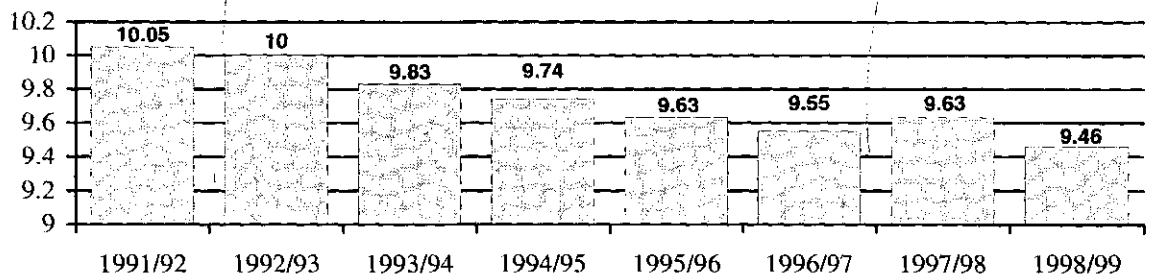
The addition of 58 positions over the two year period support maintenance and operation of new facilities, including the CAP Plant Expansion (4 positions), Water Campus (25.8); additional staffing for Arabian Library, the expansion of Paiute Neighborhood Center, Skateboard Park, as well as maintenance of new parks and medians/rights-of-way; and operation of WestWorld Equestrian facility. Other new positions are budgeted to maintain the current service levels such as additional staffing for recreational programs, direct customer service, maintenance of existing facilities, and building inspections. Details on staffing changes are provided within each Departmental section.

## OVERVIEW

The Authorized Position Summary in the Staffing section provides a complete listing of all authorized positions by classification, division, and department, both full-time and part-time, and details the changes for 1997/98 and 1998/99.

**Full Time Staffing Equivalents (FTSE)** - As part of our ongoing competitive analysis a study was recently conducted to determine the total City full-time staffing equivalency including other staffing support issues, i.e., temporary, contractual staff and overtime. The objective was to examine if the overall staffing trend was contributing to greater efficiencies and lower costs per citizen. The results of the study report the FTSE ratio per 1,000 citizens has decreased (or remained the same) every year since 1991/92 which is consistent with FTE trends reported in past budgets and illustrated below. Detail for department or division comparisons are presented in the departmental comparative sections of this document.

### FULL TIME STAFFING EQUIVALENTS PER 1,000 CITIZENS



Increase in 1997/98 due primarily to staffing for addition of Westworld and new Water and Park facilities

During this same time period we have added many new programs, e.g., Citizen Service Centers, Curbside Recycling, Geographic Information Systems, Advanced Technology Research, Graffiti Abatements, Police Bicycle Patrol and Victim's Assistance, to name a few. In addition to adding new programs, we have maintained the high quality of service delivery for existing programs while decreasing our ratio of FTSE per 1,000 citizens. Business analysis efforts continue to ensure that staffing alternatives are thoroughly researched before additional staff are authorized.

### FIVE-YEAR CAPITAL IMPROVEMENT PLAN

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 also lapse at the end of the fiscal year; but they are re-budgeted until the project is complete and capitalized. As capital improvement projects are completed, the operation of these facilities is funded in the Operating Budget.

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 users 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.

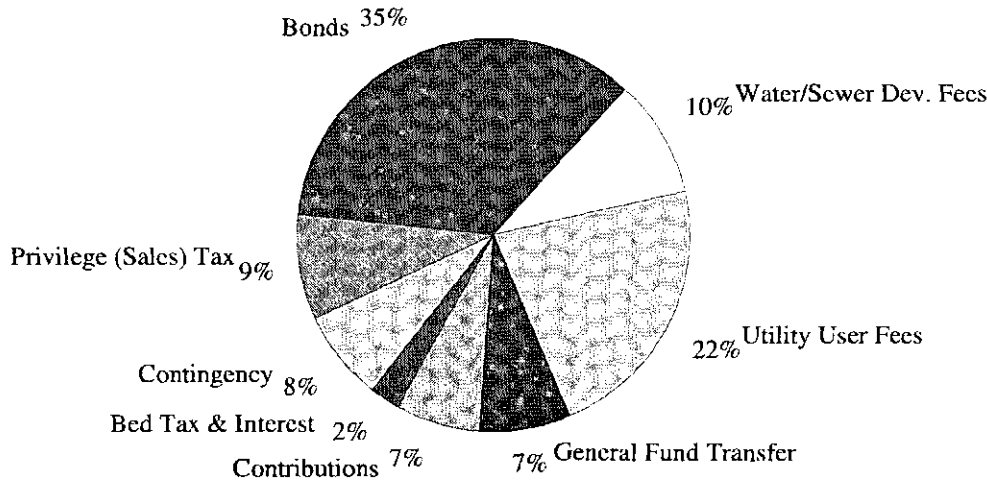
Projects included in the Five-Year Capital Improvement Plan have been reviewed through an extensive prioritization process. An inter-departmental team reviewed and prioritized all projects based on fourteen criteria including fiscal impact, lifecycle costs, City critical objectives, health and safety effects, community economic effects, and implications of deferring the project. Recommendations were further reviewed and appropriate changes made by City Executive staff, Council appointed citizens committees, and the City Council.

## OVERVIEW

### Capital Improvement Plan Funding - Where The Money Comes From

The 1997/98 - 2001/02 Capital Improvement Plan uses funding from the 1989 and 1992 voter-approved bonds. These funds, together with Special Assessment bonds, Scottsdale Preserve Authority bonds and Municipal Property Corporation bonds, provide the bond-funded portion of the plan. The remaining sources are pay-as-you-go revenues. The following graph identifies funding sources for the 1997/98 Capital Improvement Plan.

**1997/98 CAPITAL IMPROVEMENT PLAN FUNDING**  
PERCENT OF TOTAL



**CAPITAL IMPROVEMENT PLAN FUNDING SOURCES**  
IN MILLIONS OF DOLLARS

FUNDING SOURCE	1997/98	1998/99	1999/00	2000/01	2001/02	TOTAL
Transportation Tax (.2%)	\$22.1	\$14.0	\$15.5	\$17.1	\$18.9	\$87.6
McDowell Tax (.2%)	17.2	14.0	15.5	17.1	18.9	82.7
Water/Sewer Dev. Fees	44.9	23.2	21.9	22.2	18.9	131.1
Utility User Fees	103.3	17.6	14.5	17.0	16.9	169.3
General Fund Transfer In	33.6	14.5	16.3	13.8	12.1	90.3
Water/Sewer Bonds	20.0	40.0	10.0	0.0	0.0	70.0
GO & ID Bonds	73.1	36.5	8.8	0.0	0.0	118.4
MPC & SPA Bonds	68.2	7.0	0.0	10.0	0.0	85.2
Contributions	32.6	4.1	7.2	1.7	0.0	45.6
Bed Tax, Interest, RICO, Other	11.1	26.5	13.6	3.3	3.3	57.8
Contingent Revenues	35.0	35.0	35.0	35.0	35.0	175.0
<b>Total</b>	<b>\$461.1</b>	<b>\$232.4</b>	<b>\$158.3</b>	<b>\$137.3</b>	<b>\$124.1</b>	<b>\$1,113.2</b>

Additional detail of funding sources is presented in the Capital Improvement Plan section.

Funding sources for the 1998/99 - 2001/02 are presented on a cash flow basis. These revenue sources are presented in the period that the revenue is expected to be collected. Funding sources for 1997/98 include estimated balances on hand at the beginning of the period as well as revenue expected to be collected during the period. As a result of presenting revenue on the cash basis, funding sources do not equal budgeted expenditures in each period, creating a fund balance as cash accumulates for larger expenditures in later years.



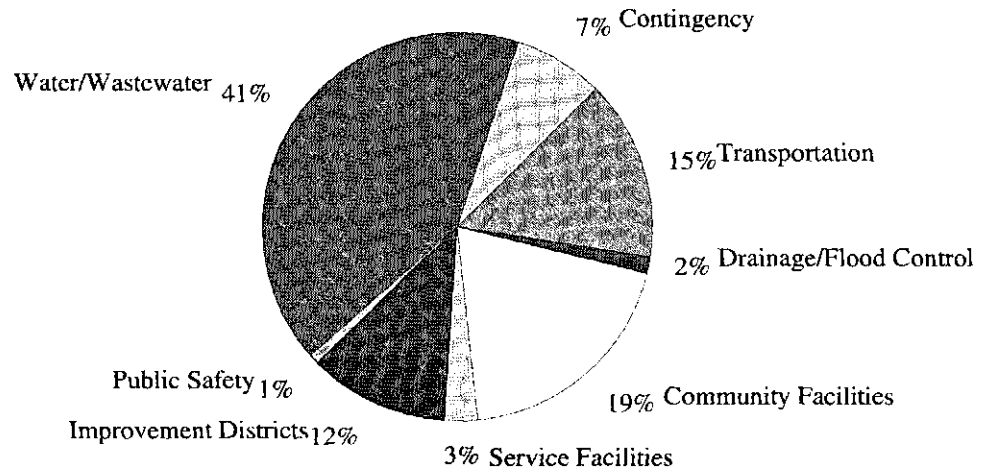
CIP  
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## OVERVIEW

### Capital Improvement Plan Programs - Where The Money Goes

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 1997/98 plan by major program.

**1997/98 CAPITAL IMPROVEMENT PLAN PROGRAMS**  
PERCENT OF TOTAL



**CAPITAL IMPROVEMENT PLAN PROGRAMS**  
IN MILLIONS OF DOLLARS

PROGRAM	1997/98	1998/99	1999/00	2000/01	2001/02	TOTALS
Transportation	\$71.9	\$47.8	\$23.8	\$18.5	\$27.2	\$189.2
Drainage/Flood Control	7.2	.9	6.1	3.3	2.5	20.0
Community Facilities	93.5	16.9	12.8	15.3	1.5	140.0
Service Facilities	13.4	.8	.1	4.5	4.7	23.5
Public Safety	5.0	1.9	4.4	.7	1.1	13.1
Improvement Districts	55.9	5.0	9.4	0.0	0.0	70.3
Water/Wastewater	200.2	44.5	32.7	43.5	36.3	357.2
Contingency	36.0	36.2	35.9	35.9	35.8	179.8
Total Expenditures	483.1	154.0	125.2	121.7	109.1	993.1
Transfers Out	9.5	13.1	15.0	15.2	14.1	66.9
Total Use of Funds	\$492.6	\$167.1	\$140.2	\$136.9	\$123.2	\$1,060.0

Expenditures are presented on a budget basis rather than a cash flow basis. Governmental accounting procedures require adequate budget to pay for the entire contract to be available and appropriated in the period in which a contract is entered. However, actual cash expenditures under the contract may take place over more than one period. In addition to the capital program expenditures, a total of \$66.9 million over the five year period will be transferred to the operating budget to cover debt service expenses related to Transportation, Mountain Preserve, Revenue Bonds and Tourism Development capital improvements.

## **OVERVIEW**

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The following summarizes the seven major programs which comprise the total Capital Improvement Plan, including significant projects contained within each program.

**Transportation** program addresses the transportation needs of the community and includes streets, bike lanes, bus benches and shelters, transit centers and street lighting. Fifteen percent of the CIP plan has been identified to address the transportation needs of the City. Major Transportation Projects include:

Indian School Road from 64<sup>th</sup> Street to Pima Road (\$26.5 million). Improvements will be made to Indian School Road between 64<sup>th</sup> Street and Pima Road to provide improved traffic flow from the Pima freeway through downtown Scottsdale. Right-of-way from 64<sup>th</sup> Street to 68<sup>th</sup> Street has been acquired and a buffer wall constructed. Construction from 64<sup>th</sup> Street to Hayden Road will be phased with the first section - 64<sup>th</sup> Street to 69<sup>th</sup> Street just beginning.

Pima Freeway Scottsdale Road to Pima Road (\$36.4 million). Scottsdale will accelerate the construction of the Pima Freeway between Scottsdale Road and Pima Road by advancing funds to the Arizona Department of Transportation. This advance will be repaid beginning January 2002. In addition, \$4.7 million has been provided for freeway aesthetics and frontage roads.

Thompson Peak Parkway - CAP Canal Crossing (\$14.5 million). This project will provide an additional canal crossing to serve the rapidly developing area north of the CAP canal and east of Pima Road. Design is under way on two multi-span bridges and construction is anticipated to begin in early 1998.

**Improvement Districts** are 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 meet master plan standards, thus avoiding higher future costs. Major Improvement District Projects include:

Regional Drainage System North of CAP Canal (\$69.9 million). The City will continue 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.

**Drainage and Flood Control** program includes detention basins, culvert and channel projects, and continuation of neighborhood drainage corrections. A regional drainage system north of the CAP canal is budgeted in the improvement districts section.

**Water and Wastewater** Plan reflects the City's commitment to compliance with the 1980 Groundwater Code. Accordingly, the emphasis is on reclaiming and storing water and treated wastewater for underground recharge, and decreasing consumption of groundwater. Major Water and Wastewater Projects include:

The Water Campus (\$126.1 million). The Water Campus will be comprised of the Advanced Water Treatment Plant, Regional Wastewater Reclamation Plant, Collection System, East Pumpback System and the Initial Recharge and Recovery System. These 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 then recharged back into the aquifer, thereby replenishing the groundwater table. A second phase expanding the Advanced Water Treatment Plant and the Regional Wastewater Reclamation Plant is expected to begin in 1998/99.

CAP Water Treatment Plant Expansion (\$37.0 million). Expansion of the CAP water treatment plant will enable the City to treat additional water from the CAP canal. The construction began in May 1997 and is expected to be completed in the spring of 1999.

## **OVERVIEW**

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**Community Facilities** capital plan addresses the recreational needs of the community and includes new parks, park improvements, libraries, and multi-use paths, as well as improvements to the Civic Center mall area. Community Facility Projects include:

Apache Neighborhood Park (\$530,000). This project will design and construct a five acre neighborhood park including playground, parking and court areas at the Apache School location.

Grayhawk Neighborhood Park (\$350,000). Design and construction of this major community center park will include lighted ball fields, tennis courts, volleyball and basketball courts. It will also include area lighting, parking lots, walkways, and flood control features. The project is a joint project with the school district and Core North Development.

McDowell Mountain Ranch Park (\$900,000). This phase of the project will include a restroom/concession building located by the existing ballfields, two lighted soccer fields, parking, landscape and irrigation.

Waterfront Improvements (\$10.6 million). These improvements include a footbridge linking the Waterfront with the Fifth Avenue area, a transit bridge to carry transit vehicles across the Arizona Canal between the Waterfront and Stetson drive, a park, and funds to partner with private development to provide a water-based major destination attraction.

McDowell Mountain Land Acquisition (\$125.3 million). This project provides for the purchase of land within the McDowell Sonoran Preserve for the purpose of maintaining scenic views and preserving plants and wildlife, while providing public access and passive outdoor recreational opportunities.

Scottsdale Papago Streetscape (\$6.2 million). These streetscape enhancements along Scottsdale road, from Thomas to McKellips and along McDowell Road from 64<sup>th</sup> Street to Granite Reef will provide enhanced landscaping and pedestrian areas. Improvements at the bus stops will include seatwalls, landscaping and transit amenities. This project will continue the design already installed along McDowell Road from Pima Road to Granite Reef.

**Service Facilities** program encompasses new office space, remodel of current facilities, and automation needs. Major Service Facility Projects include:

City-wide Phone and Data Communication System Replacement (\$5.1 million). This project will replace the City's main telephone system processing equipment and 23 remote systems, and provide additional voice and data capacity.

**Public Safety** portion of the capital plan includes fire stations, training facilities, and automation systems related to police and fire functions. Highlights of the Public Safety program include:

Take Home Vehicle Program (\$1.2 million). This project is to establish a take home patrol vehicle program in the interest of increasing police visibility (and visible reassurance), providing deterrence and enhancing neighborhoods at risk. The program will provide a personally assigned, fully marked police vehicle to each patrol officer who resides in the city and chooses to participate in the program. Over the five year period, 19 cars will be purchased and equipped.

Desert Foothills Police Facility and Fire Station at Pima and Thompson Peak (\$2.3 million). The construction of an 8,000 square foot facility designed to house police and fire personnel and equipment at Pima and Thompson Peak will allow Scottsdale to provide public safety services to this area of the City. Design is progressing and construction is expected to begin in early 1998.

## **OVERVIEW**

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### **GRANTS, TRUSTS, & OTHER FISCAL ACTIVITY**

Grant, Trust and Other Fiscal Activity budget totals \$22.5 million for 1997/98 and \$21.6 million for 1998/99. The 1997/98 budget includes \$11.9 million for grants, another \$3.3 million for Trusts, and the remainder is for other fiscal activities which have dedicated or restricted revenue source which completely offset their expenditures.

*Grants*, are based on best estimates by departmental grant liaisons regarding potential grant awards in the upcoming budget together with re-budget for previous year grant awards which have not been fully expended at fiscal yearend 1996/97. The 1997/99 grant budget includes appropriations for transportation, public safety, and technology grants. In addition, a considerable portion is allocated to human services including community development block grants and Federal Section 8 housing assistance.

*Trusts*, include appropriations for a multitude of endowment and trust activities which have specific or restricted revenue sources requiring separate accounting and dedicated expenditure budgets. Some key trusts include nearly \$1 million set aside as capital project plan allocation towards incorporation of fine art into City infrastructure development. Other inclusions are for Federal forfeitures, criminal justice enhancement funds and McCormick Railroad Park operations and endowment.

*Other Fiscal Activity*, includes several key programs which require expenditure appropriations but are fully offset by dedicated revenue sources. These programs include: streetlight improvement districts - billed to participants via county tax assessment; reclaimed water distribution system - billed to subscribers to the system, and the groundwater treatment plant - billed to North Indian Bend Wash Participating Companies.

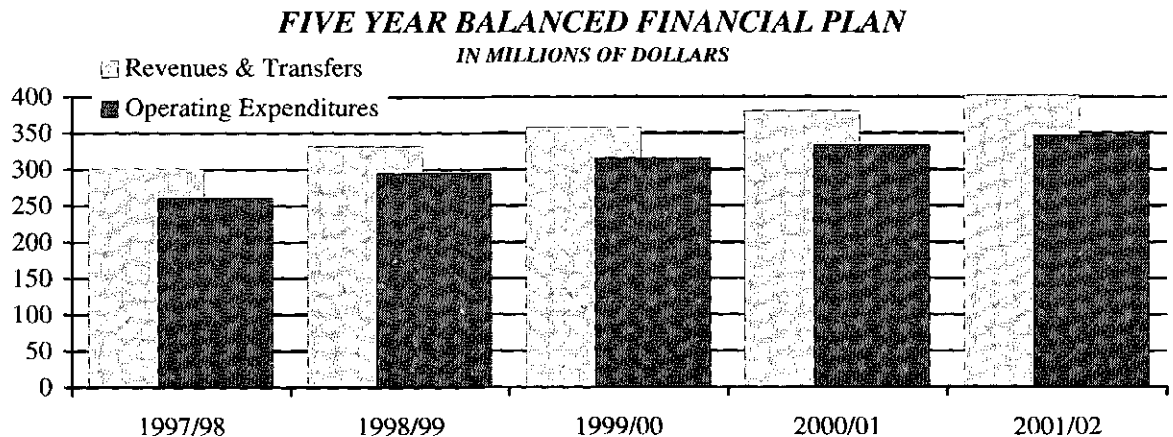
## OVERVIEW

*Move to Front*

### FIVE-YEAR BALANCED FINANCIAL PLAN

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 resources more than offset City operating expenditures (departmental operations and debt service expense) forecast for the next five years.



**FIVE YEAR BALANCED FINANCIAL PLAN**  
IN MILLIONS OF DOLLARS

	1997/98	1998/99	1999/00	2000/01	2001/02
Revenues & Transfers	\$301.0	\$331.8	\$357.8	\$380.4	\$402.0
Operating Expenditures	261.2	294.9	315.8	333.7	346.5

Resources in excess of operating expenditures are used as pay-as-you-go funding source for the capital improvement program and/or to build City reserves and fund balances. During this five year plan \$145.0 million of forecasted resources will be transferred to help pay for capital project expenses. Another \$60.0 million will be contributed to increasing City fiscal reserves and fund balances.

The Five-Year Balanced Financial Plan is in compliance with Operating Management Policies as set forth in the City's Comprehensive Financial Policies detailed in the Policy & Procedures section of this publication.

The development of the two-year budget and five-year financial plan was premised upon use of expenditure targets conservatively estimated to be available resources over the next five-year period. Available resources (revenue estimates) were based upon historical data and econometric forecasting models. Departmental expenditure targets were then identified to help balance the budget and encourage decision making by staff who have direct contact with citizens. Target expenditures were conservatively estimated and include increases expected for changes in the consumer price index and increases to maintain current service levels.

## OVERVIEW

move into CIP section

### CAPITAL PROJECT OPERATING COSTS

As capital improvement projects are completed, the operating costs of these facilities have also been included in the appropriate departmental operating budgets. The estimated cumulative increase in operating expenses over the next five years, due to completed capital improvement projects, is as follows:

<b>OPERATING COSTS ATTRIBUTABLE TO COMPLETED CAPITAL PROJECTS IN MILLIONS OF DOLLARS</b>				
<b>1997/98</b>	<b>1998/99</b>	<b>1999/00</b>	<b>2000/01</b>	<b>2001/02</b>
3.5	11.7	14.8	19.1	23.5

The 1997/98 operating cost increase is a result of the completion and expected completion of approximately 45 projects. Operating costs related to the opening of the Fire Station at Pima and Thompson Peak account for \$460,000 of the increase. Median and right-of-way maintenance and paving maintenance increased approximately \$300,000 to include 14 street projects such as Pima Road from McDowell to Via Linda, traffic signal installations, and Shea Boulevard from 126<sup>th</sup> Street to 144<sup>th</sup> Street. Building custodial and maintenance costs increased approximately \$300,000 as a result of the anticipated completion of building projects such as the Loloma Transit Center, Fire Station at Pima and Thompson Peak, the Desert Foothills Public Safety Facility and the remodel of the Public Services Building. Parks and parks maintenance costs of approximately \$110,000 were included for the Grayhawk Neighborhood Park, the Skateboard Park and Pinnacle Peak Mountain Park.

Water and Wastewater projects account for \$1.7 million or 48% of the operating impact in 1997/98. In 1998/99, the impact from water and wastewater projects increases to \$9.4 million or 80% of the estimated costs and continues the trend to account for approximately 80% of the estimated operating costs in 2001/02. Significant projects being completed are the Water Campus and the CAP Water Treatment Plant expansion which account for \$20 million and \$12.6 million, respectively over the five year period. The addition of six well sites over the five-year period results in an increase in operating expenses of \$6.8 million due primarily to an increase in electricity needed to operate the wells.

Operating expenditure forecasts were required to be "within target" and were used to develop the biennial balanced budget. Departments were encouraged to use a variety of methods to evaluate their financial needs over the five-year period and balance their budget within the targeted resources estimated to be available. Methods used included: trade-offs with current service level budget (modified zero-base budgeting), partnering efforts between departments, reengineering efforts, use of volunteers, and leveraging technology. Forecasted expenditures for years three through five of the financial plan are intended for management discussion purposes regarding strategic fiscal planning and policy development for the next several years.

The five year financial plan forecast illustrates that projected revenue growth supports departmental expenditures for current service levels. However, as the City continues to grow it is important to position the organization to meet increasing demands. The five-year balanced financial plan requires revenue assumptions and forecasts of available resources to be continually updated. In conjunction, alternatives for dealing with operational growth, capital improvement programs and new service impacts need to be considered, including: new revenue sources, use of contractual services, use of volunteers, service level changes and/or trade-offs of personnel with other programs.

## OVERVIEW

### IMPACT ON CITIZENS

*Utility User Fees* are monthly charges to customers based upon usage of the utility. Rate adjustments are based upon five-year financial plans developed for each utility to meet the objectives of: equity — charges are borne by the beneficiaries of a project or service; level distribution of necessary cost increases — to avoid large rate increases in any one year; increasing debt as little as possible — to ensure that the City can meet bond coverage requirements and remain financially healthy; and rate design — which encourages conservation and efficient use of City resources.

The 1997/99 Budget includes moderate Utility User Fee increases to help offset increased operating costs, regulatory compliance issues and necessary infrastructure costs. The following Utility Bill Example illustrates the monthly dollar impact for an average residential customer (assumes a ¾" water meter and monthly consumption of approximately 13,500 gallons of water). *Per the example the total monthly utility bill will change by approximately \$1.69 which equals a 2.8 percent increase.*

**UTILITY BILL EXAMPLE - 1997/98**

	<i>Water</i>	<i>Sewer</i>	<i>Solid Waste</i>	<i>Total</i>
Current Cost	\$35.19	\$11.20	\$12.64	\$59.03
Rate Increase	.31	.96	.42	1.69
Projected Cost	\$35.50	\$12.16	\$13.06	\$60.72

*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. As illustrated in the previous example, the average customer's bill will increase an estimated \$.31 per month in 1997/98. A water rate increase of 1.5 percent is estimated for each year 1997/98 through 2001/02. These rate increases will provide revenue to address:

- Increased operating costs for treatment plants, electricity and purchased water;
- Regulatory compliance costs for water quality/groundwater recharge;
- Pay-as-you-go CIP infrastructure projects; and
- Debt service costs for water projects approved by voters.

*Sewer* - Charges are for disposal of sanitary sewer waste based on water consumption and type of residence or business. As illustrated in the previous example, the average customer's bill will increase by an estimated \$.96 per month in 1997/98. A sewer rate increase of 7.5 percent is estimated for each year 1997/98 through 2001/02. These rate adjustments will provide revenue to address:

- Increased operating costs for treatment plants and sewer line maintenance;
- Regulatory compliance costs for wastewater treatment;
- Pay-as-you-go CIP infrastructure projects; and
- Debt service for wastewater projects approved by voters.

*Solid Waste* - 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. As illustrated in the previous example, the residential customer bill increase is estimated to be \$0.42 per month in 1997/98. A solid waste rate increase of 3.4 percent is estimated for each year 1997/98 through 2001/02. These rate adjustments will provide revenue to address:

- Increased costs to operate machinery and provide labor to transfer solid waste to an EPA approved landfill;
- Increased landfill "tipping fees" for disposal of solid waste; and,
- Debt service for the solid waste transfer facility which began operation in 1996. This facility will lessen future rate increases by reducing the use of collection vehicles to transport solid waste directly to the landfill.

## OVERVIEW

*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 percent increase per year, plus an allowance for annexations and new construction, and the cost of involuntary tort judgments, as allowed by state statute. A primary tax rate decrease of six cents per \$100 of assessed value is estimated for 1997/98 premised on increased assessed value forecasts from the County Assessor.
- *Secondary Property Tax* - is restricted to pay for general bonded debt obligations of the City. A secondary rate increase of nine cents per \$100 of assessed value is estimated for 1997/98 and two cents per \$100 of assessed value in 1998/99 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.

*The combined tax rate is estimated to increase in 1997/98 by 2.3 cents to \$1.5754 per \$100 assessed value - annual property tax bill for a home assessed at \$100,000 is estimated to be \$157.54.*

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.

### ASSESSED VALUE AND FORECASTED PROPERTY TAX RATE INCREASES PER \$100 ASSESSED VALUE

	<i>CURRENT</i>	<i>1997/98</i>	<i>1998/99</i>	<i>1999/00</i>	<i>2000/01</i>	<i>2001/02</i>
Assessed Value Growth	6.5%	15.2%	11.0%	10.0%	8.0%	8.0%
Primary Tax Rates	.65	.59 <sup>58</sup>	.58 <sup>56</sup>	.61	.61	.62
Secondary Tax Rate	.90	.99 <sup>99</sup>	1.01 <sup>99</sup>	.96	.88	.79
Combined Tax Property Tax Rate	\$1.55	\$1.58	\$1.59 <sup>155</sup>	\$1.57	\$1.49	\$1.41





**Policies and Procedures**



## ***POLICIES AND PROCEDURES***

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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 compliance with the comprehensive financial policies adopted with this budget.

### ***OPERATING MANAGEMENT POLICIES***

All departments will share in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources and future service requirements. In order to ensure compliance with policy, sunset provisions will be incorporated into service plans, as appropriate.

The budget process is intended to weigh all competing requests for City resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process will be discouraged.

Addition of personnel will only be requested to meet program initiatives and policy directives, after service needs have been thoroughly examined and it is substantiated that additional staffing will result in increased revenue or enhanced operating efficiencies. To the extent feasible, personnel cost reductions will be achieved through attrition.

Current expenditures will be funded by current revenues and a diversified and stable revenue system will be developed to protect programs from short-term fluctuations in any single revenue source.

No revenues will be dedicated for specific purposes, unless required by law or generally accepted accounting practices (GAAP). All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process.

User fees and charges 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, Solid Waste Management, 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. Programs financed with grant moneys will be budgeted in separate cost centers, and the service program will be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources will be substituted only after all program priorities and alternatives are considered during the budget process.

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 service 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.

## ***POLICIES AND PROCEDURES***

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Cash and Investment programs will be maintained in accordance with the City Charter and the adopted investment policy and will 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.

The City will follow an aggressive, but humane, policy of collecting revenues. All adjusted uncollectible accounts will be pursued to the limit of collection ability to maintain a goal of no more than .5 of 1% of the total City revenue being adjusted for bad debts annually.

### ***CAPITAL MANAGEMENT POLICIES***

A five-year Capital Improvement Plan will be developed biannually and updated annually, including anticipated funding sources. Capital improvement projects are defined as infrastructure or equipment purchases or construction which results in a capitalized asset costing more than \$25,000 and having a useful (depreciable life) of two years or more.

The capital improvement plan will include, in addition to current operating maintenance expenditures, adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of a significant unfunded liability.

Proposed capital projects will be reviewed by a cross-departmental team regarding accurate costing (design, capital, and operating), congruence with City objectives and prioritized by a set of deterministic criteria. Financing sources will then be sought for the highest ranking projects.

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 to available revenue sources and included in the Operating Budget.

Pay-as-you-go Capital Improvement Plan financing should account for a minimum of 25 percent of all capital improvement projects for each five-year planning period. Pay-as-you-go financing is defined as all sources of revenue other than City debt issuance, i.e., fund balance contributions, developer contributions, grants, endowments, etc.

Pay-as-you-go contributions up to 10% or \$500,000, whichever is less, may be authorized by City Council towards any single utility undergrounding improvement district. Any unused annual budget authorization may carryforward towards a maximum \$2 million utility undergrounding capital project appropriation.

### ***DEBT MANAGEMENT POLICIES***

The City will seek to maintain and, if possible, improve our current bond rating in order to minimize borrowing costs and preserve access to credit.

Every future bond issue proposal will be accompanied by an analysis showing how the new issue combined with current debt impacts the City's debt capacity and conformance with City debt policies.

The City will attempt to develop coordinated communication process with all other overlapping jurisdictions with which we share a common tax base concerning our collective plans for future debt issues.

2019 Debt Service costs (GO, MPC, HURF, Revenue Bond, and Contractual Debt) should not exceed 20% of the City's operating revenue. Improvement District (ID) and Community Facility District (CFD) debt is not included in this calculation because it is paid by the property owners of the district. Separate policy criteria have been established for both ID and CFD bonds.

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

## **POLICIES AND PROCEDURES**

Non-voter approved debt such as Municipal Property Corporation and contractual will be utilized only when a dedicated revenue source other than general revenue (e.g., golf course revenue, bed tax) can be identified to pay debt service expenses. The following considerations will be made to the question of pledging of project (facility) revenues towards debt service requirements:

- a. The project requires moneys not available from other sources.
- b. Matching fund moneys are available which may be lost if not applied for in a timely manner.
- c. Catastrophic conditions.
- d. The project to be financed will generate net positive revenues (i.e., the additional tax revenues generated by the project will be greater than the debt service requirements). The net revenues should not simply be positive over the life of the bonds, but must be positive each year within a reasonably short period (e.g., by the third year of debt service payments).

Improvement District and Community Facility District Bonds shall be issued only when there is a general City benefit. Both ID and CFD bonds will be utilized only when it is expected that they will be issued for their full term. It is intended that Improvement District and Community Facility District bonds will be primarily issued for existing neighborhoods desiring improvements to their property such as roads, water lines, sewer lines, street lights, and drainage.

- a. Improvement District debt will be permitted only when the full cash value of the property to debt ratio (prior to improvements being installed) 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.
- b. Community Facility District debt will be permitted only when the full cash value of the property to debt ratio (prior to improvements being installed) 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 facility 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.

McDowell Mountain Preservation debt service will be funded by the dedicated .2% sales tax. The City's sales tax to debt service goal will be at least 1.5:1 for senior lien debt to ensure the City's ability to pay for preserve debt from this elastic revenue source.

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.

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

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 a minimum ratio of utility revenue to debt service of 1.6/1 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 Improvement Plan.

## ***POLICIES AND PROCEDURES***

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### ***RESERVE POLICIES***

132412 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 15 percent of annual general governmental (General/HURF funds) ~~operating expenditures~~. Reserve funds in excess of 10 percent may be used for economic investment in the community when justified by the financial return to the City.

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

Water and Sewer Replacement and Extension Reserve will be maintained to ensure adequate funding for infrastructure deterioration repair. A minimum requirement of 2% of all tangible assets of the system will be maintained per bond indenture requirements. In addition, a Water and Sewer utility weather contingency will be funded to provide sufficient expenditure flexibility during times of excessively hot, dry weather resulting in greater than average consumption and associated operating expenses.

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 inter-governmental investment to maximize the value of waste disposal activities.

A Fleet Management Reserve will be maintained to ensure adequate fund balance required for systematic replacement of fleet vehicles. Operating departments will be charged for fleet operating costs per vehicle class and replacement costs spread over the useful life of the vehicles.

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. Use of contingency funds should be utilized only after all budget sources have been examined for available funds.

### ***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 disclose 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***

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### ***BUDGET 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 *Capital Improvement Plan Coordination Team* is comprised of staff from various City departments. The team is responsible for reviewing all capital projects for timing and cost considerations, compiling lifecycle costs, and preparing a preliminary capital improvement plan recommendation for review and revision by the General Managers, City Manager, City Council and various boards and commissions staffed by citizens.
- The *Division Directors, General Manager, and Charter Officers* are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions, and modifying and assembling their departmental data into a cohesive budget information package. General Managers critically evaluate all requests, prioritize, and submit a balanced budget plan including **only** those requests which support Council policies, City Manager workplan, administrative direction, and departmental mission.
- The *Budget Manager* and staff within the Accounting and Budget division are responsible for preparing short-range and long-range revenue and expenditure forecasts, calculating departmental budget targets, assisting departments, reviewing departmental budgets with general managers or staff, collating, analyzing, and summarizing departmental requests and preparing budget review materials for the Executive Team, Mayor, and City Council.
- The *Budget Director, City Treasurer, and 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 proposed 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.

### ***BUDGET PROCESS***

The budget process is key to the development of Scottsdale's strategic plan - allowing departments the opportunity to reassess goals and objectives and the means for accomplishing them. 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.

The following pages provide a brief description of the various phases of the budget process and timeframes in which budget preparation takes place.



## ***POLICIES AND PROCEDURES***

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### ***BUDGET PHASES***

*Needs Assessment and Financial Capacity Phase* - This is the foundation of assessing what our current financial conditions are and what needs exist as seen by our citizens, boards, and commissions. Community feedback is an important component of the budget process in assessing citizen satisfaction with services and establishing priorities for the coming budget year(s). During this phase, citizens are randomly surveyed to assess their satisfaction with City services and various City boards and commissions are invited to share their future priorities. The Citizen Survey conducted last fall resulted in 95% of residents polled rating City services good or very good. A copy of the survey questionnaire, detailed results and demographics of the survey are included in the Appendix.

Financial trend analysis is an integral part of Scottsdale's decision making process which includes both short and long range economic and financial forecasts. The City's current financial condition with existing programs is evaluated as well as future financial capacity, integrating long range plans, objectives and financial policy. City infrastructure needs (capital improvement projects) are also evaluated and play an important role in forecasting related short and long term operating needs. During this phase, strategic fiscal forecasting assumptions are made, i.e., reserve funding, capital funding contributions, compensation adjustments, and cost/inflation adjustments. These preliminary assumptions result in the City's forecasted fiscal capacity and provide a balanced financial framework upon which operating (departmental) and capital (infrastructure projects) budget targets can be developed.

*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. Executive staff updates the city's long range strategic plan which identifies critical objectives and the strategies to be employed in meeting the objectives. It is within this framework that the departments' balanced budget plans are formulated. The Council uses a retreat to review the Citizen Survey results, Financial and Economic Trends, and Financial Forecast; discuss policy direction; and prioritize City issues and needs.

*Budget Development Phase* - Based upon Council's priorities and strategic policy direction, departments develop program objectives and workplans for the budget period. Base budgets, which represent existing service levels, are adjusted for price changes, i.e., inflation and compensation adjustments. Departmental staff are also asked to evaluate programs or positions for possible trade-offs, reduction or elimination, adding services, or changing how resources are allocated. Supplemental budget decision packages are prepared by departments to address growth, service level changes, citizens and Council priorities. Decision packages are balanced to forecasted available resources (funding targets). When funding needs exceed funding targets, remedies may be one or more of the following: reduce base budget, identify new revenues, employ process management tools, and/or form partnerships with other departments. During the budget development phase, a Citizen Budget Committee is appointed by the Mayor and City Council to review departmental objectives and budgets from a citizen's perspective. The Committee usually begins by gaining an understanding of the basic service level and current operation of each department, then reviewing assumptions (objectives, performance measures, etc) upon which the budget is being developed, but does not begin reviewing the actual expenditure budget until the Review Phase.

*Budget Review/Modification Phase* - Departments present their five-year balanced plan and program objectives to an Administrative Review Team. Budget recommendations are reviewed to ensure that preliminary base budgets and supplemental decision packages meet City needs and Council priorities while maintaining the fiscal integrity of the City (not exceeding our forecasted resources/targets). General Managers, Assistant City Managers, the City Manager, Budget and Organizational Effectiveness staff collaborate on recommendation of a balanced five-year financial plan and two-year budget proposal to be submitted to the Council for adoption. The Citizen Budget Committee reviews expenditure budgets for conformance with objectives.

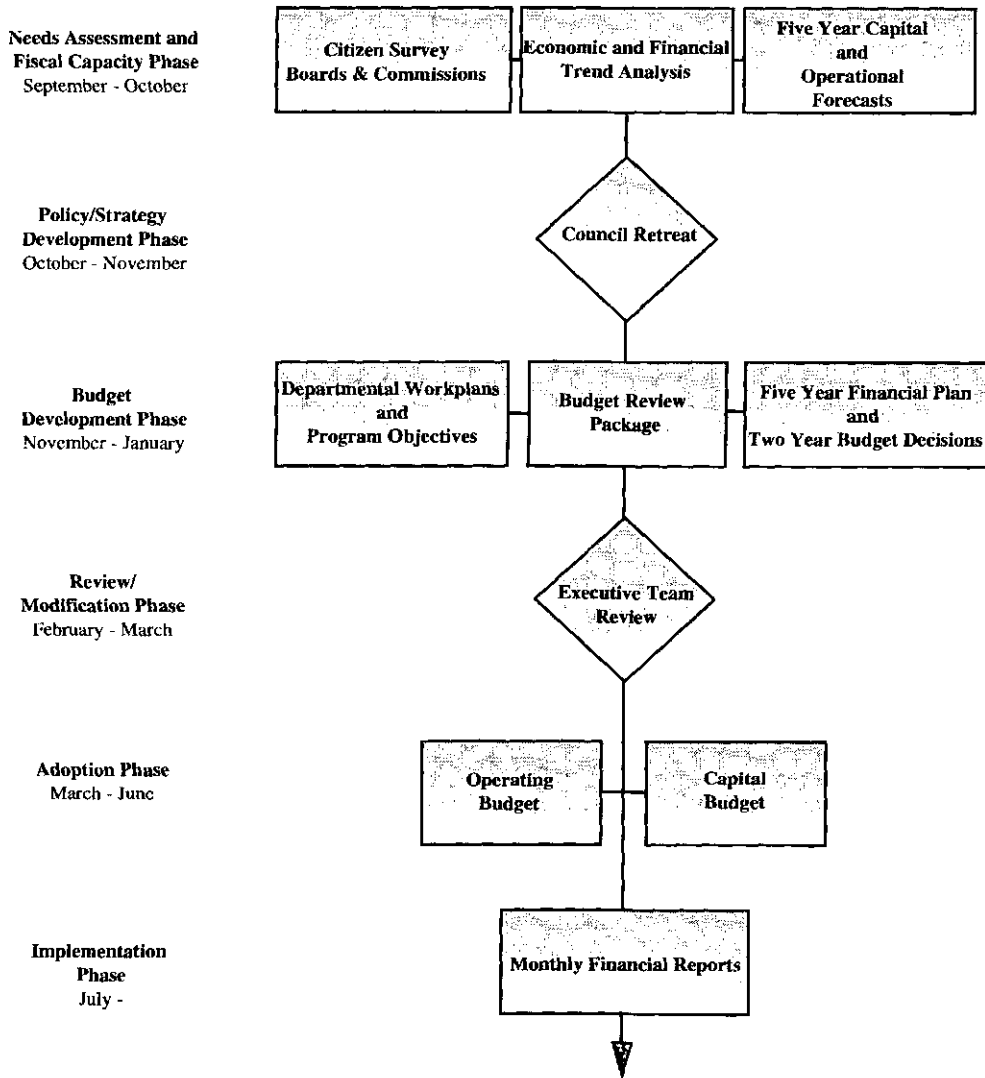
*Adoption Phase* - A proposed financial plan is presented to the City Council and a Citizens' Summary of the Budget is communicated to the general public in the form of a newspaper insert, handout, video, or combination of these formats. The Citizen Budget Committee prepares a written report of their findings/recommendations and submits it to the City Council before the Tentative Budget Adoption. Public hearings are held and the Council adopts the budget and tax levy consistent with the City Charter and State law.

# **POLICIES AND PROCEDURES**

*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 monthly financial reports disclosing the City's actual revenue, expenditure, and fund balance performance, as compared to the budget plan.

## **BUDGET PHASES**

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



## ***POLICIES AND PROCEDURES***

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### ***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.

Although this publication presents a two-year budget, Arizona statute requires an annual appropriation; therefore, only the 1997/98 fiscal year budget has been adopted by City Council. A review of the second year of the 1997/99 Biennial Budget is planned for next spring followed by formal adoption of the 1998/99 fiscal year budget and appropriations in June 1998.

### ***IMPLEMENTATION OF THE BUDGET***

Upon adoption of the budget, staff prepares the Operating Budget and the five-year Capital Improvement Plan, incorporating all changes from the tentative budget.

The Operating Budget and Capital Improvement Plan are published in mid to late July.

### ***AMENDMENT TO THE BUDGET***

The City of Scottsdale operating budget is adopted at department level and the Capital Improvement Plan is adopted at a project level. Any transfers between departments or projects and out of contingency require City Council approval. In addition, budget changes for capital projects funded by bonds require review by the Citizens' Bond Review Commission.

### ***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.

### ***BUDGETARY AND ACCOUNTING BASIS***

The Operating Budget is developed by fund on a Generally Accepted Accounting Principles (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 grants and trusts which are included in the other fiscal activity detailed in the Appendix.

### ***OPERATING AND CAPITAL BUDGET RELATIONSHIP/ORGANIZATION***

The City of Scottsdale Biennial Budget for fiscal years 1997/99 is comprised of three segments:

- *Operating Budget*, which includes the departmental budgets, debt service, contingency, and appropriated reserves.
- *Capital Budget*, which includes all capital project budgets and the Five-Year Capital Improvement Plan.
- *Grants, Trusts and all other fiscal activity* budgets.

The Operating Budget includes a five-year revenue and expenditure balanced financial plan. The five-year plan covers the period 1997/98 through 2001/02 and forecasts results of operations by fund for the period and incorporates the effect of capital improvements upon operations. The Operating Budget also includes fund summaries and presentations by City operating

## ***POLICIES AND PROCEDURES***

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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 with more detailed information for each project provided in a separate publication. Projects accounted for in Enterprise funds are included in the Capital Budget. Capital Budget funding sources are matched with budgeted expenditures. All future year operating impacts are noted in the Capital Budget and *included* in the five-year balanced financial plan.

Expenditures for the Five-Year Capital Improvement Plan are presented on a budget basis. Governmental accounting procedures require adequate budget to pay for an entire contract to be available and appropriated in the period in which a contract is entered; therefore, expenditures are presented on a budget basis as opposed to cash flow basis. For example, a 180 day construction contract entered into in May of fiscal year 1 would have cash expenditures from May of fiscal year 1 through October of fiscal year 2, however, the entire budget for this contract must be appropriated in fiscal year 1, the year in which the contract was entered; any unspent funds at fiscal year-end are carried forward and budgeted again in year 2.

Funding sources for the five year plan are presented on budget basis except for transfers from the operating budget which are presented cash basis. These revenue sources are presented in the period that the funding will be transferred in order to provide continuity between the Operating Budget and the Capital Budget. As a result of presenting the transfer on the cash basis, funding sources do not equal budgeted expenditures in each period, creating a fund balance as cash accumulates for larger expenditures in later years.

Summary financial information for grants, trusts and other fiscal activity can be found in the Financial Summaries section of this document, and the specific detail of grant and trust activity can be found in the Appendix. All expenditure budgets for this segment of the City's Biennial Budget are offset by self supporting revenues.





**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* <sup>(HURF)</sup> - 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.
- *Enterprise Funds* <sup>(Airport, Water/Sewer, Solid Waste)</sup> - 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, Solid Waste Management services, and Airport operations.
- *Internal Service Funds* <sup>(Self Insurance/Fleet)</sup> - 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 fleet management 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* <sup>(Other Fiscal Activity)</sup> - 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 non-expendable 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.   
 *the detail*

Following are summaries for each of these funds both from a comparative perspective - 1996/97 adopted, 1996/97 estimated, 1997/98 adopted, and 1998/99 approved - and from a long range planning perspective. Each fund is presented individually, then consolidated into Operating, Capital Improvement Program (CIP), and Other Fiscal Activity, then further consolidated into All Fiscal Activity. This presentation is followed by a five year forecast of Operating, CIP, and Other Fiscal Activity.

All Fiscal Activity (2)

Additionally, the Debt Service section of this budget contains debt service expense and a schedule of long term by individual issuance, as well as a computation of the legal debt margins; and the Capital Improvement Program section contains a more detailed look at sources and uses of capital funds.)

# FINANCIAL SUMMARIES

# OPERATING FUNDS SUMMARY

	Adopted 1996/97	Estimated 1996/97	Adopted 1997/98	Approved 1998/99
<b>Source of Funds:</b>				
<b>Total Beginning Balance</b>	\$ 48,851,430	\$ 47,070,342	\$ 53,300,260	\$ 48,915,531
<b>Revenues:</b>				
Taxes - Local				
Privilege Tax	51,448,000	53,948,000	60,992,280	70,151,500
Property Tax	24,105,006	24,424,275	28,185,737	31,393,791
Transient Occupancy Tax	5,728,700	6,328,700	7,024,857	7,621,970
Light & Power Franchise	3,388,904	3,488,904	4,011,327	4,292,120
Cable TV	1,164,251	1,284,251	1,264,464	1,327,687
Salt River Project Lieu Tax	264,701	264,701	280,583	297,418
Fire Insurance Premium	145,000	175,000	175,000	175,000
Taxes - From Other Agencies				
State Shared Sales Tax	11,603,944	11,993,944	12,796,740	13,756,496
State Revenue Sharing	10,275,478	12,675,478	13,943,026	15,197,898
Transportation				
Highway User Tax	9,174,179	10,424,179	10,945,388	11,273,750
Auto Lieu Tax	4,118,275	4,568,275	4,530,103	4,983,113
Local Trans Assistance Fund	1,080,000	1,144,000	1,144,000	1,144,000
Internal Service Charges				
Motor Pool	8,050,212	8,226,528	8,663,526	9,304,627
Self Insurance	3,175,000	3,224,638	3,460,026	3,756,267
Licenses, Permits & Fees				
Development Permits & Fees	8,900,000	12,400,000	14,500,000	14,500,000
Business Licenses & Fees	1,138,964	1,063,964	1,275,640	1,377,691
Recreation Fees	1,811,281	1,611,281	1,919,958	2,035,155
WestWorld		400,000	1,200,000	1,350,000
Fines & Forfeitures				
Court Fines	1,753,252	2,553,252	2,808,577	2,949,006
Parking Fines	185,300	185,300	185,300	185,300
Photo Radar	1,267,978	367,978	2,735,850	2,325,475
Library Fines	273,263	273,263	306,055	330,539
Interest Earnings/Property Rental				
Interest Earnings	6,182,947	6,917,947	7,808,122	7,887,100
Property Rental	3,553,578	3,553,578	3,690,230	3,901,735
Utilities & Enterprises				
Water Charges	40,388,237	44,188,237	44,747,890	47,102,031
Sewer Charges	14,412,935	14,812,935	16,732,901	18,522,128
Refuse/Recycling	11,903,873	11,795,614	12,750,169	13,701,931
Airport	891,391	891,391	902,023	937,458
Other Revenue				
Improvement District Assessments	8,103,694	5,622,052	5,932,675	8,919,194
Miscellaneous	1,398,347	1,400,000	2,327,132	2,327,132
Less Internal Service Funds Offset	(11,225,212)	(11,451,166)	(12,123,552)	(13,060,894)
<b>Subtotal</b>	<b>\$ 224,661,478</b>	<b>\$ 238,756,499</b>	<b>\$ 265,116,027</b>	<b>\$ 289,966,619</b>
<b>Transfers In</b>				
Encumbrance/Carryover	8,412,022	6,895,346	10,000,000	10,000,000
Trust Funds	943,967	838,575	1,049,504	1,082,580
Technology Infrastructure	692,625	957,708	455,065	451,065
Capital Improvement Program	-	-	9,482,337	13,116,752
Fund Reserves				
Facilities Maintenance	1,250,000	900,000	1,500,000	1,750,000
Economic Stabilization			5,000,000	5,500,000
Solid Waste Management	700,000	700,000	448,965	451,358
Self Insurance	5,000,000	5,000,000	6,474,421	7,465,032
Water/Sewer Weather Reserve	1,000,000	1,000,000	1,500,000	2,000,000
<b>Subtotal</b>	<b>\$ 17,998,614</b>	<b>\$ 16,291,629</b>	<b>\$ 35,910,292</b>	<b>\$ 41,816,787</b>
<b>Total Revenues &amp; Transfers In</b>	<b>\$ 242,660,092</b>	<b>\$ 255,048,127</b>	<b>\$ 301,026,319</b>	<b>\$ 331,783,406</b>



# FINANCIAL SUMMARIES

# OPERATING FUNDS SUMMARY

Use of Funds:	Adopted 1996/97	Estimated 1996/97	Adopted 1997/98	Approved 1998/99
<b>Departments</b>				
General Government	10,529,340	11,852,674	13,435,070	14,253,553
Police	28,880,468	30,499,761	33,493,188	36,829,085
Financial Services	10,617,002	11,668,343	11,481,179	12,343,420
Transportation	5,729,436	5,999,588	7,195,002	8,115,675
Community Services	30,523,949	32,511,693	32,669,425	34,865,519
Information Systems	5,141,226	5,419,305	5,953,948	6,263,077
Planning & Development	13,816,408	14,713,927	16,114,181	17,574,501
Fire	10,917,623	10,919,041	11,852,341	12,794,927
Water Resources	22,822,701	23,268,808	27,470,380	33,997,814
Municipal Services	25,290,853	27,323,766	28,434,691	30,450,528
Operating Contingency	2,867,168	713,787	1,811,568	1,871,083
Less Internal Service Fund Offsets	(11,763,039)	(14,295,664)	(13,582,854)	(14,788,725)
<b>Subtotal</b>	<b>\$ 155,373,135</b>	<b>\$ 160,595,029</b>	<b>\$ 176,328,119</b>	<b>\$ 194,570,457</b>
<b>Debt Service</b>				
General Obligation Bonds	18,179,107	18,206,107	21,387,042	24,281,586
Revenue Bonds	9,094,481	6,330,932	7,908,887	10,854,162
MPC Bonds	13,309,447	12,823,329	12,730,176	13,428,131
Special Assessment Bonds	8,103,694	6,423,100	5,932,675	8,919,194
Preserve Bonds/Contractual	-	-	8,002,664	7,968,034
WestWorld Contractual	-	-	1,187,257	1,142,800
Waterfront Contractual	-	-	-	2,500,000
Pima Freeway Contractual	-	-	-	718,700
All Other Contractual	2,640,017	2,002,075	2,845,412	3,358,881
<b>Subtotal</b>	<b>\$ 51,326,746</b>	<b>\$ 45,785,543</b>	<b>\$ 59,994,114</b>	<b>\$ 73,171,488</b>
<b>Other Activity</b>				
Reserve Appropriations				
Facilities Maintenance	1,250,000	1,250,000	1,500,000	1,750,000
Economic Stabilization			5,000,000	5,500,000
Solid Waste Management	700,000	700,000	448,965	451,358
Self Insurance	5,000,000	5,000,000	6,474,421	7,465,032
Water/Sewer Weather Reserve	1,000,000	1,000,000	1,500,000	2,000,000
Encumbrance/Carryover	8,412,022	-	10,000,000	10,000,000
<b>Subtotal</b>	<b>\$ 16,362,022</b>	<b>\$ 7,950,000</b>	<b>\$ 24,923,386</b>	<b>\$ 27,166,390</b>
<b>Total Operating Budget</b>	<b>\$ 223,061,903</b>	<b>\$ 214,330,572</b>	<b>\$ 261,245,619</b>	<b>\$ 294,908,335</b>
<b>Transfers Out</b>				
General Fund to CIP	10,937,800	16,591,937	19,374,700	13,547,000
Water Fund to GWTF	673,700	673,700	768,000	875,500
Water Fund to CIP	10,388,756	10,388,756	14,372,081	6,509,421
Sewer Fund to CIP	3,886,414	3,886,414	6,711,675	6,648,742
Solid Waste to CIP	169,733	102,333	-	-
<b>Subtotal</b>	<b>\$ 26,056,403</b>	<b>\$ 31,643,140</b>	<b>\$ 41,226,456</b>	<b>\$ 27,580,663</b>
<b>Ending Balance</b>				
<b>General Fund</b>				
Economic Stabilization Reserve	12,670,000	12,670,000	18,570,000	20,500,000
Facilities Maintenance Reserve	1,250,000	1,250,000	1,500,000	1,750,000
Unreserved	6,404,679	12,242,350	3,556,734	5,521,677
<b>Water/Sewer Funds</b>				
Various Reserves	12,568,437	12,568,437	13,897,197	15,324,677
Unreserved	-	6,352,111	3,352,111	-
Solid Waste Management Reserve	883,142	492,722	448,965	451,358
Fleet Management Reserve	1,341,228	1,470,217	1,116,102	1,039,345
Risk Management Reserve	5,827,410	5,264,907	6,474,421	7,465,032
Debt Service Reserve	1,082,492	989,515	-	-
<b>Total Ending Balance</b>	<b>\$ 42,027,389</b>	<b>\$ 53,300,260</b>	<b>\$ 48,915,530</b>	<b>\$ 52,052,089</b>

**FINANCIAL SUMMARIES**

**GENERAL FUND**

	<u>Adopted 1996/97</u>	<u>Estimated 1996/97</u>	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>
<b>Source of Funds:</b>				
<b>Beginning Fund Balance:</b>				
Reserved for Economic Stabilization	11,780,000	11,780,000	12,670,000	18,570,000
Reserved for Facilities Maintenance	1,000,000	350,000	1,250,000	1,500,000
Unreserved	16,666,346	15,288,397	12,242,350	3,556,734
<b>Total Beginning Fund Balance</b>	<b>\$ 29,446,346</b>	<b>\$ 27,418,397</b>	<b>\$ 26,162,350</b>	<b>\$ 23,626,734</b>
<b>Revenues:</b>				
Taxes - Local				
Privilege Tax	41,198,707	43,870,707	50,912,164	60,070,904
Property Tax	7,884,446	8,187,515	9,046,586	10,041,711
Transient Occupancy Tax	5,242,307	6,328,700	6,568,857	6,466,170
Light & Power Franchise	3,388,904	3,488,904	4,011,327	4,292,120
Cable TV	1,164,251	1,284,251	1,264,464	1,327,687
Salt River Project Lieu Tax	264,701	264,701	280,583	297,418
Fire Insurance Premium	145,000	175,000	175,000	175,000
Taxes - From Other Agencies				
State Shared Sales Tax	11,603,944	11,993,944	12,796,740	13,756,496
Auto Lieu Tax - See Highway Fund				
State Revenue Sharing	10,275,478	12,675,478	13,943,026	15,197,898
Licenses, Permits & Fees				
Development Permits & Fees	8,900,000	12,400,000	14,500,000	14,500,000
Business Licenses & Fees	1,138,964	1,063,964	1,275,640	1,377,691
Recreation Fees	1,811,281	1,611,281	1,919,958	2,035,155
WestWorld		400,000	1,200,000	1,350,000
Fines & Forfeitures				
Court Fines	1,753,252	2,553,252	2,808,577	2,949,006
Parking Fines	185,300	185,300	185,300	185,300
Photo Radar Revenue	1,267,978	367,978	2,735,850	2,325,475
Library Fines	273,263	273,263	306,055	330,539
Interest Earnings/Property Rental				
Interest Earnings	3,627,916	4,047,916	4,779,600	4,779,600
Property Rental	3,202,438	3,202,438	3,385,000	3,598,255
Other Revenue				
Miscellaneous	1,398,347	1,400,000	1,400,000	1,400,000
<b>Subtotal</b>	<b>\$ 104,726,477</b>	<b>\$ 115,774,592</b>	<b>\$ 133,494,727</b>	<b>\$ 146,456,425</b>
<b>Transfers In</b>				
Encumbrance/Carryover	8,412,022	4,499,321	10,000,000	10,000,000
In Lieu Property Tax	1,565,000	1,565,000	1,870,843	2,136,449
Indirect Cost Allocation	5,313,137	5,750,193	6,254,137	7,106,979
Franchise Fee	2,994,810	3,213,810	3,440,329	3,657,413
Capital Improvement Program	-	-	1,500,000	2,218,700
Facilities Maintenance Reserve	1,250,000	900,000	1,500,000	1,750,000
Economic Stabilization Reserve			5,000,000	5,500,000
<b>Subtotal</b>	<b>\$ 19,534,969</b>	<b>\$ 15,928,324</b>	<b>\$ 29,565,309</b>	<b>\$ 32,369,541</b>
<b>Total Revenues &amp; Transfers In</b>	<b>\$ 124,261,446</b>	<b>\$ 131,702,916</b>	<b>\$ 163,060,036</b>	<b>\$ 178,825,966</b>

# FINANCIAL SUMMARIES

# GENERAL FUND

<u>Use of Funds:</u>	<u>Adopted 1996/97</u>	<u>Estimated 1996/97</u>	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>
<b>Departments</b>				
General Government				
Legislative	519,148	552,905	506,269	538,099
City Clerk	468,076	500,054	602,848	627,546
Elections	3,619	3,619	182,003	2,623
City Attorney	2,616,853	2,875,599	3,014,813	3,257,020
City Auditor	483,990	611,122	585,696	635,415
City Court	1,922,583	1,991,628	2,209,675	2,395,835
City Manager	873,771	896,345	1,119,844	1,182,986
CAPA	1,005,768	1,061,382	1,210,955	1,267,551
IGR	328,074	366,828	350,510	371,857
WestWorld	-	600,000	1,167,562	1,222,729
Criminal Justice Team	-	1,000	-	-
Organizational Effectiveness	2,307,458	2,392,192	2,484,895	2,751,892
General Government Total	10,529,340	11,852,674	13,435,070	14,253,553
Police	28,880,468	30,499,761	33,493,188	36,829,085
Financial Services	5,475,770	5,883,719	5,931,783	6,424,128
Community Services	29,050,261	31,017,049	31,170,915	33,191,570
Information Systems	5,141,226	5,419,305	5,953,948	6,263,077
Planning & Development	13,816,408	14,713,927	16,114,181	17,574,501
Fire	10,917,623	10,919,041	11,852,341	12,794,927
Municipal Services	1,154,840	1,194,018	1,333,465	1,188,982
Photo Enforcement Contingency	1,267,978			
Operating Contingency	1,599,190	713,787	1,811,568	1,871,083
<b>Subtotal</b>	<b>\$ 107,833,104</b>	<b>\$ 112,213,281</b>	<b>\$ 121,096,459</b>	<b>\$ 130,390,906</b>
<b>Debt Service</b>				
McDowell Sonoran Preserve	-	-	1,500,000	1,500,000
WestWorld	-	-	1,187,257	1,142,800
Waterfront	-	-	-	2,500,000
Pima Freeway	-	-	-	718,700
All Other Contractual Debt	2,373,330	1,735,388	2,525,388	2,974,852
<b>Subtotal</b>	<b>\$ 2,373,330</b>	<b>\$ 1,735,388</b>	<b>\$ 5,212,645</b>	<b>\$ 8,836,352</b>
<b>Other Activity</b>				
Reserve Appropriations				
Facilities Maintenance	1,250,000	1,250,000	1,500,000	1,750,000
Economic Stabilization	-	-	5,000,000	5,500,000
Encumbrance/Carryover	8,412,022	-	10,000,000	10,000,000
<b>Subtotal</b>	<b>\$ 9,662,022</b>	<b>\$ 1,250,000</b>	<b>\$ 16,500,000</b>	<b>\$ 17,250,000</b>
<b>Total Operating Budget</b>	<b>\$ 119,868,456</b>	<b>\$ 115,198,669</b>	<b>\$ 142,809,104</b>	<b>\$ 156,477,258</b>
<b>Transfers Out</b>				
Capital Improvement Program	10,937,800	16,591,937	19,374,700	13,547,000
Highway User Fund	2,086,565	322,565	1,865,413	2,764,101
Airport Fund	227,292	227,292	564,614	604,245
Self-Insurance Fund			500,000	500,000
Motor Pool	263,000	618,500	481,822	788,418
<b>Total Transfers Out</b>	<b>\$ 13,514,657</b>	<b>\$ 17,760,294</b>	<b>\$ 22,786,549</b>	<b>\$ 18,203,764</b>
<b>Ending Fund Balance</b>				
Economic Stabilization Reserve	12,670,000	12,670,000	18,570,000	20,500,000
Facilities Maintenance Reserve	1,250,000	1,250,000	1,500,000	1,750,000
Unreserved	6,404,679	12,242,350	3,556,734	5,521,677
<b>Total Ending Fund Balance</b>	<b>\$ 20,324,679</b>	<b>\$ 26,162,350</b>	<b>\$ 23,626,734</b>	<b>\$ 27,771,677</b>

**FINANCIAL SUMMARIES****HIGHWAY USER FUND**

	<u>Adopted 1996/97</u>	<u>Estimated 1996/97</u>	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>
<b>Source of Funds:</b>				
<b>Beginning Fund Balance</b>	-	-	-	-
<b>Revenues:</b>				
Highway User Tax	9,174,179	10,424,179	10,945,388	11,273,750
Auto Lieu Tax	4,118,275	4,568,275	4,530,103	4,983,113
Local Transportation Assistance Fund	1,080,000	1,144,000	1,144,000	1,144,000
<b>Subtotal</b>	<b>\$ 14,372,454</b>	<b>\$ 16,136,454</b>	<b>\$ 16,619,491</b>	<b>\$ 17,400,863</b>
<b>Transfers In</b>				
General Fund Operating Transfer	2,086,565	322,565	1,865,413	2,764,101
Encumbrance Rebudget	-	147,911		
<b>Subtotal</b>	<b>\$ 2,086,565</b>	<b>\$ 470,476</b>	<b>\$ 1,865,413</b>	<b>\$ 2,764,101</b>
<b>Total Revenues &amp; Transfers In</b>	<b>\$ 16,459,019</b>	<b>\$ 16,606,930</b>	<b>\$ 18,484,904</b>	<b>\$ 20,164,964</b>
<b>Use of Funds:</b>				
<b>Departments</b>				
Transportation	4,950,399	5,195,302	6,330,545	7,196,845
Municipal Services	6,929,722	6,811,774	7,555,711	8,189,682
Community Services	1,473,688	1,494,644	1,498,510	1,673,949
<b>Subtotal</b>	<b>\$ 13,353,809</b>	<b>\$ 13,501,720</b>	<b>\$ 15,384,766</b>	<b>\$ 17,060,476</b>
<b>Debt Service</b>				
Revenue Bonds	3,105,210	3,105,210	3,100,138	3,104,488
<b>Subtotal</b>	<b>\$ 3,105,210</b>	<b>\$ 3,105,210</b>	<b>\$ 3,100,138</b>	<b>\$ 3,104,488</b>
<b>Total Operating Budget</b>	<b>\$ 16,459,019</b>	<b>\$ 16,606,930</b>	<b>\$ 18,484,904</b>	<b>\$ 20,164,964</b>
<b>Ending Fund Balance</b>	-	-	-	-

**FINANCIAL SUMMARIES**

**AIRPORT FUND**

	<u>Adopted 1996/97</u>	<u>Estimated 1996/97</u>	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>
<b>Source of Funds:</b>				
<b>Beginning Fund Balance</b>	-	-	-	-
<b>Revenues:</b>				
Airport User Fees	891,391	891,391	902,023	937,458
<b>Subtotal</b>	<b>\$ 891,391</b>	<b>\$ 891,391</b>	<b>\$ 902,023</b>	<b>\$ 937,458</b>
<b>Transfers In</b>				
General Fund Operating Transfer	227,292	227,292	564,614	604,245
Encumbrance Rebudgets		25,249		
<b>Subtotal</b>	<b>\$ 227,292</b>	<b>\$ 252,541</b>	<b>\$ 564,614</b>	<b>\$ 604,245</b>
<b>Total Revenues &amp; Transfers In</b>	<b>\$ 1,118,683</b>	<b>\$ 1,143,932</b>	<b>\$ 1,466,637</b>	<b>\$ 1,541,703</b>
<b>Use of Funds:</b>				
<b>Departments</b>				
Transportation	779,037	804,286	864,457	918,830
<b>Subtotal</b>	<b>\$ 779,037</b>	<b>\$ 804,286</b>	<b>\$ 864,457</b>	<b>\$ 918,830</b>
<b>Total Operating Budget</b>	<b>\$ 779,037</b>	<b>\$ 804,286</b>	<b>\$ 864,457</b>	<b>\$ 918,830</b>
<b>Transfers Out</b>				
In Lieu Property Tax	65,000	65,000	80,900	92,078
Indirect Cost Allocation	124,646	124,646	151,280	160,795
Direct Cost Allocation	150,000	150,000	370,000	370,000
<b>Total Transfers Out</b>	<b>\$ 339,646</b>	<b>\$ 339,646</b>	<b>\$ 602,180</b>	<b>\$ 622,873</b>
<b>Ending Fund Balance</b>	-	-	-	-

**FINANCIAL SUMMARIES****DEBT SERVICE FUND**

	Adopted 1996/97	Estimated 1996/97	Adopted 1997/98	Approved 1998/99
<b>Source of Funds:</b>				
<b>Beginning Fund Balance</b>	\$ 1,310,200	\$ 2,201,071	\$ 989,515	\$ -
<b>Revenues:</b>				
Privilege Tax	10,421,293	10,077,293	10,080,116	10,080,596
Property Tax	14,377,564	14,393,764	18,283,172	20,752,081
Transient Occupancy Tax	486,393	-	456,000	1,155,800
Contract Sale Revenue				
Golf Course Surcharge Revenue	200,000	200,000	200,000	200,000
Contributions	80,000	80,000	80,000	80,000
Property Rental	26,140	26,140	25,230	23,480
Special Assessments	8,103,694	5,622,052	5,932,675	8,919,194
Interest	100,000	100,000	110,600	110,600
Miscellaneous				
<b>Subtotal</b>	<b>\$ 33,795,084</b>	<b>\$ 30,499,249</b>	<b>\$ 35,167,793</b>	<b>\$ 41,321,751</b>
<b>Transfers In</b>				
PC Revolving Fund	692,625	957,708	455,065	451,065
IMAX Revenue Trust	140,000	-	-	-
McCormick Trust	354,583	389,191	346,930	349,430
McDowell Preserve Sales Tax			6,502,664	6,468,034
<b>Total Revenues &amp; Transfers In</b>	<b>\$ 34,982,292</b>	<b>\$ 31,846,148</b>	<b>\$ 42,472,452</b>	<b>\$ 48,590,280</b>
<b>Use of Funds:</b>				
<b>Debt Service by Type</b>				
General Obligation Bonds	14,777,272	14,804,272	19,272,687	20,752,081
Municipal Properties Corporation Bonds	12,329,034	11,830,332	11,753,941	12,450,971
Special Assessment Bonds	8,103,694	6,423,100	5,932,675	8,919,194
Preserve Bonds			6,502,664	6,468,034
<b>Subtotal</b>	<b>\$ 35,210,000</b>	<b>\$ 33,057,704</b>	<b>\$ 43,461,967</b>	<b>\$ 48,590,280</b>
<b>Total Operating Budget</b>	<b>\$ 35,210,000</b>	<b>\$ 33,057,704</b>	<b>\$ 43,461,967</b>	<b>\$ 48,590,280</b>
<b>Ending Fund Balance</b>	<b>\$ 1,082,492</b>	<b>\$ 989,515</b>	<b>\$ -</b>	<b>\$ -</b>

# FINANCIAL SUMMARIES

# WATER/SEWER FUNDS

<u>Source of Funds:</u>	<u>Adopted 1996/97</u>	<u>Estimated 1996/97</u>	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>
<b>Beginning Fund Balance</b>				
Weather Reserve	500,000	500,000	1,000,000	1,500,000
Repair/Replacement Reserve	8,611,102	8,611,102	8,611,102	8,611,102
Debt Service Reserve	2,957,335	2,957,335	2,957,335	3,786,095
Unreserved Fund Balance			6,352,111	3,352,111
<b>Total Beginning Fund Balance</b>	<b>\$ 12,068,437</b>	<b>\$ 12,068,437</b>	<b>\$ 18,920,548</b>	<b>\$ 17,249,308</b>
<b>Revenues:</b>				
Water Charges	40,388,237	44,188,237	44,747,890	47,102,031
Sewer Charges	13,786,968	14,186,968	16,277,901	18,147,128
Effluent Sales	433,967	433,967	375,000	375,000
Non-Hazardous Liquid Waste	192,000	192,000	80,000	-
Interest Earnings	1,950,031	2,130,031	2,421,022	2,500,000
Planet Ranch Property Rental	45,000	45,000	-	-
Miscellaneous Revenue			927,132	927,132
<b>Subtotal</b>	<b>\$ 56,796,203</b>	<b>\$ 61,176,203</b>	<b>\$ 64,828,945</b>	<b>\$ 69,051,291</b>
<b>Transfers In</b>				
Weather Reserve	1,000,000	1,000,000	1,500,000	2,000,000
Encumbrance Rebudget	-	336,146	-	-
CIP Development Fees	-	-	1,479,673	4,430,018
<b>Subtotal</b>	<b>\$ 1,000,000</b>	<b>\$ 1,336,146</b>	<b>\$ 2,979,673</b>	<b>\$ 6,430,018</b>
<b>Total Revenues &amp; Transfers In</b>	<b>\$ 57,796,203</b>	<b>\$ 62,512,349</b>	<b>\$ 67,808,618</b>	<b>\$ 75,481,309</b>
<b>Use of Funds:</b>				
<b>Departments</b>				
Financial Services	1,241,068	1,266,489	1,407,561	1,493,845
Water Resources	22,822,701	23,268,808	27,470,380	33,997,814
<b>Subtotal</b>	<b>\$ 24,063,769</b>	<b>\$ 24,535,297</b>	<b>\$ 28,877,941</b>	<b>\$ 35,491,659</b>
<b>Debt Service</b>				
General Obligation Bonds	3,401,835	3,401,835	2,114,355	3,529,505
Revenue Bonds	5,989,271	3,225,722	4,808,749	7,749,674
Contracts Payable	266,687	266,687	320,024	384,029
<b>Subtotal</b>	<b>\$ 9,657,793</b>	<b>\$ 6,894,244</b>	<b>\$ 7,243,128</b>	<b>\$ 11,663,208</b>
<b>Other Activity</b>				
Weather Reserve Appropriation	1,000,000	1,000,000	1,500,000	2,000,000
<b>Subtotal</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,500,000</b>	<b>\$ 2,000,000</b>
<b>Total Operating Budget</b>	<b>\$ 34,721,562</b>	<b>\$ 32,429,541</b>	<b>\$ 37,621,069</b>	<b>\$ 49,154,867</b>
<b>Transfers Out</b>				
In Lieu Property Tax	1,500,000	1,500,000	1,709,729	1,954,025
Indirect Cost Allocation	3,249,161	3,686,217	3,521,183	4,242,802
Franchise Fee	2,839,810	3,058,810	3,241,447	3,452,565
Transfer to:				
Capital Improvement Program	14,275,170	14,275,170	22,563,429	17,588,181
Motor Pool	36,800	36,800	55,000	138,000
Groundwater Treatment Facility	673,700	673,700	768,000	875,500
<b>Total Transfers Out</b>	<b>\$ 22,574,641</b>	<b>\$ 23,230,697</b>	<b>\$ 31,858,788</b>	<b>\$ 28,251,073</b>
<b>Ending Fund Balance</b>				
Water Weather Reserve	1,000,000	1,000,000	1,500,000	2,000,000
Repair/Replacement Reserve	8,611,102	8,611,102	8,611,102	8,611,102
Debt Service Reserve	2,957,335	2,957,335	3,786,095	4,713,575
Unreserved Balance		6,352,111	3,352,111	-
<b>Total Ending Fund Balance</b>	<b>\$ 12,568,437</b>	<b>\$ 18,920,548</b>	<b>\$ 17,249,308</b>	<b>\$ 15,324,677</b>

**FINANCIAL SUMMARIES****SOLID WASTE FUND**

	<u>Adopted 1996/97</u>	<u>Estimated 1996/97</u>	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>
<b>Source of Funds:</b>				
<b>Beginning Fund Balance</b>	\$ 927,778	\$ 555,801	\$ 492,722	\$ 448,966
<b>Revenues:</b>				
Refuse Collection Charges	11,371,010	11,414,359	12,315,532	13,210,955
Recycling Revenue	532,863	381,255	434,637	490,976
Interest Earnings	40,000	75,000	75,000	75,000
<b>Subtotal</b>	<b>\$ 11,943,873</b>	<b>\$ 11,870,614</b>	<b>\$ 12,825,169</b>	<b>\$ 13,776,931</b>
<b>Transfers In</b>				
Solid Waste Management Reserve	700,000	700,000	448,965	451,358
Encumbrance Rebdgt/Operating Trans		197,029		
<b>Subtotal</b>	<b>\$ 700,000</b>	<b>\$ 897,029</b>	<b>\$ 448,965</b>	<b>\$ 451,358</b>
<b>Total Revenues &amp; Transfers In</b>	<b>\$ 12,643,873</b>	<b>\$ 12,767,643</b>	<b>\$ 13,274,134</b>	<b>\$ 14,228,289</b>
<b>Use of Funds:</b>				
<b>Departments</b>				
Financial Services	298,309	298,309	313,444	337,891
Municipal Services	9,045,107	9,242,136	9,791,052	10,370,695
<b>Subtotal</b>	<b>\$ 9,343,416</b>	<b>\$ 9,540,445</b>	<b>\$ 10,104,496</b>	<b>\$ 10,708,586</b>
<b>Debt Service</b>				
MPC Bonds - Transfer Station	336,330	336,330	334,730	337,405
MPC Bonds - Recycling/Trucks	644,083	656,667	641,505	639,755
<b>Subtotal</b>	<b>\$ 980,413</b>	<b>\$ 992,997</b>	<b>\$ 976,235</b>	<b>\$ 977,160</b>
<b>Oper Bdgt bef Reserve Appropriation</b>	<b>\$ 10,323,829</b>	<b>\$ 10,533,442</b>	<b>\$ 11,080,731</b>	<b>\$ 11,685,746</b>
<b>Other Activity</b>				
Solid Waste Management Reserve	700,000	700,000	448,965	451,358
<b>Subtotal</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 448,965</b>	<b>\$ 451,358</b>
<b>Total Operating Budget</b>	<b>\$ 11,023,829</b>	<b>\$ 11,233,442</b>	<b>\$ 11,529,696</b>	<b>\$ 12,137,104</b>
<b>Transfers Out</b>				
Indirect Cost Allocation	1,494,947	1,494,947	1,768,287	1,874,003
Transfer to Motor Pool				193,367
Transfer to CIP	169,733	102,333	-	-
In Lieu Property Tax			19,908	21,423
<b>Total Transfers Out</b>	<b>\$ 1,664,680</b>	<b>\$ 1,597,280</b>	<b>\$ 1,788,195</b>	<b>\$ 2,088,793</b>
<b>Ending Fund Balance</b>	<b>\$ 883,142</b>	<b>\$ 492,722</b>	<b>\$ 448,966</b>	<b>\$ 451,358</b>



**FINANCIAL SUMMARIES**

**SELF INSURANCE FUND**

	<u>Adopted 1996/97</u>	<u>Estimated 1996/97</u>	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>
<b>Source of Funds:</b>				
<b>Beginning Fund Balance</b>	\$ 4,046,269	\$ 3,434,128	\$ 5,264,907	\$ 6,474,421
<b>Revenues:</b>				
Property and Liability	3,100,000	3,149,638	3,385,026	3,681,267
Unemployment	75,000	75,000	75,000	75,000
Interest	365,000	365,000	221,900	221,900
Property Tax	1,842,996	1,842,996	855,979	600,000
<b>Subtotal</b>	<b>\$ 5,382,996</b>	<b>\$ 5,432,634</b>	<b>\$ 4,537,905</b>	<b>\$ 4,578,167</b>
<b>Transfers In</b>				
Self Insurance Reserve	5,000,000	5,000,000	6,474,421	7,465,032
General Fund Contribution			500,000	500,000
Encumbrance Rebudget		617,971		
<b>Subtotal</b>	<b>\$ 5,000,000</b>	<b>\$ 5,617,971</b>	<b>\$ 6,974,421</b>	<b>\$ 7,965,032</b>
<b>Total Revenues &amp; Transfers In</b>	<b>\$ 10,382,996</b>	<b>\$ 11,050,605</b>	<b>\$ 11,512,326</b>	<b>\$ 12,543,199</b>
<b>Use of Funds:</b>				
<b>Departments</b>				
Financial Services	3,601,855	4,219,826	3,828,391	4,087,556
<b>Subtotal</b>	<b>\$ 3,601,855</b>	<b>\$ 4,219,826</b>	<b>\$ 3,828,391</b>	<b>\$ 4,087,556</b>
<b>Other Activity</b>				
Self Insurance Reserve Appropriation	5,000,000	5,000,000	6,474,421	7,465,032
<b>Subtotal</b>	<b>\$ 5,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 6,474,421</b>	<b>\$ 7,465,032</b>
<b>Total Operating Budget</b>	<b>\$ 8,601,855</b>	<b>\$ 9,219,826</b>	<b>\$ 10,302,812</b>	<b>\$ 11,552,588</b>
<b>Ending Fund Balance</b>	<b>\$ 5,827,410</b>	<b>\$ 5,264,907</b>	<b>\$ 6,474,421</b>	<b>\$ 7,465,032</b>

**FINANCIAL SUMMARIES****FLEET MANAGEMENT FUND**

	<u>Adopted 1996/97</u>	<u>Estimated 1996/97</u>	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>
<b>Source of Funds:</b>				
<b>Beginning Fund Balance</b>	\$ 1,052,400	\$ 1,392,508	\$ 1,470,217	\$ 1,116,102
<b>Revenues:</b>				
Equipment Maintenance/Replacement	8,050,212	8,226,528	8,663,526	9,304,627
Interest	100,000	200,000	200,000	200,000
<b>Subtotal</b>	<b>\$ 8,150,212</b>	<b>\$ 8,426,528</b>	<b>\$ 8,863,526</b>	<b>\$ 9,504,627</b>
<b>Transfers In</b>				
General Fund	263,000	618,500	481,822	788,418
Water Fund	36,800	36,800	37,000	73,000
Sewer Fund	-	-	18,000	65,000
Solid Waste Fund	-	-	-	193,367
Encumbrance Rebudget	-	1,071,719	-	-
<b>Subtotal</b>	<b>\$ 299,800</b>	<b>\$ 1,727,019</b>	<b>\$ 536,822</b>	<b>\$ 1,119,785</b>
<b>Total Revenues &amp; Transfers In</b>	<b>\$ 8,450,012</b>	<b>\$ 10,153,547</b>	<b>\$ 9,400,348</b>	<b>\$ 10,624,412</b>
<b>Use of Funds:</b>				
<b>Departments</b>				
Municipal Services				
Vehicles/Shop Equip	3,025,056	3,380,556	4,410,293	4,818,000
Fleet Operations	5,136,128	6,207,847	5,344,170	5,883,169
Joint Radio Proposal		487,435		
<b>Subtotal</b>	<b>\$ 8,161,184</b>	<b>\$ 10,075,838</b>	<b>\$ 9,754,463</b>	<b>\$ 10,701,169</b>
<b>Total Operating Budget</b>	<b>\$ 8,161,184</b>	<b>\$ 10,075,838</b>	<b>\$ 9,754,463</b>	<b>\$ 10,701,169</b>
<b>Ending Fund Balance</b>	<b>\$ 1,341,228</b>	<b>\$ 1,470,217</b>	<b>\$ 1,116,102</b>	<b>\$ 1,039,345</b>

**FINANCIAL SUMMARIES****CAPITAL PROJECT FUNDS**

	Adopted 1996/97	Estimated 1996/97	Adopted 1997/98	Approved 1998/99
<b>Source of Funds:</b>				
<b>Beginning Balance</b>	\$ -	\$ 159,576,083	\$ 157,821,923	\$ (31,521,973)
<b>Revenues:</b>				
Bonds/Financings				
General Obligation/Special Assessment Revenue	112,278,300	68,300,000	45,700,000	36,499,900
Scottsdale Preserve Authority Municipal Properties Corporation		20,000,000	62,000,000	
Transportation Short Term Contract			6,200,000	7,000,000
Pay-As-You-Go			2,900,000	23,115,000
Privilege Tax - Transportation	10,300,000	10,789,600	12,198,456	14,030,300
Privilege Tax - McDowell Preservation	10,300,000	10,789,600	12,198,456	14,030,300
Water/Sewer Development Fees	27,315,483	27,500,000	27,840,800	23,238,000
Utility User Fees	13,875,980	14,377,503	22,563,429	17,588,181
General Fund Transfer	10,937,800	16,591,937	20,374,700	14,547,000
Contributions	4,750,400	5,100,000	30,926,400	4,132,000
Other	1,600,000	3,100,000	5,385,000	3,250,000
Contingent Revenues	40,000,000		35,000,000	35,000,000
Prior Year Carryover	221,388,937		-	275,000,000
<b>Total</b>	<b>\$ 452,746,900</b>	<b>\$ 176,548,640</b>	<b>\$ 303,287,241</b>	<b>\$ 507,430,681</b>
<b>Use of Funds:</b>				
<b>Capital Projects</b>				
Transportation	44,930,200	40,591,700	40,254,800	47,820,800
Drainage/Flood Control	2,982,000	3,477,500	4,853,000	881,000
Community Facilities	13,469,600	17,114,500	86,563,700	16,929,100
Service Facilities	7,892,800	8,737,600	7,264,800	782,400
Public Safety	2,170,200	319,500	528,200	1,848,600
Improvement Districts	13,410,400	11,314,400	5,049,000	4,968,000
Water/Wastewater	129,991,700	56,847,600	47,667,000	44,495,900
Contingency Authorization	39,900,000	39,900,000	35,994,200	36,235,700
Prior Year Carryover	198,000,000		254,974,100	275,000,000
<b>Total Capital Budget</b>	<b>\$ 452,746,900</b>	<b>\$ 178,302,800</b>	<b>\$ 483,148,800</b>	<b>\$ 428,961,500</b>
<b>Transfers Out</b>				
General Fund			1,500,000	2,218,700
Sewer Fund			1,479,673	4,430,018
Debt Service Fund			6,502,664	6,468,034
<b>Total Transfers Out</b>			<b>\$ 9,482,337</b>	<b>\$ 13,116,752</b>
<b>Ending Balance</b>	<b>\$ -</b>	<b>\$ 157,821,923</b>	<b>\$ (31,521,973)</b>	<b>\$ 33,830,456</b>

**FINANCIAL SUMMARIES****OTHER FISCAL ACTIVITY**

	<u>Adopted 1996/97</u>	<u>Estimated 1996/97</u>	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>
<b>Source of Funds:</b>				
Beginning Fund Balance	\$ 1,300,536	\$ 1,300,000	\$ 1,254,600	\$ 755,439
Revenues	\$ 23,000,000	\$ 20,300,000	\$ 22,000,000	\$ 22,000,000
<b>Use of Funds:</b>				
Residential Streetlight Districts	500,000	500,000	500,000	500,000
Community Development Block Grant	1,810,000	1,810,000	1,961,449	1,986,368
Section 8 Housing	1,800,000	1,800,000	2,208,813	2,222,832
Grants	11,550,736	8,800,000	7,738,024	6,767,133
Trusts	1,880,095	2,000,000	3,268,815	3,258,974
Groundwater Treatment Facility	3,010,427	3,010,400	2,844,429	2,731,786
Reclaimed Water Distribution System	2,453,197	2,425,000	3,977,631	4,096,960
<b>Total Budget</b>	<b>\$ 23,004,455</b>	<b>\$ 20,345,400</b>	<b>\$ 22,499,161</b>	<b>\$ 21,564,053</b>
Ending Fund Balance	\$ 1,296,081	\$ 1,254,600	\$ 755,439	\$ 1,191,386

**FINANCIAL SUMMARIES**

**ALL FISCAL ACTIVITY**

	<i>Actual</i> Adopted 1996/97	Estimated 1996/97	Adopted 1997/98	Approved 1998/99	
<b>Source of Funds:</b>					
Total Beginning Fund Balances	\$ 50,151,966	\$ 207,946,425	\$ 212,376,783	\$ 18,148,997	
Revenues & Transfers In	\$ 691,984,762	\$ 419,063,730	\$ 572,665,793	\$ 814,358,823	← <i>more Detail</i>
<b>Use of Funds:</b>					
<b>Departments</b>					
General Government	10,529,340	11,852,674	13,435,070	14,253,553	
Police	28,880,468	30,499,761	33,493,188	36,829,085	
Financial Services	10,617,002	11,668,343	11,481,179	12,343,420	
Transportation	5,729,436	5,999,588	7,195,002	8,115,675	
Community Services	30,523,949	32,511,693	32,669,425	34,865,519	
Information Systems	5,141,226	5,419,305	5,953,948	6,263,077	
Planning & Development	13,816,408	14,713,927	16,114,181	17,574,501	
Fire	10,917,623	10,919,041	11,852,341	12,794,927	
Water Resources	22,822,701	23,268,808	27,470,380	33,997,814	
Municipal Services	25,290,853	27,323,766	28,434,691	30,450,528	
Operating Contingency	2,867,168	713,787	1,811,568	1,871,083	
Recycling Contingency	-	-	-	-	
Less Internal Service Fund Offsets	(11,763,039)	(14,295,664)	(13,582,854)	(14,788,725)	
<b>Total Department Budget</b>	<b>\$ 155,373,135</b>	<b>\$ 160,595,029</b>	<b>\$ 176,328,119</b>	<b>\$ 194,570,457</b>	
<b>Debt Service</b>					
General Obligation Bonds	18,179,107	18,206,107	21,387,042	24,281,586	
Revenue Bonds	9,094,481	6,330,932	7,908,887	10,854,162	
MPC Bonds	13,309,447	12,823,329	12,730,176	13,428,131	
Special Assessment Bonds	8,103,694	6,423,100	5,932,675	8,919,194	
Preserve Bonds/Contractual	-	-	8,002,664	7,968,034	
WestWorld Contractual	-	-	1,187,257	1,142,800	
Waterfront Contractual	-	-	-	2,500,000	
Pima Freeway Contractual	-	-	-	718,700	
All Other Contractual	2,640,017	2,002,075	2,845,412	3,358,881	
<b>Total Debt Service</b>	<b>\$ 51,326,746</b>	<b>\$ 45,785,543</b>	<b>\$ 59,994,114</b>	<b>\$ 73,171,488</b>	
Capital Improvement Program	\$ 452,746,900	\$ 178,302,800	\$ 483,148,800	\$ 428,961,500	← <i>more Detail</i>
<i>Homeless Program</i>					
<b>Other Activity</b>					
Grants, Trusts and Other Fiscal Activity	23,004,455	22,000,000	22,499,161	21,564,053	
<b>Reserve Appropriations</b>					
Economic Stabilization			5,000,000	5,500,000	
Facility Maintenance	1,250,000	1,250,000	1,500,000	1,750,000	
Solid Waste Management	700,000	700,000	448,965	451,358	
Self Insurance	5,000,000	5,000,000	6,474,421	7,465,032	
Water/Sewer Weather	1,000,000	1,000,000	1,500,000	2,000,000	
Encumbrance Carryover	8,412,022	-	10,000,000	10,000,000	
<b>Total Other Activity</b>	<b>\$ 39,366,477</b>	<b>\$ 29,950,000</b>	<b>\$ 47,422,547</b>	<b>\$ 48,730,443</b>	
<b>Total Budget</b>	<b>\$ 698,813,258</b>	<b>\$ 414,633,372</b>	<b>\$ 766,893,580</b>	<b>\$ 745,433,888</b>	
Ending Fund Balance	\$ 43,323,470	\$ 212,376,783	\$ 18,148,996	\$ 87,073,931	
<i>Δ in FB/Reserves</i>					

## FINANCIAL SUMMARIES OPERATING FUNDS-5 YR FORECAST

<u>Source of Funds:</u>	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>	<u>Forecast 1999/00</u>	<u>Forecast 2000/01</u>	<u>Forecast 2001/02</u>
<b>Total Beginning Balance</b>	\$ 53,300,260	\$ 48,915,531	\$ 52,052,089	\$ 61,648,681	\$ 76,425,492
<b>Revenues:</b>					
Taxes - Local					
Privilege Tax	60,992,280	70,151,500	77,532,650	85,775,115	94,780,240
Property Tax	28,185,737	31,393,791	33,677,787	34,431,642	35,036,980
Transient Occupancy Tax	7,024,857	7,621,970	8,269,837	8,972,773	9,735,459
Light & Power Franchise	4,011,327	4,292,120	4,592,568	4,914,048	5,258,031
Cable TV	1,264,464	1,327,687	1,394,072	1,463,775	1,536,964
Salt River Project Lieu Tax	280,583	297,418	315,263	334,179	354,230
Fire Insurance Premium	175,000	175,000	175,000	175,000	175,000
Taxes - From Other Agencies					
State Shared Sales Tax	12,796,740	13,756,496	14,788,233	15,897,350	17,089,651
State Revenue Sharing	13,943,026	15,197,898	16,261,751	17,400,074	18,618,079
Transportation					
Highway User Tax	10,945,388	11,273,750	11,611,962	11,960,321	12,319,131
Auto Lieu Tax	4,530,103	4,983,113	5,481,425	6,029,567	6,632,524
Local Trans Assistance Fund	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000
Internal Service Charges					
Motor Pool	8,663,526	9,304,627	10,148,859	10,554,813	10,977,006
Self Insurance	3,460,026	3,756,267	4,075,000	4,425,000	4,775,000
Licenses, Permits & Fees					
Development Permits & Fees	14,500,000	14,500,000	15,200,000	15,200,000	15,900,000
Business Licenses & Fees	1,275,640	1,377,691	1,460,353	1,547,974	1,640,852
Recreation Fees	1,919,958	2,035,155	2,157,265	2,286,701	2,423,903
WestWorld	1,200,000	1,350,000	1,500,000	1,700,000	1,850,000
Fines & Forfeitures					
Court Fines	2,808,577	2,949,006	3,066,966	3,189,645	3,317,231
Parking Fines	185,300	185,300	185,300	185,300	185,300
Photo Radar	2,735,850	2,325,475	2,583,000	2,583,000	2,800,000
Library Fines	306,055	330,539	356,983	385,541	416,384
Interest Earnings/Property Rental					
Interest Earnings	7,808,122	7,887,100	7,914,036	7,914,036	7,914,036
Property Rental	3,690,230	3,901,735	4,144,216	4,357,927	4,577,364
Utilities & Enterprises					
Water Charges	44,747,890	47,102,031	49,492,893	51,624,689	53,809,303
Sewer Charges	16,732,901	18,522,128	20,570,449	22,685,564	25,004,347
Refuse/Recycling	12,750,169	13,701,931	14,697,738	15,748,744	16,813,647
Airport	902,023	937,458	947,658	962,644	978,844
Other Revenue					
Improvement District Assessments	5,932,675	8,919,194	10,672,172	11,112,008	10,324,368
Miscellaneous	2,327,132	2,327,132	2,327,132	2,327,132	2,327,132
Less Internal Service Funds Offset	(12,123,552)	(13,060,894)	(14,223,859)	(14,979,813)	(15,752,006)
<b>Subtotal</b>	<b>\$ 265,116,027</b>	<b>\$ 289,966,619</b>	<b>\$ 312,520,707</b>	<b>\$ 332,308,749</b>	<b>\$ 352,962,999</b>
<b>Transfers In</b>					
Encumbrance/Carryover	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Trust Funds	1,049,504	1,082,580	423,881	424,241	432,239
Technology Infrastructure	455,065	451,065	453,685	455,010	-
Capital Improvement Program	9,482,337	13,116,752	15,050,216	15,222,247	14,068,206
Fund Reserves					
Facilities Maintenance	1,500,000	1,750,000	2,000,000	2,500,000	3,000,000
Economic Stabilization	5,000,000	5,500,000	6,500,000	7,500,000	8,500,000
Solid Waste Management	448,965	451,358	868,709	1,000,000	1,000,000
Self Insurance	6,474,421	7,465,032	8,000,000	9,000,000	10,000,000
Water/Sewer Weather Reserve	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Subtotal</b>	<b>\$ 35,910,292</b>	<b>\$ 41,816,787</b>	<b>\$ 45,296,491</b>	<b>\$ 48,101,498</b>	<b>\$ 49,000,445</b>
<b>Total Revenues &amp; Transfers In</b>	<b>\$ 301,026,319</b>	<b>\$ 331,783,406</b>	<b>\$ 357,817,198</b>	<b>\$ 380,410,247</b>	<b>\$ 401,963,444</b>

## FINANCIAL SUMMARIES OPERATING FUNDS-5 YR FORECAST

<u>Use of Funds:</u>	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>	<u>Forecast 1999/00</u>	<u>Forecast 2000/01</u>	<u>Forecast 2001/02</u>
<b>Departments</b>					
General Government	13,435,070	14,253,553	15,294,517	15,975,267	17,338,459
Police	33,493,188	36,829,085	39,924,021	42,949,203	46,118,869
Financial Services	11,481,179	12,343,420	13,318,818	14,245,805	15,223,975
Transportation	7,195,002	8,115,675	8,297,300	8,784,676	9,469,910
Community Services	32,669,425	34,865,519	38,162,807	41,047,822	43,495,218
Information Systems	5,953,948	6,263,077	6,546,842	6,865,989	7,203,554
Planning & Development	16,114,181	17,574,501	18,892,589	20,309,533	21,832,748
Fire	11,852,341	12,794,927	13,924,486	14,602,420	15,788,129
Water Resources	27,470,380	33,997,814	38,000,000	41,641,779	44,553,420
Municipal Services	28,434,691	30,450,528	31,524,403	33,755,439	35,112,464
Operating Contingency	1,811,568	1,871,083	2,000,000	2,000,000	2,000,000
Less Internal Service Fund Offsets	(13,582,854)	(14,788,725)	(14,907,957)	(16,080,564)	(16,304,908)
<b>Subtotal</b>	<b>\$ 176,328,119</b>	<b>\$ 194,570,457</b>	<b>\$ 210,977,826</b>	<b>\$ 226,097,369</b>	<b>\$ 241,831,838</b>
<b>Debt Service</b>					
General Obligation Bonds	21,387,042	24,281,586	26,001,530	26,573,637	26,018,488
Revenue Bonds	7,908,887	10,854,162	10,765,796	9,854,389	9,835,331
MPC Bonds	12,730,176	13,428,131	13,645,709	13,035,977	11,837,902
Special Assessment Bonds	5,932,675	8,919,194	10,672,172	11,112,008	10,324,368
Preserve Bonds/Contractual	8,002,664	7,968,034	7,956,575	8,038,557	7,030,585
WestWorld Contractual	1,187,257	1,142,800	1,095,200	1,047,600	-
Waterfront Contractual	-	2,500,000	2,500,000	2,500,000	2,500,000
Pima Freeway Contractual	-	718,700	1,919,500	2,010,000	1,869,400
All Other Contractual	2,845,412	3,358,881	864,598	1,400,631	787,226
<b>Subtotal</b>	<b>\$ 59,994,114</b>	<b>\$ 73,171,488</b>	<b>\$ 75,421,080</b>	<b>\$ 75,572,799</b>	<b>\$ 70,203,300</b>
<b>Other Activity</b>					
Reserve Appropriations					
Facilities Maintenance	1,500,000	1,750,000	2,000,000	2,500,000	3,000,000
Economic Stabilization	5,000,000	5,500,000	6,500,000	7,500,000	8,500,000
Solid Waste Management	448,965	451,358	868,709	1,000,000	1,000,000
Self Insurance	6,474,421	7,465,032	8,000,000	9,000,000	10,000,000
Water/Sewer Weather Reserve	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000
Encumbrance/Carryover	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
<b>Subtotal</b>	<b>\$ 24,923,386</b>	<b>\$ 27,166,390</b>	<b>\$ 29,368,709</b>	<b>\$ 32,000,000</b>	<b>\$ 34,500,000</b>
<b>Total Operating Budget</b>	<b>\$ 261,245,619</b>	<b>\$ 294,908,335</b>	<b>\$ 315,767,614</b>	<b>\$ 333,670,168</b>	<b>\$ 346,535,137</b>
<b>Transfers Out</b>					
General Fund to CIP	19,374,700	13,547,000	16,317,400	13,824,000	12,059,200
Water Fund to GWTF	768,000	875,500	998,100	-	-
Water Fund to CIP	14,372,081	6,509,421	3,847,853	6,721,697	4,067,026
Sewer Fund to CIP	6,711,675	6,648,742	10,605,541	10,316,821	12,899,432
Solid Waste to CIP	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 41,226,456</b>	<b>\$ 27,580,663</b>	<b>\$ 31,768,894</b>	<b>\$ 30,862,518</b>	<b>\$ 29,025,658</b>
<b>Ending Balance</b>					
<b>General Fund</b>					
Economic Stabilization Reserve	18,570,000	20,500,000	23,454,589	25,455,859	27,427,975
Facilities Maintenance Reserve	1,500,000	1,750,000	2,000,000	2,500,000	3,000,000
Unreserved	3,556,734	5,521,677	9,749,664	21,890,775	42,859,091
<b>Water/Sewer Funds</b>					
Various Reserves	13,897,197	15,324,677	16,331,430	15,468,437	15,468,437
Unreserved	3,352,111	-	-	-	-
Solid Waste Management Reserve	448,965	451,358	868,709	1,142,873	2,281,080
Fleet Management Reserve	1,116,102	1,039,345	815,204	484,539	624,093
Risk Management Reserve	6,474,421	7,465,032	8,429,085	9,483,008	10,614,562
Debt Service Reserve	-	-	-	-	-
<b>Total Ending Balance</b>	<b>\$ 48,915,530</b>	<b>\$ 52,052,089</b>	<b>\$ 61,648,681</b>	<b>\$ 76,425,491</b>	<b>\$ 102,275,237</b>

**FINANCIAL SUMMARIES**

**CAPITAL FUNDS-5 YR FORECAST**

	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>	<u>Forecast 1999/00</u>	<u>Forecast 2000/01</u>	<u>Forecast 2001/02</u>
<b>Source of Funds:</b>					
<b>Beginning Balance</b>	\$ 157,821,923	\$ (31,521,973)	\$ 33,830,456	\$ 51,923,294	\$ 52,315,811
<b>Revenues:</b>					
<b>Bonds/Financings</b>					
General Obligation/Special Assessment Revenue	45,700,000	36,499,900	8,753,000	-	-
Scottsdale Preserve Authority	62,000,000			10,000,000	
Municipal Properties Corporation	6,200,000	7,000,000			
Transportation Short Term Contract	2,900,000	23,115,000	10,385,000		
<b>Pay-As-You-Go</b>					
Privilege Tax - Transportation	12,198,456	14,030,300	15,506,530	17,155,023	18,956,048
Privilege Tax - McDowell Preservation	12,198,456	14,030,300	15,506,530	17,155,023	18,956,048
Water/Sewer Development Fees	27,840,800	23,238,000	21,903,300	22,193,100	18,907,200
Utility User Fees	22,563,429	17,588,181	14,453,394	17,038,518	16,966,458
General Fund Transfer	20,374,700	14,547,000	16,317,400	13,824,000	12,059,200
Contributions	30,926,400	4,132,000	7,224,000	1,712,000	-
Other	5,385,000	3,250,000	3,250,000	3,250,000	3,250,000
Contingent Revenues	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000
Prior Year Carryover	-	275,000,000	250,000,000	250,000,000	250,000,000
<b>Total</b>	\$ 303,287,241	\$ 507,430,681	\$ 408,299,154	\$ 387,327,664	\$ 374,094,954
<b>Use of Funds:</b>					
<b>Capital Projects</b>					
Transportation	40,254,800	47,820,800	23,748,100	18,499,000	27,156,000
Drainage/Flood Control	4,853,000	881,000	6,069,400	3,294,100	2,477,600
Community Facilities	86,563,700	16,929,100	12,796,400	15,276,400	1,542,600
Service Facilities	7,264,800	782,400	108,200	4,499,500	4,679,400
Public Safety	528,200	1,848,600	4,409,700	715,100	1,135,200
Improvement Districts	5,049,000	4,968,000	9,399,000	-	-
Water/Wastewater	47,667,000	44,495,900	32,735,500	43,510,000	36,247,400
Contingency Authorization	35,994,200	36,235,700	35,889,800	35,918,800	35,845,400
Prior Year Carryover	254,974,100	275,000,000	250,000,000	250,000,000	250,000,000
<b>Total Capital Budget</b>	\$ 483,148,800	\$ 428,961,500	\$ 375,156,100	\$ 371,712,900	\$ 359,083,600
<b>Transfers Out</b>					
General Fund	1,500,000	2,218,700	3,419,500	3,010,000	1,869,400
Sewer Fund	1,479,673	4,430,018	5,174,141	5,173,690	5,168,220
Debt Service Fund	6,502,664	6,468,034	6,456,575	7,038,557	7,030,586
<b>Total Transfers Out</b>	\$ 9,482,337	\$ 13,116,752	\$ 15,050,216	\$ 15,222,247	\$ 14,068,206
<b>Ending Balance</b>	\$ (31,521,973)	\$ 33,830,456	\$ 51,923,294	\$ 52,315,811	\$ 53,258,959



**FINANCIAL SUMMARIES****OTHER ACTIVITY-5 YR FORECAST**

	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>	<u>Forecast 1999/00</u>	<u>Forecast 2000/01</u>	<u>Forecast 2001/02</u>
<b><u>Source of Funds:</u></b>					
<b>Beginning Fund Balance</b>	<b>\$ 1,254,600</b>	<b>\$ 755,439</b>	<b>\$ 1,191,386</b>	<b>\$ 991,386</b>	<b>\$ 791,386</b>
<b>Revenues</b>	<b>\$ 22,000,000</b>	<b>\$ 22,000,000</b>	<b>\$ 22,000,000</b>	<b>\$ 23,000,000</b>	<b>\$ 23,500,000</b>
<b><u>Use of Funds:</u></b>					
Residential Streetlight Districts	500,000	500,000	500,000	500,000	500,000
Community Development Block Grant	1,961,449	1,986,368	2,000,000	2,100,000	2,200,000
Section 8 Housing	2,208,813	2,222,832	2,200,000	2,400,000	2,500,000
Grants	7,738,024	6,767,133	7,000,000	7,500,000	8,000,000
Trusts	3,268,815	3,258,974	3,500,000	3,500,000	3,500,000
Groundwater Treatment Facility	2,844,429	2,731,786	3,000,000	3,200,000	3,200,000
Reclaimed Water Distribution System	3,977,631	4,096,960	4,000,000	4,000,000	4,000,000
<b>Total Budget</b>	<b>\$ 22,499,161</b>	<b>\$ 21,564,053</b>	<b>\$ 22,200,000</b>	<b>\$ 23,200,000</b>	<b>\$ 23,900,000</b>
<b>Ending Fund Balance</b>	<b>\$ 755,439</b>	<b>\$ 1,191,386</b>	<b>\$ 991,386</b>	<b>\$ 791,386</b>	<b>\$ 391,386</b>

**FINANCIAL SUMMARIES**

**ALL ACTIVITY-5 YEAR FORECAST**

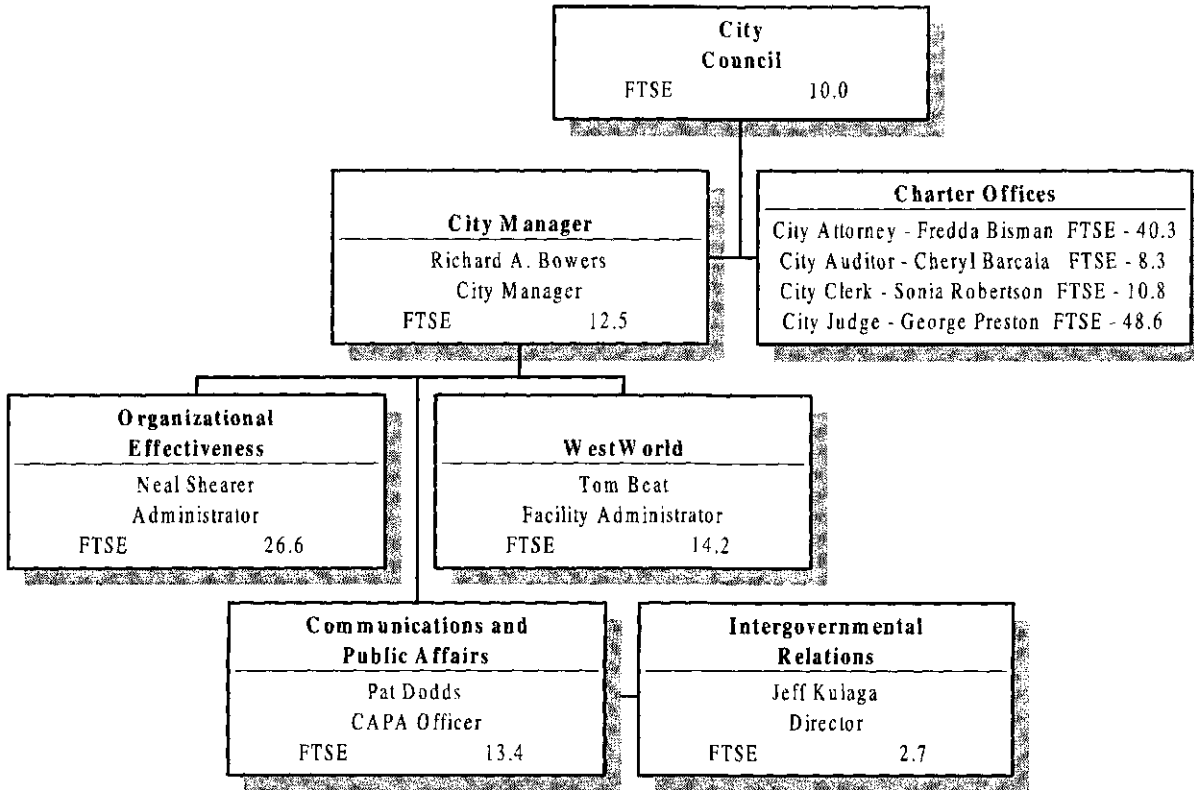
	<u>Adopted 1997/98</u>	<u>Approved 1998/99</u>	<u>Forecast 1999/00</u>	<u>Forecast 2000/01</u>	<u>Forecast 2001/02</u>
<b>Source of Funds:</b>					
Total Beginning Fund Balances	\$ 212,376,783	\$ 18,148,997	\$ 87,073,931	\$ 114,563,361	\$ 129,532,689
Revenues & Transfers In	\$ 572,665,793	\$ 814,358,823	\$ 740,613,144	\$ 743,552,395	\$ 755,911,631
<b>Use of Funds:</b>					
<b>Departments</b>					
General Government	13,435,070	14,253,553	15,294,517	15,975,267	17,338,459
Police	33,493,188	36,829,085	39,924,021	42,949,203	46,118,869
Financial Services	11,481,179	12,343,420	13,318,818	14,245,805	15,223,975
Transportation	7,195,002	8,115,675	8,297,300	8,784,676	9,469,910
Community Services	32,669,425	34,865,519	38,162,807	41,047,822	43,495,218
Information Systems	5,953,948	6,263,077	6,546,842	6,865,989	7,203,554
Planning & Development	16,114,181	17,574,501	18,892,589	20,309,533	21,832,748
Fire	11,852,341	12,794,927	13,924,486	14,602,420	15,788,129
Water Resources	27,470,380	33,997,814	38,000,000	41,641,779	44,553,420
Municipal Services	28,434,691	30,450,528	31,524,403	33,755,439	35,112,464
Operating Contingency	1,811,568	1,871,083	2,000,000	2,000,000	2,000,000
Recycling Contingency	-	-	-	-	-
Less Internal Service Fund Offsets	(13,582,854)	(14,788,725)	(14,907,957)	(16,080,564)	(16,304,908)
<b>Total Department Budget</b>	<b>\$ 176,328,119</b>	<b>\$ 194,570,457</b>	<b>\$ 210,977,826</b>	<b>\$ 226,097,369</b>	<b>\$ 241,831,838</b>
<b>Debt Service</b>					
General Obligation Bonds	21,387,042	24,281,586	26,001,530	26,573,637	26,018,488
Revenue Bonds	7,908,887	10,854,162	10,765,796	9,854,389	9,835,331
MPC Bonds	12,730,176	13,428,131	13,645,709	13,035,977	11,837,902
Special Assessment Bonds	5,932,675	8,919,194	10,672,172	11,112,008	10,324,368
Preserve Bonds/Contractual	8,002,664	7,968,034	7,956,575	8,038,557	7,030,585
WestWorld Contractual	1,187,257	1,142,800	1,095,200	1,047,600	-
Waterfront Contractual	-	2,500,000	2,500,000	2,500,000	2,500,000
Pima Freeway Contractual	-	718,700	1,919,500	2,010,000	1,869,400
All Other Contractual	2,845,412	3,358,881	864,598	1,400,631	787,226
<b>Total Debt Service</b>	<b>\$ 59,994,114</b>	<b>\$ 73,171,488</b>	<b>\$ 75,421,080</b>	<b>\$ 75,572,799</b>	<b>\$ 70,203,300</b>
<b>Capital Improvement Program</b>	<b>\$ 483,148,800</b>	<b>\$ 428,961,500</b>	<b>\$ 375,156,100</b>	<b>\$ 371,712,900</b>	<b>\$ 359,083,600</b>
<b>Other Activity</b>					
Grants, Trusts and Other Fiscal Ac	22,499,161	21,564,053	22,200,000	23,200,000	23,900,000
Reserve Appropriations					
Economic Stabilization	5,000,000	5,500,000	6,500,000	7,500,000	8,500,000
Facility Maintenance	1,500,000	1,750,000	2,000,000	2,500,000	3,000,000
Solid Waste Management	448,965	451,358	868,709	1,000,000	1,000,000
Self Insurance	6,474,421	7,465,032	8,000,000	9,000,000	10,000,000
Water/Sewer Weather	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000
Encumbrance Carryover	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
<b>Total Other Activity</b>	<b>\$ 47,422,547</b>	<b>\$ 48,730,443</b>	<b>\$ 51,568,709</b>	<b>\$ 55,200,000</b>	<b>\$ 58,400,000</b>
<b>Total Budget</b>	<b>\$ 766,893,580</b>	<b>\$ 745,433,888</b>	<b>\$ 713,123,714</b>	<b>\$ 728,583,068</b>	<b>\$ 729,518,737</b>
<b>Ending Fund Balance</b>	<b>\$ 18,148,996</b>	<b>\$ 87,073,931</b>	<b>\$ 114,563,361</b>	<b>\$ 129,532,688</b>	<b>\$ 155,925,582</b>

**Departmental Budgets**

**GENERAL GOVERNMENT**

**DEPARTMENT SUMMARY**

**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, Organizational Effectiveness, Communications and Public Affairs, and Intergovernmental Relations.

**FINANCIAL HIGHLIGHTS**

The General Government budget increased \$2,905,730 (27.6%) in 1997/98 and \$818,483 (6.1%) in 1998/99. Increases are due to the addition of the operating costs for the WestWorld equestrian facility; the continuing cost of the mid-cycle addition of the photo enforcement program which impacts the City Court and City Attorney's Office; the continuing support of the mid-cycle addition of the Victim's Assistance program; the addition of staffing in the City Attorney's Office, Organizational Effectiveness, City Court, and Communications and Public Affairs to maintain current service levels; and the addition of an Internal Auditor position to assist in processing and analyzing data for the Full-Cost Plan, a result of the recently completed Cost of Services study.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$10,528,861	\$10,529,340	\$13,435,070	\$14,253,553
% of City's Operating Total	6.7%	6.4%	7.1%	6.9%
Full-time Staffing Equivalent (FTSE)	142.1	143.7	187.3	186.2
Volunteer Time Staffing Equivalent	1.3	1.3	1.5	1.7

The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

**1995/97 RESULTS AND OUTCOMES**

- Continued Scottsdale's tradition of national and regional leadership with key appointments, including the appointment of Mayor Campana as vice-chair of the Arts, Culture and Recreation Committee of the U. S. Conference of Mayors, appointment of Councilman Bielli as chairman of the Transportation and Communications Policy Committee of the National League of Cities, and the reappointment of Councilwoman Manross to another term of the NLC Energy, Environment and Natural Resources Policy Committee.
- Partnered with Downtown businesses to support the Fiesta Bowl Art Walk in December 1996, an outgrowth of the 1996 Super Bowl Art Walk, drawing 30,000 visitors to Downtown.
- Facilitated significant public participation in a wide range of issues, including proposed street widening projects, water facilities plans and land-use planning.
- Played a key role in community outreach efforts associated with CityShape 2020, the ongoing citizen-driven effort to update the General Plan.
- In conjunction with the Transportation Department, played a key role in assisting the Mayor and Council to convince members of the Arizona Congressional Delegation to request significant federal funding for the first phase of a Valley rail transit system that can eventually be extended into Scottsdale.
- Established availability of The City Code and current council agendas and minutes on both the Internet and Intranet for access by city staff and citizens.
- Successfully developed a document management system to provide for electronic storage and retrieval of all records held and maintained in the Clerk's office and began converting files to the new system.
- Established a separate civil traffic division with scheduling based on the police officers actual work schedule thereby eliminating police overtime for civil traffic violations.
- Developed and implemented a Managed Competition process to enable departments to compare service performance to other similar service providers and to seek out best practices so that we will continue to provide the most effective and efficient level of service.
- Formed a twenty member cross-departmental City negotiation team to address future negotiation opportunities.
- Increased community outreach by securing grant funds to build a Victim's Assistance Program, and by partnering with the Police Department to establish a specialized unit to combat domestic violence.
- Continued to strengthen our support of the Criminal Justice Team approach towards an integrated Criminal Justice System, focusing on budget impacts, technology and increasing communications between the Court, Police Department and Prosecution at all staff levels.
- Implemented an Unscheduled Leave pilot program that resulted in the reduction of unscheduled leave from 3.24% to 2.98% in 1996 equating to an annual savings of \$50,613.

**1997/99 DEPARTMENTAL OBJECTIVES**

- Continue to pursue federal, state, county and other partnerships to preserve the McDowell Mountains and other environmentally sensitive lands within the City.
- Continue to support regional and subregional cooperation by playing a key role in regional visioning efforts and collaborating with neighboring cities and the Salt River Pima-Maricopa Indian Community.
- Support organizational efforts to provide the most effective and efficient levels of quality service by facilitating improvement initiatives.
- Effectively represent the City at the regional, state, and national levels.
- Enhance opportunities for informed community dialogue and involvement.
- Determine most cost-effective way to administer the 1998 city election to meet the legal requirements relating to elections, including the consolidated election law.
- Integrate prosecution with the police, court, and related agencies.
- Install Interactive Voice Response to maximize customer service, by July 1998.
- Work cross-departmentally to improve the quality and value of citizen dialogue, focusing on continued facilitation of a "Scottsdale Voices" program in conjunction with the Community Planning Division;
- Assure Scottsdale's interests in transit, freeways and other transportation improvements are represented when Congress considers major federal transportation legislation, expected in late 1997.

**GENERAL GOVERNMENT****DEPARTMENT SUMMARY**

<b>EXPENDITURES BY TYPE</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$6,771,982	\$7,497,514	\$9,070,565	\$9,907,323
Contractual Services	3,163,134	2,490,134	3,484,763	3,462,410
Commodities	280,075	362,669	654,569	703,204
Capital Outlay	313,670	179,023	225,173	180,616
Total	\$10,528,861	\$10,529,340	\$13,435,070	\$14,253,553

<b>EXPENDITURES BY DIVISION</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Legislative	\$492,020	\$519,148	\$506,269	\$538,099
City Manager	834,088	873,771	1,119,844	1,182,986
City Clerk	459,321	468,076	602,848	627,546
Elections	168,916	3,619	182,003	2,623
City Attorney	2,599,672	2,616,853	3,014,813	3,257,020
City Auditor	404,159	483,990	585,696	635,415
City Court	1,942,431	1,922,583	2,209,675	2,395,835
Communications and Public Affairs	961,396	1,005,768	1,210,955	1,267,551
Intergovernmental Relations	486,041	328,074	350,510	371,857
Organizational Effectiveness	2,180,817	2,307,458	2,484,895	2,751,892
WestWorld			1,167,562	1,222,729
Total	\$10,528,861	\$10,529,340	\$13,435,070	\$14,253,553

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	130.7	138.5	167.4	170.4
Contractual	6.8	2.1	14.1	12.1
Overtime	4.6	3.1	5.8	3.7
Full-time Staffing Equivalent (FTSE)	142.1	143.7	187.3	186.2

<b>VOLUNTEER TIME INVESTED</b>	<b>ACTUAL 1995/96</b>	<b>ESTIMATED 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
Hours	2,695	2,721	3,000	3,500
Full-time Staffing Equivalent (FTSE)	1.3	1.3	1.5	1.7

**GENERAL GOVERNMENT****LEGISLATIVE**

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

**PROGRAM OBJECTIVES**

- Ensure Mayor and Council have the most timely and effective means for communicating with citizens and staff.
- Ensure citizens are involved in the City's long-range planning and policy processes.
- Effectively represent the City at the regional, state, and national levels.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$328,007	\$330,306	\$310,023	\$319,564
Contractual Services	132,027	154,598	170,496	191,004
Commodities	18,374	21,784	21,000	22,691
Capital Outlay	13,612	12,460	4,750	4,840
<b>Total</b>	<b>\$492,020</b>	<b>\$519,148</b>	<b>\$506,269</b>	<b>\$538,099</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	10.0	10.0	10.0	10.0
Full-time Staffing Equivalent (FTSE)	10.0	10.0	10.0	10.0

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Legislative budget decreases \$12,879 (2.5%) and increases \$31,830 (6.3%) in 1998/99. This budget supports the current service level for this program.

**GENERAL GOVERNMENT****LEGISLATIVE**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Maintain 95% citizen satisfaction with City services per the annual citizen survey.

% of citizens rating City services "very good" or "good"	98%	95%	95%	95%
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**Goal:** Encourage citizen involvement in the City's policy-setting process and review of City operations.

# of citizens, appointed by City Council, serving on boards, commissions, & task forces	151	191	191	191
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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 service to the citizens.

**PROGRAM OBJECTIVES**

Improve Scottsdale's financial stability, facilitate responsible development, position the organization for the future, and foster a more collaborative community through the following objectives:

- Implement a strategic approach to land use, open space, infrastructure, and development.
- Recognize public safety in the formation of community.
- Preserve and promote the health, stability, and long-term vitality of our neighborhoods.
- Focus on the positive development of youth, family, and the needs of senior citizens.
- Apply creativity and innovation to the organizational structure and the delivery of public services.
- Continue to strengthen and enhance our economic and fiscal vitality.
- Seek organizational renewal on a continuous basis.
- Enhance opportunities for informed community dialogue and involvement.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$704,442	\$711,668	\$946,952	\$1,001,516
Contractual Services	98,790	123,954	133,637	140,623
Commodities	20,833	28,100	30,705	32,135
Capital Outlay	10,023	10,049	8,550	8,712
<b>Total</b>	<b>\$834,088</b>	<b>\$873,771</b>	<b>\$1,119,844</b>	<b>\$1,182,986</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	9.6	10.6	11.0	11.0
Other Pay	-	-	1.5	1.5
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>9.3</b>	<b>10.6</b>	<b>12.5</b>	<b>12.5</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The City Manager's budget increases \$246,073 (28.2%) in 1997/98 and \$63,142 (5.6%) in 1998/99. The first year increase is due to the transfer and reclassification of a position from Organizational Effectiveness to be filled by a third Assistant City Manager; and an increase in temporary staffing hours to provide for peak workload and special projects.

**GENERAL GOVERNMENT****CITY MANAGER**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Implement all strategies identified in the City Manager's Critical Objective and Strategies document on or before scheduled deadline.				
% of strategies completed on or before due date	100%	100%	100%	100%
<b>Goal:</b> Maintain ratio of City staff to citizens and cost per capita while achieving 95% citizen satisfaction with City services per the annual citizen survey.				
Ratio of FTSE per 1,000 citizens	9.63	9.55	9.63	9.46
Cost per capita (not including debt)	\$563	\$549	\$568	\$574
% increase per capita	0.7%	-2.5%	3.5%	1.1%
% of citizens rating City services "good" or "very good"	98%	95%	95%	95%
<b>Goal:</b> Maintain excellent working relationships with other governments in the Phoenix Metropolitan area.				
% of respondents agreeing the City Manager maintains an excellent working relationship with their government	100%	100%	100%	100%

**GENERAL GOVERNMENT****CITY CLERK**

Preserve and maintain legislative documents that are 100% accurate in accordance with applicable laws to promote an informed public and enhance city operational efficiency.

**PROGRAM OBJECTIVES**

- Continue conversion of records into the document management system. Contracts to be completed by January 1998.
- Provide citywide training and education of the document management and optical scanning and retrieval systems.
- Implement an electronic council action report and council agenda process and develop and distribute a council action reference guide, by June 1997.
- Study in-house electronic codification of ordinances, begin June 1997, to be completed by June 1998.
- Determine most cost-effective way to administer the 1998 city elections to meet the legal requirements.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$308,495	\$312,809	\$381,171	\$402,962
Contractual Services	105,291	133,150	167,833	176,551
Commodities	8,146	14,675	19,594	33,513
Capital Outlay	37,389	7,442	34,250	14,520
<b>Total</b>	<b>\$459,321</b>	<b>\$468,076</b>	<b>\$602,848</b>	<b>\$627,546</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	7.5	7.3	8.5	8.5
Overtime	-	0.1	0.1	0.1
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>7.5</b>	<b>7.4</b>	<b>8.6</b>	<b>8.6</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The City Clerk's budget increases \$134,772 (28.8%) in 1997/98 and \$24,698 (4.1%) in 1998/99. Increases are primarily due to the support and maintenance of the new document imaging system which provides for electronic storage and retrieval of all records held and maintained in the City Clerk's office.

**GENERAL GOVERNMENT****CITY CLERK**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Provide accurate transcriptions of City Council meeting minutes that meet legal requirements.

Average # of days between meeting and transcription of minutes	3	3	3	3
% of minutes transcribed within seven days	100%	100%	100%	100%

**Goal:** Provide postings of legal notices for public hearings and publishings within 24 hours of the meeting in accordance with statutory requirements.

# of legal postings	652	684	700	720
Cost per legal posting	\$5.02	\$6.03	\$7.22	\$8.42
% of legal notices posted within 24 hour requirement	100%	100%	100%	100%

**Goal:** Provide citizens a convenient location to obtain marriage licenses and passports.

# of marriage licenses and passports issued	3,888	4,200	4,350	4,567
Cost per application processed	\$9.43/doc	\$9.55/doc	\$9.83/doc	\$9.83/doc

**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.

**PROGRAM OBJECTIVES**

- Conduct the 1998 regular elections in a fair and impartial manner and in accordance with statutory requirements.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$21,152		\$32,561	
Contractual Services	144,675	\$1,036	146,992	\$1,655
Commodities	557		1,500	
Capital Outlay	2,532	2,583	950	968
Total	\$168,916	\$3,619	\$182,003	\$2,623

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	-	-	-	-
Other Pay - Temporary Help	0.2	0.1	2.2	-
Full-time Staffing Equivalent (FTSE)	0.2	0.1	2.2	-

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Elections budget increases \$178,384 in 1997/98 and decreases \$179,380 in 1998/99. This variation is caused by the regularly scheduled City Council election held every two years. The small budget in the non-election years reflects the cost of maintaining computers, telephones, and liability insurance coverage for the Election program.

**GENERAL GOVERNMENT****ELECTIONS**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** To provide a fair, effective, and efficient municipal election process that enables citizens to participate in the democratic process.

Cost per registered voter per election	\$0.83	\$0.34	\$0.48	N/A
% of eligible citizens that are registered to vote	77%	-	-	N/A
% of total population registered to vote	61%	57%	56%	N/A
% of registered voter turnout	25.6%	28.7%	25%	N/A

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**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.

**PROGRAM OBJECTIVES**

- Provide expertise to cover all major issue areas of the City.
- Provide quality advice based on cost-effective legal research.
- Strive for continuous improvement in client communication.
- Develop an efficient case processing system.
- Integrate prosecution with the police, court, and related agencies.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,538,986	\$2,054,286	\$2,438,557	\$2,647,765
Contractual Services	849,836	412,820	453,036	505,829
Commodities	77,916	80,688	69,195	59,440
Capital Outlay	132,934	69,059	54,025	43,986
<b>Total</b>	<b>\$2,599,672</b>	<b>\$2,616,853</b>	<b>\$3,014,813</b>	<b>\$3,257,020</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	26.7	34.0	40.2	41.2
Contractual	1.3	-	-	-
Overtime	0.2	0.1	0.1	0.1
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>28.2</b>	<b>34.1</b>	<b>40.3</b>	<b>41.3</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The City Attorney's budget increases \$397,960 (15.2%) in 1997/98 and \$242,207 (8.0%) in 1998/99. Increases reflect the addition of four positions in July 1996, two associated with the Victim's Assistance program, and two due to the implementation of photo enforcement; and, in this budget, the addition of a part time clerk assigned to the Victim's Assistance program in 1997/98 and a full time clerk in 1998/99; conversion of a Legal Assistant from part time to full time, and the addition of a full time Legal Assistant assigned to the Prosecution unit. These additions are required to maintain current service levels.

**GENERAL GOVERNMENT****CITY ATTORNEY**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Provide effective and efficient civil litigation defense and legal advice to the Mayor, City Council, City Manager, City Departments, Boards and Commissions.				
# of opinions/advice/issue analyses rendered	206	992	1,042	1,094
# of contracts prepared and/or reviewed	65	235	247	259
# of ordinances/resolutions prepared and/or reviewed	49	218	229	240
# of responses to citizens	58	142	149	156
# of boards/commissions/city committees or task forces attended	29	120	126	132
# of new lawsuits initiated or defended	**15 ** full year statistic	***24 *** as of 6/18/97	N/A	N/A

**Goal:** Ensure public safety by high quality, efficient prosecution of all violations of City ordinances and laws within the municipal court jurisdiction in a cost-effective and timely manner.

# of long form complaints	N/A	725	761	799
# of pretrial conferences with defendants:	N/A	11,885	12,479	13,103
# of motions and appeals	N/A	770	809	849
# of courtroom appearances, including bench trials, jury trials, and miscellaneous proceedings	N/A	2,674	2,808	2,948



The City Auditor Office responds to City needs by providing independent research, analysis, and consultative and educational services to promote operational efficiency, effectiveness, and integrity. The City Auditor Office also performs the functions of False Alarm Service Fee Hearing Officer and Taxpayer Resolution Officer.

**PROGRAM OBJECTIVES**

- Complete six projects/activities, by June 1998.
- Complete four audit follow-ups, by June 1998.
- Continue work on the Cost of Services by completing analysis of fees and expenses in community services and public safety, by January 1998.
- Present in-house training of Council On Sponsoring Organizations (COSO) Control Self-Assessment, by June 1998.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$339,855	\$417,810	\$507,029	\$537,933
Contractual Services	44,794	51,988	56,917	66,366
Commodities	10,846	5,355	15,100	24,340
Capital Outlay	8,664	8,837	6,650	6,776
Total	\$404,159	\$483,990	\$585,696	\$635,415

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	7.0	7.0	8.0	8.0
Overtime	-	-	0.3	0.3
Full-time Staffing Equivalent (FTSE)	7.0	7.0	8.3	8.3

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The City Auditor's budget increases \$101,706 (21%) in 1997/98 and \$49,719 (8.4%) in 1998/99. The increase is primarily due to the addition of an Internal Auditor position to assist in processing and analyzing data for the Full-Cost Plan, a result of the recently completed Cost of Services study.

**GENERAL GOVERNMENT****CITY AUDITOR**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Reduce the cost of completing activities, projects, and evaluations by 5%.

Activities, projects, and evaluations completed	5	6	7	7
Reduction in cost of completing	5%	5%	5%	5%

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**Goal:** Recover cost of the City Auditor Office through cost recovery and avoidance as a result of office operations.

Reduce net cost to the City	0	0	0	0
50% cost recovery and avoidance	50%	50%	50%	50%

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**GENERAL GOVERNMENT****CITY COURT**

The Court adjudicates civil traffic, criminal traffic, criminal misdemeanor, and City ordinance violations committed within the City limits. The Court ensures and guarantees that all mandated court functions are complete within the legal time limits.

**PROGRAM OBJECTIVES**

- Complete installation of the new court computer system including all related hardware, software, and criminal justice agency connections, by October 1997.
- Through the Criminal Justice Team, develop criminal justice system integration, by July 1999.
- Develop and install fully integrated imaging into the court software, by July 1999. Imaging will be integrated with police and prosecutor if at all possible.
- Expand court user survey instruments to include photo enforcement, by October 1997.
- Reissue the RFP for collection agency services including an interface to the new court software system, by December 1997.
- Install Interactive Voice Response to maximize customer service, by July 1998.
- Develop, test, and install video conferencing equipment in Police Department Districts #2 and #3 for civil hearings, by September 1998, thereby reducing police overtime and down time.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,352,848	\$1,346,827	\$1,450,565	\$1,621,696
Contractual Services	514,503	476,489	645,260	629,307
Commodities	42,980	66,525	73,950	92,650
Capital Outlay	32,100	32,742	39,900	52,182
<b>Total</b>	<b>\$1,942,431</b>	<b>\$1,922,583</b>	<b>\$2,209,675</b>	<b>\$2,395,835</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	30.3	30.3	33.4	35.4
Contractual	5.5	2.0	14.0	12.0
Overtime	2.0	2.6	1.2	1.2
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>37.8</b>	<b>34.9</b>	<b>48.6</b>	<b>48.6</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The City Court budget increases \$287,092 (14.9%) in 1997/98 and \$186,160 (8.4%) in 1998/99. Increases reflect the addition in 1996 of a part time Hearing Officer to support the photo enforcement program, and two Court Services Representatives to support the increasing City Court workload; and the addition in the 1998/99 budget of a Court Services Coordinator and a Court Services Representative. These positions are necessary to maintain the current service levels for this program.

**GENERAL GOVERNMENT****CITY COURT**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Provide efficient and effective service to court users while maintaining cost per filing at less than \$30 and at the same time achieving a court user satisfaction rate of 85%. (Average cost per filing in Maricopa County for Municipal Courts in FY 1994/95 was \$44.10.)

Cost per filing	\$22.75	\$22.59	\$23.13	\$26.69
% of court users rating service as "met" or "exceeded" expectations	76%	78%	80%	82%

**Goal:** Reduce backlog hours to a maximum of 8 hours per support staff, by June 2000.

# of filings per support staff Standard - 2,700 filings	3,816	3,832	3,856	4,049
# of backlog hours per support staff	116 (22 staff)	94 (23 staff)	85 (24 staff)	92 (24 staff)

**Goal:** Maintain a case closure rate of 75% per year for all cases with monetary sentencing during that fiscal year.

% of cases "closed" of those sentenced	75.8%	76%	77%	78%
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*City Court Budget Team*

**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.

**PROGRAM OBJECTIVES**

- Work cross-departmentally to improve the quality and value of citizen dialogue, focusing on continued facilitation of a "Scottsdale Voices" program in conjunction with the Community Planning Division;
- Take a lead role in the citywide objective, by June 1998, to improve the clarity of communications at all significant points of citizen contact;
- Continue to conduct editorial board meetings, in-depth tours and briefings for the news media on complex, long-term issues facing the City;
- By January 1998, evaluate and recommend improvements in the City's coordination of external communications vehicles, such as Citycable 7, the Internet, and Scottsdale Pride;
- Develop a new, comprehensive Corporate Culture/Employee Communications Program by October 1997 emphasizing the history of and the need to sustain Scottsdale's values and culture.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$539,896	\$588,425	\$717,669	\$757,576
Contractual Services	351,145	389,454	453,456	467,108
Commodities	20,757	19,297	26,530	29,315
Capital Outlay	49,598	8,592	13,300	13,552
<b>Total</b>	<b>\$961,396</b>	<b>\$1,005,768</b>	<b>\$1,210,955</b>	<b>\$1,267,551</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	11.7	11.6	13.2	13.2
Contractual	-	0.1	0.1	0.1
Overtime	-	-	0.1	0.1
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>11.7</b>	<b>11.7</b>	<b>13.4</b>	<b>13.4</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Communications and Public Affairs budget, including City Cable 7, increases \$205,187 (20.4%) in 1997/98 and \$56,596 (4.7%) in 1998/99. Increases are due to personnel changes during 1996/97; the addition of a part time Video Production Specialist in 1997/98; an increase in the printing budget to support communications and public outreach; and an increase in the budget for Fiesta Bowl float, to more accurately reflect the cost associated with this activity. Cost of the float will be partially offset by Tourism Development funds or other non-general fund sources.

***GENERAL GOVERNMENT COMMUNICATIONS AND PUBLIC AFFAIRS***

<b><i>PERFORMANCE INDICATORS</i></b>	<b><i>ACTUAL 1995/96</i></b>	<b><i>FORECAST 1996/97</i></b>	<b><i>FORECAST 1997/98</i></b>	<b><i>FORECAST 1998/99</i></b>
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**Goal:** Ensure citizens and news media have ample access to information on City issues, projects and programs.

% of cable television viewers in Scottsdale who watch Citycable 7 weekly	N/A	11	12	13
% of citizens who find Scottsdale Pride to be informative and useful	N/A	89	90	90
% of reporters satisfied with quality and level of information provided by CAPA	N/A	90	90	90

**Goal:** Coordinate and promote effective communications among City staff, to support efficient and effective services to citizens.

% of City staff satisfied with amount and quality of organizational communications	NA	80	85	90
% of trainees in communications training sessions who rate the program "good" or "excellent."	100	100	100	100

**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 US 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.

**PROGRAM OBJECTIVES**

- Assure Scottsdale's interests in transit, freeways and other transportation improvements are represented when Congress considers major federal transportation legislation, expected in late 1997.
- Continue to pursue federal, state, county and other partnerships to preserve the McDowell Mountains and other environmentally sensitive lands within the City.
- Continue to support regional and subregional cooperation by playing a key role in regional visioning efforts and collaborating with neighboring cities and the Salt River Pima-Maricopa Indian Community.
- Utilize new technology to cut at least half the amount of time required to provide updates of proposed state legislation to City staff.
- By January 1998 and January 1999, develop a State Legislative Program identifying key issues and recommending City positions.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$153,345	\$160,834	\$167,583	\$175,956
Contractual Services	326,392	160,102	175,827	188,565
Commodities	3,330	4,200	4,200	4,200
Capital Outlay	2,974	2,938	2,900	3,136
Total	\$486,041	\$328,074	\$350,510	\$371,857

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	2.7	2.7	2.7	2.7
Full-time Staffing Equivalent (FTSE)	2.7	2.7	2.7	2.7

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Intergovernmental Relations budget increases \$22,436 (6.8%) in 1997/98 and \$21,347 (6.1%) in 1998/99. This budget supports the current service level for this program.

**GENERAL GOVERNMENT****INTERGOVERNMENTAL RELATIONS**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Compile and issue concise reports on federal, state, regional issues at least monthly; issue weekly during State Legislative Session.

% of reports completed on time	89	90	95	95
End-of-Session State Legislative Report complete within 30 days of adjournment	Yes	Yes	Yes	Yes

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**Goal:** Maintain excellent working relationships with other entities and levels of government.

% of Congressional and Legislative delegations and other IGR programs indicating satisfaction with Scottsdale's IGR program	N/A	90	90	90
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**GENERAL GOVERNMENT****ORGANIZATIONAL EFFECTIVENESS**

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.

**PROGRAM OBJECTIVES**

- Research and develop reward and recognition systems that elevate learning and achievement, and which support organizational changes, by June 1998.
- Develop a "virtual" Scottsdale University to support and promote professional and personal learning, by December 1998.
- Conduct a self assessment within each division to evaluate and upgrade the quality of performance and outcome measures as an internal management tool and as an external communication tool, by December 1998.
- Develop and implement a "team" concept for volunteers to assist departments with strategies, by July 1998.
- Support organizational efforts to provide the most effective and efficient levels of quality service by facilitating improvement initiatives.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,484,955	\$1,574,549	\$1,635,513	\$1,918,401
Contractual Services	595,682	586,543	644,389	655,022
Commodities	76,336	122,045	145,095	139,100
Capital Outlay	23,844	24,321	59,898	31,944
Total	\$2,180,817	\$2,307,458	\$2,484,895	\$2,751,892

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	25.2	25.0	26.5	26.5
Overtime	2.1	0.2	0.1	0.1
Full-time Staffing Equivalent (FTSE)	27.3	25.2	26.6	26.6

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Organizational Effectiveness budget increases \$177,437 (7.7%) in 1997/98 and \$266,997 (10.7%) in 1998/99. Increases reflect the addition of two analyst positions necessary to maintain current service levels, and the addition of a team based pay program for self-managed teams.

**GENERAL GOVERNMENT****ORGANIZATIONAL EFFECTIVENESS**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Quality Resource Management (QRM) and Strategic Initiatives (SI) will support organizational efforts to provide the most effective and efficient service through the implementation of quality projects and initiatives that return savings equal to or greater than 150% of program cost and reduce program cost per FTE by 5% per year.

QRM/SI projects and initiatives completed	48	50	50	50
QRM & SI savings realized as a % of program cost	178	225	150	150
QRM/SI program cost per FTE	\$403	\$349	\$332	\$315
QRM/SI program % reduction	4.4	13.4	5	5

**Goal:** Provide high quality human resources services that are delivered in an efficient and cost effective manner by maintaining: employee to staff ratio greater than 100 to 1; Human Resources cost per employee to less than \$725 per employee; and employee turnover rate to less than 8%.

Employee to staff ratio	115	120	125	130
Employee turnover rate by %	5.6	5.6	7	7
Human Resources cost per employee	\$721	\$715	\$710	\$705

**Goal:** Provide a viable, comprehensive, flexible benefits and Work Life program that maintains and improves the employee health.

Employee unscheduled leave (as a % of total hours paid)	3.2	2.5	2.3	2.3
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**Goal:** Increase City-wide volunteer hours by 10% annually.

Volunteer hours	121,945	133,800	147,200	161,900
% increase in annual volunteer hours	24.1	9.7	10	10



*Organizational Effectiveness staff meeting*

WestWorld of Scottsdale is dedicated to providing a broad range of public recreational and entertainment activities with an emphasis on equestrian and western-theme events. WestWorld will serve the equestrian community, and enhance Scottsdale's image as the West's Most Western Town. WestWorld will offer equal public access and excellent customer service.

**PROGRAM OBJECTIVES**

- In conjunction with Capital Realty Corporation, facilitate the completion of the WestWorld Golf Course by October 31, 1998, to further enhance WestWorld as a Scottsdale centerpiece.
- Complete a long-term business plan to guide future operations of WestWorld by December 31, 1997.
- Meet with the equestrian and business community to help shape and guide the future direction of WestWorld and incorporate those results into the long-term business plan.
- Negotiate long-term agreements by December 31, 1997, for existing signature events (Barrett-Jackson Auto Auction, Scottsdale All Arabian Horse Show, Cactus Cup Mountain Bike Race, and Thunderbird Balloon Classic).
- Develop a capital improvement plan to enhance the ability to attract major events at WestWorld, while responding to the needs of the local community.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services			\$482,942	\$523,954
Contractual Services			436,920	440,380
Commodities			247,700	258,395
Capital Outlay			0	0
Total			\$1,167,562	\$1,222,729

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions			13.9	13.9
Overtime			0.3	0.3
Full-time Staffing Equivalent (FTSE)			14.2	14.2

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The WestWorld budget is a continuation of the 1996/97 approved six month budget that resulted from the City purchasing the assets and operating rights for this facility in January 1997. Expenditures will be offset by operating revenue from the facility.

**GENERAL GOVERNMENT**

**WESTWORLD**

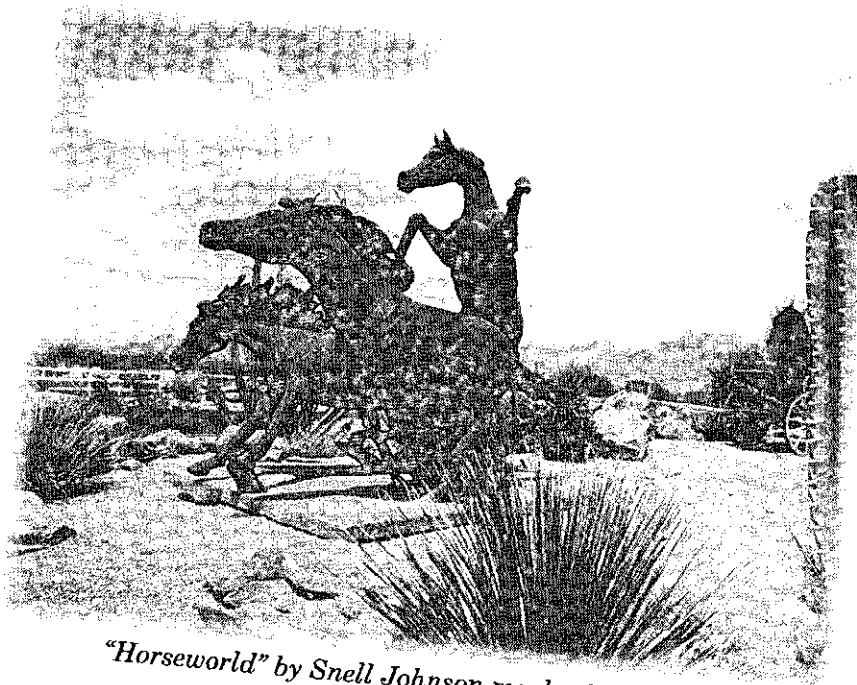
<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Increase revenue generated.

Increase revenue generated by attracting more events to WestWorld		\$1,200,000	\$1,300,000	\$1,450,000
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**Goal:** Increase number of annual events.

Increase the number of equestrian and non-equestrian events at WestWorld		83	90	103
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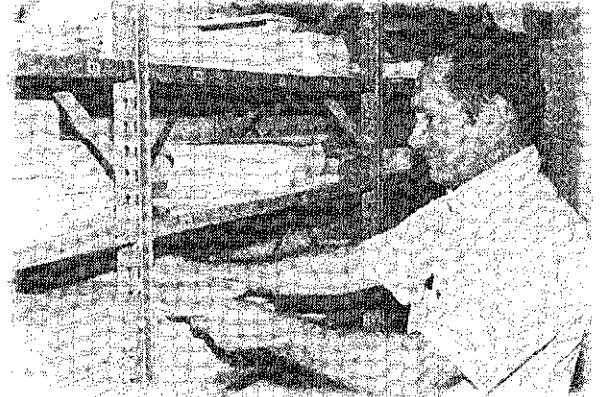
*"Horseworld" by Snell Johnson marks the entry to WestWorld of Scottsdale*

***POLICE***

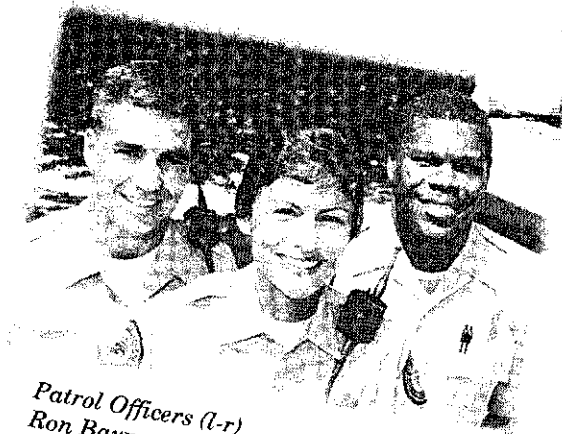
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*Scottsdale Police Department*



*Property & Evidence Custodian Ken Racine*



*Patrol Officers (l-r)  
Ron Bayne  
Carla Murillo-Huhn  
Reggi Johnson*

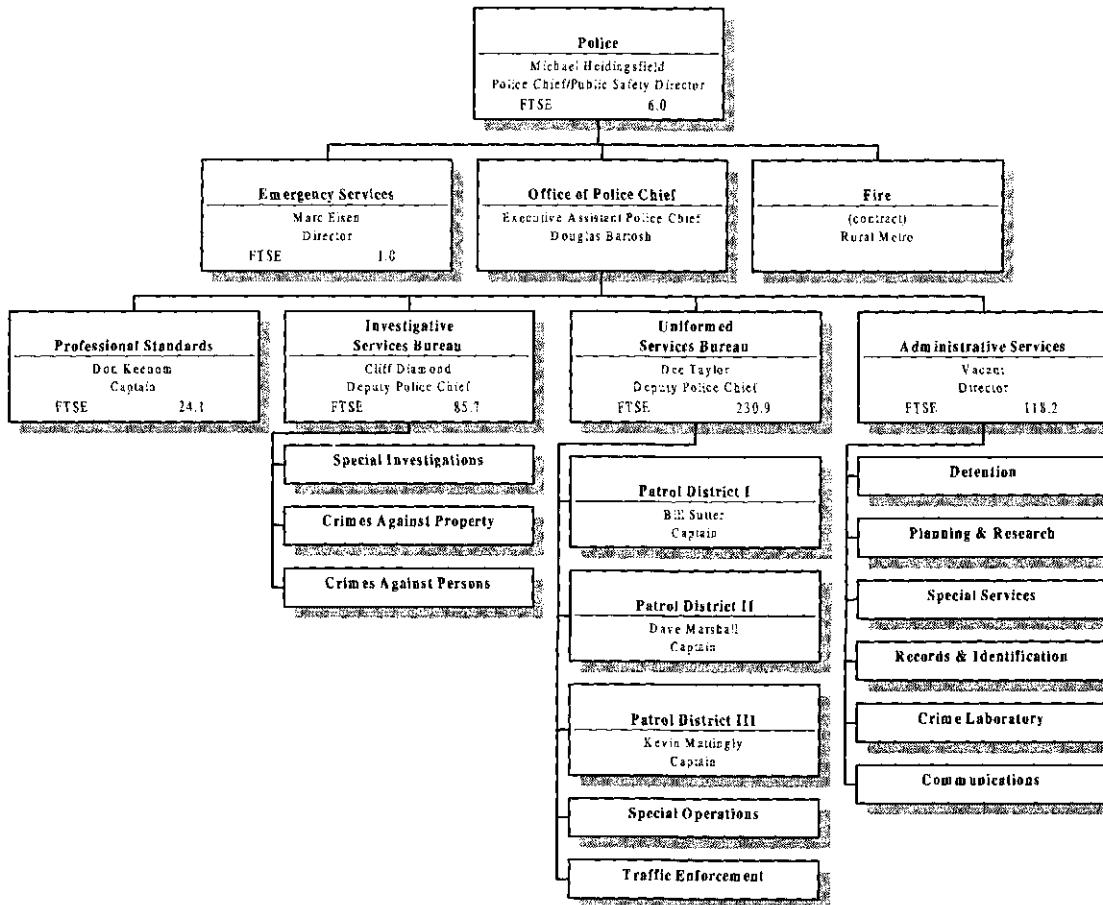


*Scottsdale patrol vehicle*

# POLICE

# DEPARTMENT SUMMARY

**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 Police Department budget increases \$4,652,720 (16.1%) in 1997/98 and \$3,335,897 (10.0%) in 1998/99. Increases include the addition of the photo enforcement program costs which are offset by ticket revenues to the general fund; operation of the new Desert Foothills (District 3) facility; and the addition of fourteen sworn officers and thirteen support positions over the two year period. Four sworn officers are proposed in 1997/98 – a mounted officer, a canine officer, a parks patrol officer, and a sergeant in the Special Assignment Unit. The second year increase reflects the addition of nine officers and one sergeant to maintain deployment service levels; and the addition of a police aide for the operation of the new District 3 station. Support positions (support specialists, crime analysis interns, crime lab criminalist, clerks, police aide, and systems analyst) are necessary to maintain current service levels.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$26,697,804	\$28,840,468	\$33,493,188	\$36,829,085
% of City's Operating Total	16.9%	17.6%	17.8%	17.7%
Full-time Staffing Equivalent (FTSE)	421.8	445.4	465.8	479.7
Volunteer-time Staffing Equivalent	7.0	7.5	8.0	8.5

The following is an executive summary of departmental major initiatives and service efforts and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

**1995/97 RESULTS AND OUTCOMES**

- Gained national crime laboratory accreditation from the American Society of Crime Laboratory Directors in June 1996, becoming one of only 150 accredited police laboratories in the country.
- Implemented a Reserve Officer Program, a staffing assistance initiative, to allow the department to supplement officer levels, assist with major emergencies, and provide adequate staffing for special events.
- Received a federal grant to hire six police officers to establish a second bicycle unit, resulting in the leverage of available grant monies to address specific public safety needs in the waterfront and downtown areas.
- Established the first officer housing program, in partnership with the Chamber of Commerce, in the Paiute Park neighborhood in an effort to stabilize the neighborhood and foster community policing.
- Established the Criminal Justice Team with representatives from Police, City Court, and City Prosecutor's Office resulting in the identification of 33 processes requiring review and assessment and four major improvement in the criminal justice system.

**1997/99 DEPARTMENTAL OBJECTIVES**

- Continue to explore opportunities to encourage police officers to reside in the City through the officer housing program and increase officer presence through a take home patrol vehicle program.
- Continue to explore opportunities to work cooperatively with the Salt River Pima Indian Community in an effort to target and eliminate youth related crimes and successfully negotiate an intergovernmental agreement reflecting our agencies' mutual authority in our respective jurisdictions.
- Continue to support the Criminal Justice Team efforts to increase system efficiency and integrate technologies among the Police, City Court, and Prosecutor systems.
- Successfully conduct training and educational seminars in ethical behavior and principled decision-making for all current and newly hired personnel as a part of the department's on-going ethics campaign.

**POLICE****DEPARTMENT SUMMARY**

<b>EXPENDITURES BY TYPE</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$21,404,286	\$23,558,851	\$25,329,481	\$27,901,480
Contractual Services	3,971,624	4,272,292	7,094,479	7,737,485
Commodities	861,179	762,291	924,793	902,614
Capital Outlay	460,715	247,034	144,435	287,506
Total	\$26,697,804	\$28,840,468	\$33,493,188	\$36,829,085

<b>EXPENDITURES BY DIVISION</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Chief of Police	\$1,175,260	\$881,023	\$906,189	\$934,121
Uniformed Services	12,472,022	13,999,960	17,101,695	18,993,116
Investigative Services	5,707,823	5,892,147	6,577,971	7,115,743
Administrative Services	3,938,837	4,351,224	4,717,918	5,420,691
Communications	1,745,196	1,747,479	1,893,587	2,004,496
Professional Standards	1,517,297	1,696,354	2,045,205	2,085,904
Emergency Services	141,371	272,281	250,623	275,014
Total	\$26,697,806	\$28,840,468	\$33,493,188	\$36,829,085

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	388.7	408.1	426.1	438.1
Overtime/On Call	33.1	37.3	39.7	41.6
Full-time Staffing Equivalent (FTSE)	421.8	445.4	465.8	479.7

<b>VOLUNTEER TIME INVESTED</b>	<b>ACTUAL 1995/96</b>	<b>ESTIMATED 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
Hours	14,560	15,600	16,640	17,680
Full-time Staffing Equivalent (FTSE)	7.0	7.5	8.0	8.5



**POLICE****CHIEF OF POLICE**

The Chief of Police/Public Safety Director provides the leadership, management, strategic planning, and administrative support necessary to ensure the most effective delivery of public safety services to the community.

**PROGRAM OBJECTIVES**

- Continue to strengthen the Police Department endowment program during FY 1997/98 to assist in meeting police needs.
- Compete for Federal Grant monies in support of technology infrastructure and community policing during FY's 1997/99, thereby leveraging local resources while at the same time financially planning for the resulting future year funding tails.
- Maintain our commitment to the City's workplace safety program by supporting the Safety Through Accountability and Recognition (STAR) program during FY's 1997/99.
- Continue to aggressively pursue the diversification of the Police Department to ensure that we reflect or exceed the composition of the community.
- Fully integrate the Police Department into the planning and development processes and practices of the larger city government during FY 1997/98.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$757,897	\$625,614	\$640,382	\$658,839
Contractual Services	363,818	244,209	252,567	261,782
Commodities	35,057	11,200	13,240	13,500
Capital Outlay	18,488	0	0	0
<b>Total</b>	<b>\$1,175,260</b>	<b>\$881,023</b>	<b>\$906,189</b>	<b>\$934,121</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	9.0	7.0	6.0	6.0
Full-time Staffing Equivalent (FTSE)	9.0	7.0	6.0	6.0

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Chief of Police budget increases \$25,166 (2.8%) in 1997/98 and \$27,932 (3.1%) in 1998/99. This budget supports the current level of service for this program.

**POLICE****CHIEF OF POLICE**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Achieve a 90% citizen satisfaction rate for the delivery of police services. (Per annual citizen survey; Error factor +/- 5%)

Police cost per citizen	\$151.79	\$157.57	\$175.43	\$184.99
% of citizens satisfied with police services	95	94	95	95

**Goal:** Calculate one dimension of citizen safety by measuring Uniform Crime Report (UCR) Part I crimes per thousand against the national and local average of comparably sized communities.

Crimes (major property & violent crimes) per 1,000	68.55	68.55	68.55	68.55
National average	82.79	82.79	82.79	82.79
Local comparison (valley agencies)	98.58	98.58	98.58	98.58

**POLICE****UNIFORMED SERVICES**

The Uniformed Services Bureau handles general law enforcement responsibilities, completes initial criminal investigations, handles traffic accidents and traffic related issues requiring special investigative skills; performs traffic enforcement and control duties, implements community policing strategies, and utilizes mounted and canine officers when their skills are required.

**PROGRAM OBJECTIVES**

- Fully operationalize the Desert Foothills District 3 police facility at Pima Road and Thompson Peak Parkway, and begin patrol response from this new location by January, 1999.
- Reduce the growing number of traffic collisions by 5% by January, 1998, utilizing photo enforcement technology.
- Improve our existing community policing response to citizen issues and concerns by implementing a problem solving model for assessment and response, by September 1997.
- Continue the development of a helicopter-based Air Support Unit to achieve the best tactical advantage by quick response and optimum observation, and improve the safety and coordination of ground officers throughout Fiscal Years 1997/99.
- Remain a vital and fundamental part of the development of the waterfront project and resolution of the public safety issues in the downtown entertainment district throughout Fiscal Years 1997/99

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$11,019,737	\$12,381,605	\$12,900,957	\$14,449,090
Contractual Services	1,367,254	1,549,951	4,056,633	4,407,121
Commodities	65,373	64,904	144,105	116,905
Capital Outlay	19,658	3,500	0	20,000
<b>Total</b>	<b>\$12,472,022</b>	<b>\$13,999,960</b>	<b>\$17,101,695</b>	<b>\$18,993,116</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	195.7	206.1	208.1	219.1
Overtime/On Call	18.8	20.4	22.8	24.1
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>214.5</b>	<b>226.5</b>	<b>230.9</b>	<b>243.2</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Uniformed Services Bureau budget increases \$3,101,735 (22.2%) in 1997/98 and \$1,891,421 (11.1%) in 1998/99. Increases in the first year include the addition of the first full year of the Photo Enforcement program (\$1.9 million) which is offset by ticket revenue; operating cost of a new take home vehicle program; the addition of a mounted officer, canine officer, and a parks officer; and implementation of the Master Police Officer Program, an incentive program for tenured police officers. The second year increase reflects the addition of nine officers and one sergeant to maintain deployment service levels; and the addition of a police aide for the operation of the new District 3 station.

**POLICE****UNIFORMED SERVICES**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Increase patrol officer availability to 40% resulting in enhanced community policing, preventive patrol and directed enforcement efforts. This includes problem solving and time spent directly addressing citizen/police goals. In support of that objective, 25% of responses to citizen calls will be handled by non-sworn personnel and differential technology.				
% of officer time available for community policing initiatives	35	37	40	40
% of citizen requests for police response handled by someone other than a patrol officer	16	25	25	25
<b>Goal:</b> Respond to 95% of emergency calls in less than 6 minutes (This includes the most serious criminal incidents, serious injury traffic accidents, and selected life threatening medical emergencies) to which the Police respond.				
% of emergency calls responded to in less than 6 minutes	90	89	95	95
Average response time to emergency calls	4 min.	4 min.	4 min.	4 min.
<b>Goal:</b> Reduce false alarms through enforcement and education.				
% of alarm calls which are valid	.7	.7	.5	.5
Total responses to false alarms	15,655	16,920	18,189	19,553
Ratio of false alarm calls to the number of alarms licensed	1:1.11	1:1.11	1:1.0	1:1.0

**POLICE****INVESTIGATIVE SERVICES**

The Investigations Services Bureau addresses criminal activity through undercover operations and surveillance; responds to events requiring the use of special weapons and tactics; locates and serves outstanding criminal warrants; conducts violent crime investigations; proactively investigates youth involved in crime and utilizes intervention strategies; employees gang interdiction and suppression; assists victims and their families; coordinates the investigation of runaway juveniles; and provides referral information to persons experiencing problems in social situations; provides education programs, counseling opportunities, and enforcement to middle and high schools through the school resource officer program.

**PROGRAM OBJECTIVES**

- Continue to develop the Domestic Violence Action Team consisting of a Prosecutor, Detective and Crisis Intervention Specialist, throughout FY's 1997/99.
- Double the presence of police officers in public schools by expanding the School Resource Officer program to provide one officer for each middle school in the City by August, 1997.
- Expand pawn shop and second hand store investigative efforts to increase burglary and theft clearance rates during Fiscal Year 1997/98.
- Continue to conduct proactive, zero-tolerance gang suppression activities to reduce gang membership and presence in Scottsdale through an expansion of the Gang and Youth Intervention Unit and State Gang Task Force (G.I.T.E.M.) intra-agency efforts throughout FY 1997/98.
- Continue an aggressive inter-agency approach throughout FY's 1997/99 to combat periodic rises in auto theft in general, and in particular those attributable to criminal street gangs.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$4,525,909	\$4,693,896	\$5,278,591	\$5,763,857
Contractual Services	920,788	1,074,661	1,168,850	1,235,906
Commodities	167,965	115,590	122,530	115,980
Capital Outlay	93,161	8,000	8,000	-
Total	\$5,707,823	\$5,892,147	\$6,577,971	\$7,115,743

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	72.0	75.0	77.0	77.0
Overtime/On Call	7.2	8.9	8.7	8.9
Full-time Staffing Equivalent (FTSE)	79.2	83.9	85.7	85.9

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Investigations Services Bureau budget increases \$685,824 (11.6%) in 1997/98 and \$537,772 (8.2%) in 1998/99. Increases include the addition of an Asset/Vice/Intelligence Sergeant and a Warrant and Pawn Clerk to maintain current service levels.

**POLICE****INVESTIGATIVE SERVICES**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Review and/or investigate crimes against persons reports effectively; maintain clearance rates at or above the Arizona average.				
# of crimes against persons reviewed and investigated per Violent Crime Detective	770	722	732	742
# of violent crimes reported per 1,000 citizens	3.5	3.4	3.2	3.2
% of cases cleared compared to Arizona average (calendar year 1995 average)				
Homicide (72%)	33	85	85	85
Robbery (26%)	29	45	45	45
Sexual Assault (33%)	64	75	75	75
Aggravated Assault (50%)	72	62	62	62
<b>Goal:</b> Ensure 99% of eligible 6 <sup>th</sup> or 7 <sup>th</sup> grade students participating in gang resistance education successfully complete the program.				
% of students enrolled in gang resistance education	697	500	600	700
% of students enrolled in gang resistance education successfully completing the program	99	99	99	99
<b>Goal:</b> Reduce the number of gang related crimes in the community by 5%.				
% of crimes investigated by the Gang and Youth Intervention Unit which are gang related	36	33	30	28
<b>Goal:</b> Review and/or investigate property crimes reports effectively; maintain clearance rates at or above the Arizona average.				
# of property crimes reviewed and investigated per Property Crimes Detective	914	990	1,070	1,100
# of property crimes reported per 1,000 citizens	52.5	54.1	56.2	55.6
% of cases cleared compared to Arizona average (calendar year 1995 average)				
Burglary (9.5%)	10.7	10.0	12.0	12.0
Theft (20%)	17.0	18.0	20.0	20.0
<b>Goal:</b> Effectively review and investigate auto theft crimes; maintain Auto Theft rate at or below the local FY 1995/96 rate.				
# of auto thefts reviewed and investigated by Auto Theft Detectives	1,328	1,200	1,300	1,400
Maintaining auto theft rate per 1,000 citizens at or below the local FY 1995/96 rate of 7.6	7.6	6.6	6.8	7.1

## **POLICE**

## **ADMINISTRATIVE SERVICES**

The Administrative Services Bureau is responsible for providing operational, technical, and administrative support to all areas of the Police department including gathering and analyzing evidence, maintaining department records and criminal history data bases, storing and disposing of impounded property and evidence, and housing and transporting prisoners. Additional responsibilities include analyzing crime trends and patterns, supporting computer applications, maintaining the department's fleet and communications equipment, and providing project management for the installation of major technology projects.

### **PROGRAM OBJECTIVES**

- Complete deoxyribonucleic acid/polymerase chain reaction (DNA/PCR) crime lab remodeling requirements, purchase needed equipment, and complete validation studies for the analysis of biological evidence recovered from crimes of violence by October, 1998.
- Ensure all crime scene specialists obtain Crime Scene Certification through the International Association of Identification by December, 1999.
- Successfully complete the phased implementation, transition plans, and training associated with the Police Records Management System (RMS) by December, 1997; continual system improvement will be ongoing.
- Implement tactical crime analysis resulting in the identification of multi-dimensional crime trends and patterns by October, 1997.
- Complete the phased implementation of laptop computers in patrol vehicles by January, 1998, in order to increase the efficiency of information processed by field personnel.
- Design and implement a survey instrument to measure citizen perception of personal safety and fear of victimization by January, 1998.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$2,660,151	\$3,079,084	\$3,508,500	\$3,859,792
Contractual Services	649,786	662,751	672,655	840,219
Commodities	385,406	374,981	401,278	454,142
Capital Outlay	243,494	234,408	135,485	266,538
Total	\$3,938,837	\$4,351,224	\$4,717,918	\$5,420,691

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	64.0	69.0	82.0	83.0
Overtime/On Call	3.2	3.4	3.6	3.8
Full-time Staffing Equivalent (FTSE)	67.2	72.4	85.6	86.8

### **SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Administrative Services Bureau budget increases \$366,694 (8.4%) in 1997/98 and \$702,773 (14.9%) in 1998/99. Increases include the addition of a Systems Analyst to support and maintain departmental technology improvements; the addition of five Support Specialists and one Records Supervisor to maintain service levels in the Records unit; a Property and Evidence clerk; and a Criminalist, and two part time Interns to maintain current service levels in the Crime Analysis Unit.

**POLICE****ADMINISTRATIVE SERVICES**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Respond to 80% of all crime scenes requiring forensic processing within three hours.				
# of crime scenes processed per FTE	321	342	350	360
% of crime scenes responded to within three hours	85	85	82	82
<b>Goal:</b> Respond to 100% of walk-in citizen requests for reports within five days, and 80% of mail-in requests within 5 days.				
# of walk-in requests	8,580	9,430	10,370	11,410
# of mail-in requests	4,460	4,900	5,390	5,920
% of walk-in requests responded to within 5 days	85	85	80	85
% of mail-in requests responded to within 5 days	72	75	70	75
<b>Goal:</b> Complete 100% of the victim's rights phone notifications within 24 hours				
# of victim's rights phone notifications	576	625	650	700
% of time victim's rights notifications made within 24 hours	100	100	100	100



**POLICE****COMMUNICATIONS**

The Communications Division is responsible for responding to all citizen telephone calls for service, serves as the public safety answering point for all Scottsdale 9-1-1 calls; and coordinates proper deployment of police units.

**PROGRAM OBJECTIVES**

- Train all new dispatcher recruits using classroom and on the job training (OJT) methods to reduce training time to 4 months while enhancing the quality of training. Program evaluation will be reported by January, 1998.
- Research new technological advancements to enhance service delivery by utilizing multi-tasking capabilities of existing computer systems and networks (ie: integrated mapping), by December, 1997.
- Participate in a coordinated effort with Community Development by January, 1998 to ensure the expansion of Fashion Square and the addition of Nordstroms includes the installation of communications technology infrastructure required by development policy, and which guarantees the ability of public safety personnel to communicate.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,284,299	\$1,456,346	\$1,485,051	\$1,582,429
Contractual Services	370,711	281,993	399,396	412,927
Commodities	11,576	9,140	9,140	9,140
Capital Outlay	78,610	0	0	0
<b>Total</b>	<b>\$1,745,196</b>	<b>\$1,747,479</b>	<b>\$1,893,587</b>	<b>\$2,004,496</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	28.0	30.0	30.0	30.0
Overtime/On Call	2.7	2.6	2.6	2.7
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>30.7</b>	<b>32.6</b>	<b>32.6</b>	<b>32.7</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Communications budget increases \$146,108 (8.4%) in 1997/98 and \$110,909 (5.8%) in 1998/99. This budget supports current service levels for this program.

**POLICE****COMMUNICATIONS**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Answer 95% of incoming calls within 13 seconds (3 rings).				
# of 911 calls answered per dispatcher	3,745	3,860	4,246	4,671
% answered within 3 rings	92	95	95	95
<hr/>				
<b>Goal:</b> Answer 99% of incoming non-emergency phone calls within 3 minutes.				
# of incoming non-emergency calls answered per dispatcher	9,359	9,298	10,228	11,251
% answered within 3 minutes	94	99	99	99

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## **POLICE**

## **PROFESSIONAL STANDARDS**

The Professional Standards Division is charged with handling internal investigations and policy development; is responsible for media relationships and the dissemination of public information, the neighborhood watch programs, crime prevention programs, the volunteer program, and oversees the pursuit of national re-accreditation; guarantees compliance with all mandated training and ensures a qualified pool of applications to fill existing vacancies through model recruiting practices.

### **PROGRAM OBJECTIVES**

- Prepare the Police Department to be successfully reaccredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) by November, 1997.
- Increase the number of active Neighborhood Watch groups and Crime Free Multi-Housing households by 25% each by July, 1998.
- Apply the principles of Crime Prevention Through Environmental Design (CPTED) to the revitalization of existing neighborhoods, the design of new neighborhoods, and the development of commercial ventures in partnership with other City departments throughout FY's 1997/99.
- Implement a Master Police Officer program by October, 1997 in an effort to encourage and recognize employee improvement and experience.
- Research alternative use of force technologies to include both lethal and less lethal products for implementation throughout FY's 1997/99.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,081,919	\$1,246,787	\$1,440,700	\$1,509,397
Contractual Services	241,997	266,191	375,105	386,660
Commodities	187,180	183,376	229,400	189,847
Capital Outlay	6,201	-	-	-
Total	\$1,517,297	\$1,696,354	\$2,045,205	\$2,085,904

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	19.0	20.0	22.0	22.0
Overtime/On Call	1.2	1.9	2.1	2.1
Full-time Staffing Equivalent (FTSE)	20.2	21.9	24.1	24.1

### **SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Professional Standards budget increases \$348,851 (20.5%) in 1997/98 and \$40,699 (2%) in 1998/99. This budget supports the current service level for this program. Increases in the first year reflect salary increases due to the transfer of two positions from other program areas within the Police Department and increases in the training budget which is centralized here for the entire department.

**POLICE****PROFESSIONAL STANDARDS**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Achieve 5% household increase in on-going neighborhood watch and crime free multi-housing programs.				
# of participating households	6,888	7,232	7,593	7,972
% of all households participating in neighborhood watch	7.8	7.9	7.7	7.8
# of households in the City	88,130	91,080	98,200	102,040
<b>Goal:</b> Achieve a minimum 35% hiring ratio from protected classes, and a 20% ratio from minority classes for police officer positions.				
% hired from protected classes	54	35	35	35
% hired from minority classes	38	20	20	20
<b>Goal:</b> Resolve 100% of citizen complaints within 30 working days.				
% of complaints resolved in 30 working days	79	100	100	100
# of total citizen complaints	2	12	12	12
% of citizen complaints sustained	11	20	20	20
<b>Goal:</b> Achieve 100% compliance with Arizona Peace Officer Standards and Training (AZ POST) mandated training for sworn personnel.				
% of sworn personnel receiving mandated training	100	100	100	100
<b>Goal:</b> Achieve 80% success rate of officers' hired who successfully complete probation.				
% of officers successfully completing probation	77	80	80	80
<b>Goal:</b> Achieve volunteer program participation which achieves incremental growth at ½ FTE equivalents.				
# of full-time equivalents	7.4	7.5	8.0	8.5
<b>Goal:</b> Achieve 99% rate of all eligible 5 <sup>th</sup> or 6 <sup>th</sup> grade students participating in DARE program to successful conclusion.				
# of students participating	1,600	1,700	2,000	2,300
% of DARE enrollees successfully completing the program	99	99	99	99
<b>Goal:</b> Achieve a minimum 75% hiring ratio of police officers possessing a 4 year college degree.				
% of police officers hired with 4 year college degrees	75	75	75	75

**POLICE****EMERGENCY SERVICES**

The Emergency Services Division provides effective administration of the City's contract for emergency fire and ambulance service with Rural/Metro including fiscal accountability and contract compliance; manages the City's contracts with Maricopa County for emergency management and animal control; provides emergency planning assistance as requested; serves as the physical security coordinator for the City; oversees design and construction of public safety facility initiatives.

**PROGRAM OBJECTIVES**

- Relocate the City Emergency Operating Center within the Rural Metro Fire Department facilities by September, 1997.
- Rencgotiate the existing Animal Control Agreement with Maricopa County by September, 1997.
- Update the City Disaster Plan by February, 1998.
- Complete the design and construction of the Public Safety complex (police and fire joint facility) at Pima and Thompson Peak by October, 1998.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$74,374	\$75,519	\$75,300	\$78,076
Contractual Services	57,270	192,536	169,273	192,870
Commodities	8,623	3,100	5,100	3,100
Capital Outlay	1,104	1,126	950	968
<b>Total</b>	<b>\$141,371</b>	<b>\$272,281</b>	<b>\$250,623</b>	<b>\$275,014</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	1.0	1.0	1.0	1.0
Contractual Overtime/Other Pay				
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Emergency Services budget decreases \$21,658 (7.9%) in 1997/98 and increases \$24,391 (9.7%) in 1998/99. This budget supports the current service level for this program.

**POLICE****EMERGENCY SERVICES**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Respond to 100% of citizen inquiries within 24 hours.				
# of citizen inquiries	82	100	100	100
% of inquiries responded to within 24 hours	100	100	100	100
<b>Goal:</b> Review 100% of all fire/EMS exception reports to ensure contract compliance.				
# of reports reviewed	2,435	2,500	2,500	2,600
% of reports reviewed	100	100	100	100
<b>Goal:</b> Monitor cost effectiveness of contracted Fire Services.				
Cost per citizen	\$52.22	\$60.27	\$63.65	\$63.77

# FINANCIAL SERVICES



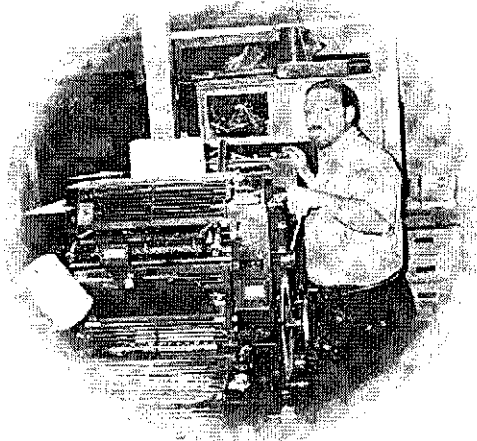
*Serving the City's warehousing needs*



*Financial planning for the City*



*Simply Better Customer Service*



*Serving the City's graphic needs*

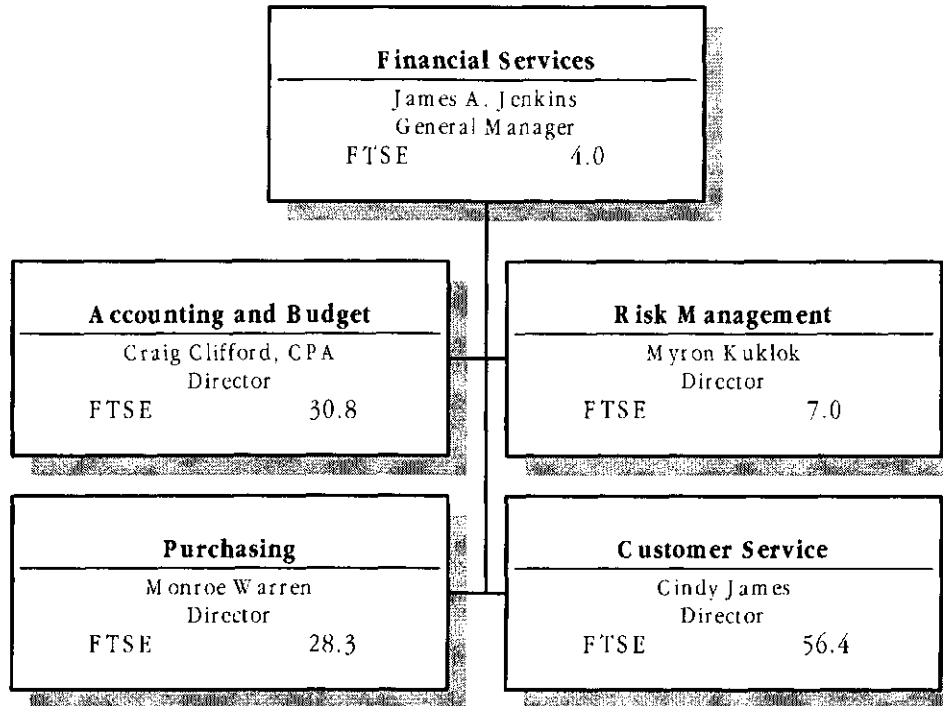


*Vice President Gore presents the Hammer Award to Scottsdale's VPP Safety Team*

## **FINANCIAL SERVICES**

## **DEPARTMENT SUMMARY**

**MISSION:** Provide personalized quality service and innovative solutions – each of us continually striving to understand our customer's individual needs and expectations while working together to develop and maintain systems and strategies to ensure that our quality commitment is timeless.



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

### **FINANCIAL HIGHLIGHTS**

The Financial Services Department budget increases \$864,177 (8.1%) in 1997/98 and \$862,241 (7.5%) in 1998/99. Increases address: technology improvements, including expanded use of imaging technology, implementation of barcoding in the warehousing operation, and computer upgrades; conversion of five contractual employees in Customer Service to full time city employees (at no additional cost) to address an increasing workload caused by growth; additional staff positions to address growth, including conversion of two part time positions to full time in Customer Service, addition of a Systems Analyst to assist in the implementation of the new financial system, and addition of a water meter reader in the second year; and customer outreach, including providing customer services at the Via Linda complex in the northern part of the city.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$12,006,777	\$10,617,002	\$11,481,179	\$12,343,420
% of City's Operating Total	7.6%	6.5%	6.1%	6.0%
Full-time Staffing Equivalent (FTSE)	121.1	125.4	126.5	127.6
Volunteer-time Staffing Equivalent (FTSE)	0.2	0.2	0.3	0.3



The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

**1995/97 RESULTS AND OUTCOMES**

- Replaced a Water & Sewer bond reserve requirement with a surety bond, releasing \$2.7 million in reserves plus an estimated \$10 million over 5 years and resulting in lower water rates.
- Property tax full cash values were increased by \$33,900,000 due to errors discovered by the City Property Tax Auditor. The City tax effect was approximately \$119,000 and the tax effect for all taxing jurisdictions is over \$900,000.
- Implemented an Owner Control Insurance Program for the construction of the Water Campus and associated collection system, Expansion of the CAP Water Treatment Plant, and the Indian School Road widening project with expected savings exceeding \$1 million.
- Received STAR status from the Arizona Division of Occupational Safety and Health after qualifying in their Voluntary Protection Program. Received a rating upgrade of Water & Sewer revenue bonds from Fitch from "A+" to "AA-" and of Municipal Property Corporation bonds from Standard & Poor's from "AA" to "AA+".
- Received recognition from Municipal Treasurers Association for outstanding investment policy and from the Government Finance Officers Association for excellence in budgeting and in financial reporting.
- Implemented a new integrated financial system which eliminated redundancy of data and processing and resulted in faster cycle times.
- Developed guidelines and strategies for modifying the second year of the Biennial Budget and continued a City-wide emphasis on improved long-term financial forecasting.
- Implemented an imaging system for sales tax returns which results in quicker retrieval of documents, multi-access to documents and reduced storage space requirements.
- Conducted a meter reading methods study which confirmed that meters are being read efficiently and cost effectively with our current process.
- Opened a second Customer Service office location at the Corporation Yard providing our customers in north Scottsdale with a more convenient location to conduct business.
- Adopted a Taxpayer Bills of Rights to provide our taxpayers with additional rights to insure the tax system is fair.
- The Sales Tax Process Team won a Governors' award for a presentation at the annual Governors' Conference on Quality.

**1997/99 DEPARTMENTAL OBJECTIVES**

- Educate citizens and City employees about the City's fiscal condition through existing programs like Fiscal Strategy Reviews and New Employee Orientations and through special events and presentations.
- Utilize inter/intradepartmental teams to review work processes, improve work efficiencies and effectiveness, and remain responsive to the needs of our customers.
- Provide governmental financial training/updates to departmental customers and City Council to increase their financial acumen and confidence with financial responsibilities.
- Coordinate Departmental capital planning needs and match to financial resources for the next 10+ years.
- Provide a single point of contact for customers for utilities, licensing, tax and collections. (One Stop)
- Maximize revenue collection and compliance with City Ordinances.
- Develop an informal procurement process.
- Investigate the need to hold an election to apply for a permanent base adjustment to the City's State Expenditure Limitation.

**FINANCIAL SERVICES****DEPARTMENT SUMMARY**

<b>EXPENDITURES BY TYPE</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$5,130,792	\$5,343,654	\$5,673,687	\$6,004,349
Contractual Services	6,384,331	4,970,555	5,423,108	5,794,468
Commodities	120,739	130,253	200,340	215,036
Capital Outlay	370,915	172,540	184,044	329,567
<b>Total</b>	<b>\$12,006,776</b>	<b>\$10,617,002</b>	<b>\$11,481,179</b>	<b>\$12,343,420</b>

<b>EXPENDITURES BY DIVISION</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Administration	\$365,565	\$359,553	\$414,186	\$446,152
Accounting and Budget	1,695,987	1,921,104	2,146,944	2,321,421
Risk Management	5,413,641	3,601,855	3,828,391	4,087,556
Purchasing	1,476,411	1,662,589	1,717,655	1,863,842
Customer Service	3,055,171	3,071,901	3,374,000	3,624,449
<b>Total</b>	<b>\$12,006,776</b>	<b>\$10,617,002</b>	<b>\$11,481,179</b>	<b>\$12,343,420</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	115.0	116.9	123.0	124.0
Contractual	4.1	6.6	2.0	2.0
Overtime	2.0	1.9	1.5	1.6
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>121.1</b>	<b>125.4</b>	<b>126.5</b>	<b>127.6</b>

<b>VOLUNTEER TIME INVESTED</b>	<b>ACTUAL 1995/96</b>	<b>ESTIMATED 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
Hours	410	428	600	600
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>0.2</b>	<b>0.2</b>	<b>0.3</b>	<b>0.3</b>

**FINANCIAL SERVICES****ADMINISTRATION**

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

**PROGRAM OBJECTIVES**

- Educate citizens and City employees about the City's fiscal condition through existing programs like Fiscal Strategy Reviews and New Employee Orientations and through special events and presentations.
- Reinforce the City's solid standing with Rating Agencies to maintain an excellent General Obligation and Municipal Property Corporation bond ratings and to achieve upgrades to our Water and Sewer Revenue bond ratings.
- Utilize inter/intradepartmental teams to review work processes, improve work efficiencies and effectiveness, and remain responsive to the needs of our customers.
- Seek optimum financing structure to mitigate debt service costs, while retaining high credit ratings.
- Act as a catalyst to develop a space management plan.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$310,185	\$320,799	\$326,053	\$336,496
Contractual Services	47,438	24,414	37,184	39,592
Commodities	4,174	10,497	44,252	63,256
Capital Outlay	3,768	3,843	6,700	6,808
Total	\$365,565	\$359,553	\$414,189	\$446,152

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	4.0	4.0	4.0	4.0
Full-time Staffing Equivalent (FTSE)	4.0	4.0	4.0	4.0

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Administration budget increases \$54,636 (15.2%) in 1997/98 and \$31,963 (7.7%). Increases provide for the continuation of current service levels for this program.

**FINANCIAL SERVICES****ADMINISTRATION**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Manage the City's cash and investments according to our investment policy which emphasizes safety of principal, liquidity and yield, in that order. Maximize the percent of City cash actively invested on a daily basis. Preserve invested principal and achieve weighted average yield on investments at or above the Federal Funds Rate.				
% total cash actively invested	99.5%	99.5%	99.5%	99.5%
Weighted average yield on investments	5.65%	5.5%	5.5%	5.5%
Federal Funds Rate average annual yield	5.49%	5.1%	5.6%	5.6%
<b>Goal:</b> Maintain or improve General Obligation Bond rating which contributes to lower cost of debt.				
Moody's Investor Service	Aa1	Aa1	Aa1	Aa1
Standard & Poor's Rating Group	AA+	AA+	AA+	AA+
Fitch Investor Services, Inc.	AA+	AA+	AA+	AA+
Weighted average cost of General Obligation debt	6.18%	6.32%	6.34%	6.33%
<b>Goal:</b> Maintain or improve Municipal Property Corporation Revenue rating which contributes to lower cost of debt.				
Moody's Investor Service	Aa	Aa	Aa	Aa
Standard & Poor's Rating Group	AA	AA+	AA+	AA+
Fitch Investor Services, Inc.	AA	AA	AA	AA
Weighted average cost of General Obligation debt	6.08%	6.56%	6.56%	6.56%
<b>Goal:</b> Maintain or improve Water and Sewer Revenue bond rating which contributes to lower cost of debt.				
Moody's Investor Service	Aa	Aa	Aa	Aa
Standard & Poor's Rating Group	AA-	AA-	AA-	AA-
Fitch Investor Services, Inc.	AA-	AA-	AA-	AA-
Weighted average cost of General Obligation debt	5.43%	5.74%	5.92%	5.92%

**FINANCIAL SERVICES****ACCOUNTING AND BUDGET**

The Accounting and Budget division maintains the City's financial system and fiscal controls including: cash and investments; accounts payable; payroll; preparation of special, monthly and annual financial reports; economic and financial trend analysis and forecasts; Capital Improvements Plan coordination; and preparation of the biennial budget and five-year financial forecast.

**PROGRAM OBJECTIVES**

- Implement new Integrated Financial System(s) incorporating Windows NT, client server and Internet capabilities by July 1998. New system(s) will eliminate redundancy of data and processing and result in faster cycle times and better management information.
- Facilitate Biennial Budget process and Fiscal Yearend Closing and Audit work. Prepare Budget and Comprehensive Annual Financial Report publications.
- Research and implement an automated timekeeping system to improve efficiency of payroll processing.
- Facilitate enterprise recordation and valuation of City assets incorporating additional data to assist with managing real property and full costing of program services.
- Facilitate enterprise grant application and compliance reporting.
- Continue to develop and utilize inter/intra departmental quality teams to review work processes and improve work efficiencies and effectiveness.
- Strengthen staff's ability to deal with new technology, regulatory and personal development issues via multi-dimensional training opportunities and select programs.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,181,580	\$1,335,765	\$1,421,413	\$1,506,024
Contractual Services	456,997	516,161	655,672	700,072
Commodities	23,156	24,700	29,009	31,700
Capital Outlay	34,254	44,478	40,850	83,625
Total	\$1,695,987	\$1,921,104	\$2,146,944	\$2,321,421

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	26.4	29.3	30.5	30.5
Overtime	0.9	0.9	0.3	0.3
Full-time Staffing Equivalent (FTSE)	27.3	30.2	30.8	30.8

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Accounting and Budget division budget increases \$225,840 (11.8%) in 1997/98 and \$174,477 (8.1%) in 1998/99. Increases are due to maintenance costs for FIRST, the city's new financial system, implementation of imaging technology, and the addition of a Systems Analyst to assist in the implementation of SmartStream (position will be paid from the project budget in the capital improvement program).

**FINANCIAL SERVICES****ACCOUNTING AND BUDGET**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Coordinate Operating and Capital Budget review process with City staff, Council, and citizens.				
100% of all budget review sessions are publicized	Yes	Yes	Yes	Yes
Budget meets all requirements and GFOA reporting excellence benchmarks	Especially Notable Award	Especially Notable Award	Yes	Yes
<b>Goal:</b> Coordinate annual financial 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
Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks	Yes	Yes	Yes	Yes
<b>Goal:</b> Process City payroll payments in an accurate and timely manner.				
100% payroll processed timely every two weeks	100%	100%	100%	100%
# of payroll checks processed	42,000	44,000	46,000	48,000
100% payroll accuracy based upon departmental input	100%	100%	100%	100%
Payroll checks processed per FTE payroll staff	7,635	9,700	10,200	10,700
<b>Goal:</b> Process vendor invoices accurately within an average of five days of receipt in Accounts Payable.				
# of days to process	6	5	5	5
# of invoices processed	72,755	74,000	76,000	78,500
Invoices processed per FTE Accounts Payable staff	10,394	10,571	10,857	11,214

**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. This budget is offset by user rates charged to other City operating departments.

**PROGRAM OBJECTIVES**

- Pay property and liability invoices/bills within 14 calendar days of receipt and workers' compensation invoices/bills within 30 calendar days of receipt.
- Develop and implement by July 1997 a five-year plan to fund the City's Loss Trust Fund to an amount equal to our actuary's annual estimated outstanding loss level (as of June 30 for each fiscal year). This begins a systematic process of setting aside funds equal in amount to the tort liabilities reported in the City's annual financial statements.
- Implement an Owner Controlled Insurance Program (wrap-up), for the City's major capital projects.
- Work in partnership with City departments and Arizona Division of Occupational Safety and Health (ADOSH) to maintain the STAR designation granted to the City through the Voluntary Protection Program.
- Develop/coordinate and implement a schedule and routine risk management education program for City employees.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$349,213	\$357,776	\$359,046	\$381,469
Contractual Services	4,987,414	3,199,588	3,421,445	3,655,975
Commodities	54,344	37,600	40,300	42,368
Capital Outlay	22,670	6,891	7,600	7,744
<b>Total</b>	<b>\$5,413,641</b>	<b>\$3,601,855</b>	<b>\$3,828,391</b>	<b>\$4,087,556</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	7.0	7.0	7.0	7.0
Full-time Staffing Equivalent (FTSE)	7.0	7.0	7.0	7.0

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Risk Management budget increases \$226,536 (6.3%) in 1997/98 and \$259,165 (6.8%) in 1998/99. Increases result from higher premium costs of self insured liability coverage and workmen's compensation.

**FINANCIAL SERVICES****RISK MANAGEMENT**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Maintain Risk Management budget to within 2% of the City's operating budget.

% of Risk Management's total budget to City's operating budget	1.74%	1.75%	1.8%	1.8%
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**Goal:** Minimize frequency and severity of the City's casualty losses through effective Risk Management services.

Accidents per million hours worked	14.3	13.8	13.5	13.2
Accidents per million miles driven	29.2	29.0	28.8	28.6

**Goal:** Reduce severity of the City's casualty losses through effective Risk Management services.

Average cost of accidents per million hours worked	\$18.19	\$17.92	\$17.73	\$17.55
Average cost of accidents per million miles driven	\$4.18	\$4.12	\$4.08	\$4.04

**Goal:** Fund the City's Loss Trust Fund to minimum of 75% of Actuary's recommended fund balance, by June 2000.

Present value of estimated outstanding losses	\$6.0 million	\$6.3 million	\$6.8 million	\$73 million <sup>a</sup>
Fiscal year end fund balance	\$4.1 million	\$4.6 million	\$6.0 million	\$7.0 million
Fiscal year end fund balance as a % of the actuarial projected funding required	45%	49%	59%	64%
Annual paid losses	\$2.7 million	\$3.0 million	\$3.1 million	\$3.4 million



**FINANCIAL SERVICES****PURCHASING**

Purchasing division purchases or facilitates the purchases of all materials, services and construction required by the City; 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.

**PROGRAM OBJECTIVES**

- Develop/Implement a purchasing system that is integrated with the Financial reporting of the City.
- Securing long-term contracts and pricing arrangements.
- Develop/Implement an informal procurement system.
- Complete process changes within purchasing that provide a better divisional realignment within the City.
- Educate City staff about best value procurement of goods and services.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,339,883	\$1,273,118	\$1,258,369	\$1,321,364
Contractual Services	147,170	398,148	471,252	508,308
Commodities	(58,114)	(63,984)	(48,266)	(53,916)
Capital Outlay	47,472	55,307	36,300	88,086
<b>Total</b>	<b>\$1,476,411</b>	<b>\$1,662,589</b>	<b>\$1,717,655</b>	<b>\$1,863,842</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	30.0	28.0	27.0	27.0
Contractual	1.0	1.0	1.0	1.0
Overtime	0.4	0.3	0.3	0.3
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>31.4</b>	<b>29.3</b>	<b>28.3</b>	<b>28.3</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Purchasing budget increases by \$55,066 (3.3%) in 1997/98 and \$146,187 (8.5%) in 1998/99. Increases include conversion from a manual to a barcoding system for tracking warehouse inventory, and the purchase of a document image setter for the printing and graphics operation. Both capital items will result in efficiency improvements.

**FINANCIAL SERVICES****PURCHASING**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Purchase and facilitate acquisition of products, services, and construction required to support the operation of the City.

90% of requisitions accurately processed within 3 days	88%	90%	90%	90%
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Annual customer surveys indicate 90% or greater satisfaction rate	95%	95%	95%	95%
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**Goal:** Prepare and issue formal solicitations within four weeks of receiving complete specifications and provide to all City work units, bid, contract and proposal consulting and processing services in a timely manner.

# of bids issued within 4 weeks	142	60	180	200
# of RFPs issued within 4 weeks	20	23	26	30
# of RFI's issued within 4 weeks	0	1	2	3
98% of proposal evaluations are reviewed within 2 days	99	99	99	99

**Goal:** Encourage the use of alternative forms of purchasing to reduce purchase order processing costs.

# of customer requisitions	23,400	22,000	20,000	18,000
# of long term contracts in effect at year end	155	175	200	225

**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 solid waste; administers and collects sales, transient occupancy and business license taxes, special license fees, alarm user permit 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 moneys owed to the City.

**PROGRAM OBJECTIVES**

- Provide a single point of contact for customers for utilities, licensing, tax and collections.
- Create automated/integrated work environment.
- Provide a high level of responsive, personalized service.
- Maximize revenue collection and compliance with city ordinances.
- Provide choices for establishing services to citizens and options for employees to provide the services.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,949,930	\$2,056,196	\$2,308,806	\$2,458,996
Contractual Services	745,311	832,244	811,755	873,921
Commodities	97,179	121,440	126,877	123,723
Capital Outlay	262,751	62,021	126,562	167,809
<b>Total</b>	<b>\$3,055,171</b>	<b>\$3,071,901</b>	<b>\$3,374,000</b>	<b>\$3,624,449</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	47.6	48.6	54.5	55.5
Contractual	3.1	5.6	1.0	1.0
Overtime	0.6	0.8	0.9	1.0
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>51.3</b>	<b>55.0</b>	<b>56.4</b>	<b>57.5</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

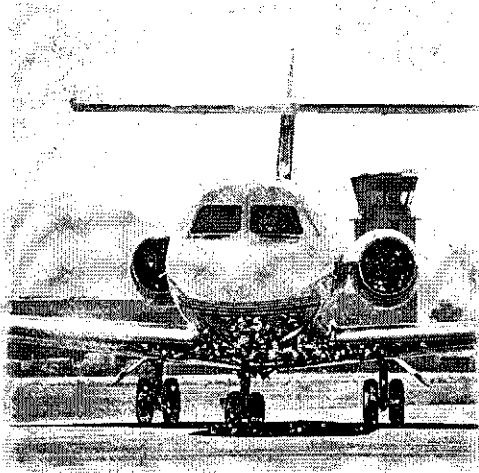
The Customer Service budget increases \$302,099 (9.8%) in 1997/98 and \$250,449 (7.4%) in 1998/99. Increases include one time technology expenditures for Tax Auditor laptop computers, Utility Billing personal computer replacements, an additional imaging scan station to address high data volumes, and an additional imaging data warehouse server to improve customer response time to tax and license inquiries; conversion of two part time positions to full time to address growth; conversion of five contractual positions to full time staff positions (at no additional cost); increase in system maintenance cost due to implementation of the new utility billing system; and addition of a water meter reader in 1998/99.

**FINANCIAL SERVICES****CUSTOMER SERVICE**

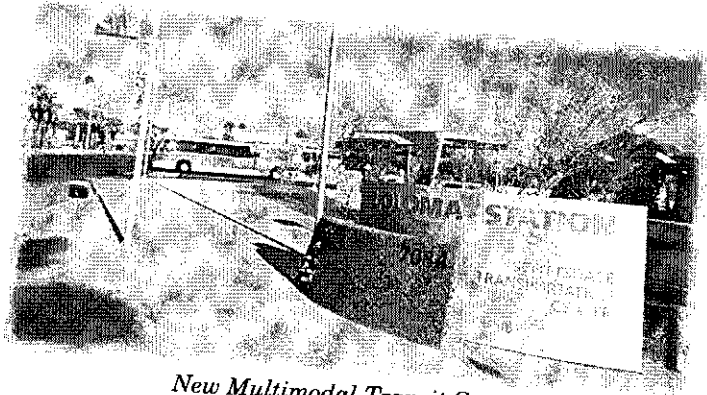
<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Read 100% of the water meters monthly with an accuracy rate of 99.85%.				
# of meter readers	8	9	9	10
# of meters read monthly per meter reader	7,569	7,105	7,475	7,077
% of meter read:				
Monthly	99.995%	99.995%	99.995%	99.995%
Accuracy	99.95%	99.94%	99.94%	99.93%
<b>Goal:</b> 98% of customers utility bills will be mailed to provide customers with 14 days to pay.				
# of bills produced per bill day	2,906	3,000	3,200	3,400
% of bills processed and ready for mailing within three days of meter read	98.7%	98%	98%	98%
<b>Goal:</b> Collect delinquent receivables to minimize account write-offs.				
Delinquent receivables collected per collector	\$2,266,394	\$2,685,939	\$2,954,533	\$3,249,986
# of collectors	3	3	4	4
\$ collected per \$1.00 spent	\$12.90	\$13.74	\$14.55	\$15.02
% of delinquent receivables collected by collectors	70%	75%	75%	75%
Write-offs as a % of total revenue	0.2%	0.2%	0.2%	0.2%
<b>Goal:</b> Promote accurate privilege tax self-assessments through compliance audits and education.				
Audit 2.5% of Scottsdale businesses	2.5%	2.5%	2.5%	2.5%
Audit hearings and appeals occur 5% or less of audits performed	1.0%	2.0%	2.0%	2.0%
Obtain 90% satisfaction rate on taxpayer survey	92%	90%	90%	90%
Maintain a minimum ratio of \$2.00 collected for every \$1.00 in cost	\$2.20	\$2.00	\$2.00	\$2.00

# TRANSPORTATION

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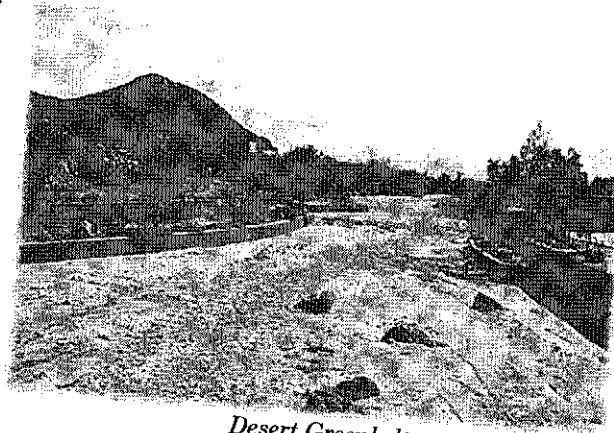
*Scottsdale Airport*



*New Multimodal Transit Center*



*Traffic Operations Center*

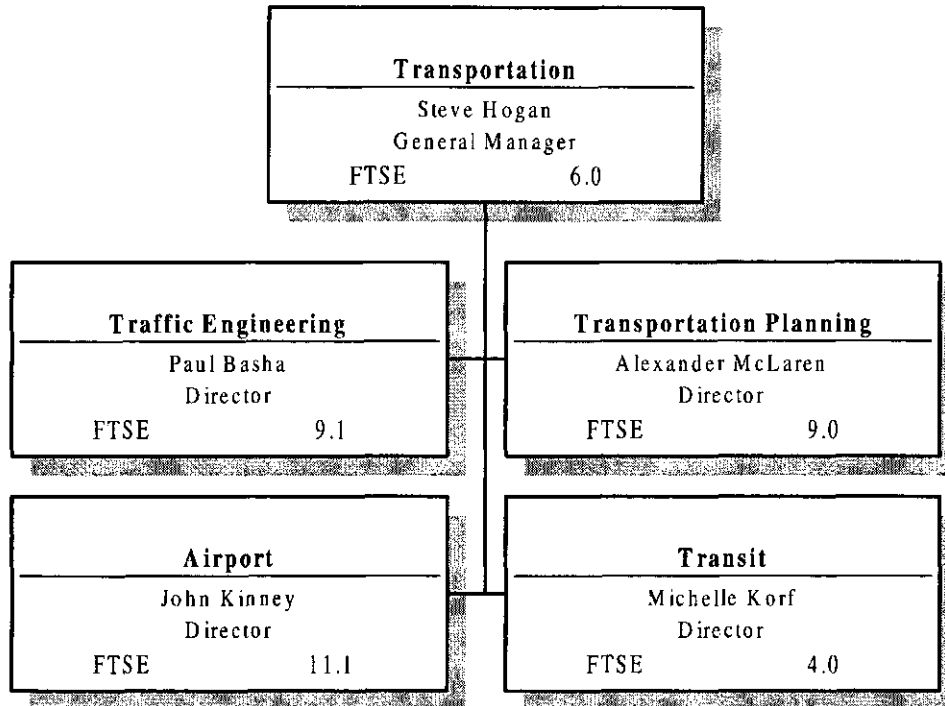


*Desert Greenbelt*

**TRANSPORTATION**

**DEPARTMENT SUMMARY**

*MISSION: To be a leader in the shaping of community through planning, design, and operation of visionary and balanced transportation and drainage systems. Further, to develop those systems in a manner that helps to preserve the natural environment and promotes positive social interaction in the community.*



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

**FINANCIAL HIGHLIGHTS**

The Transportation Department budget increases \$1,465,566 (25.6%) in 1997/98 and \$920,673 (12.7%) in 1998/99. The increase provides matching funds for grant funded airport improvements; event coordination for the annual Air Fair; additional technical staff support to respond to citizen safety concerns; replacement Dial-A-Ride vehicles; operation of the new Loloma Transit Station; extension and expansion of transit service on regional routes serving Scottsdale; and enhanced downtown shuttle service in 1998/99.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$5,260,756	\$5,729,436	\$7,195,002	\$8,115,675
% of City's Operating Total	3.3%	3.5%	3.8%	3.9%
Full-time Staffing Equivalent (FTSE)	38.3	37.3	39.3	39.3
Volunteer-time Staffing Equivalent	0.2	0.1	0.2	0.2

The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

**1995/97 RESULTS AND OUTCOMES**

- Completed the Airport Part 150/Master Plan Study, with substantial community involvement.
- Extended the former Scottsdale Connection route 81 (Hayden Road) south to Ray Road in Chandler (Route 82) through an agreement with the RPTA.
- Extended Route 72 (Scottsdale Road) from Tempe north to Fashion Square during evenings and weekends.
- Completed construction of Loloma Station, Scottsdale's downtown transit center in Spring 1997.
- Completed the Pima Bike Route from Fillmore Street to Chaparral Road.
- Completed 8.5 miles of bike lanes, and 3 miles of multi-use paths.
- Completed Phases II and III of the new Indian Bend Wash path, McCormick Parkway to MacDonald Drive.
- Evaluated traffic patterns before and during Super Bowl XXX, and programmed the signal computer to alleviate and avoid traffic predicaments.
- Negotiated a long-term agreement with U.S. West for leased telephone lines to communicate with the city's traffic signals, resulting in annual savings of \$18,000 for five years.
- Helicopter laser mapped Scottsdale Ranch and the surrounding area in cooperation with the Salt River Pima Maricopa Indian Community at no cost to the City.
- Completed the bridge at Pinnacle Peak Road, a part of the Desert Greenbelt, in late 1996.
- Completed construction of two bridges associated with the Greenway/Hayden CAP crossing prior to the 1997 Phoenix Open to alleviate traffic congestion.
- Conducted a study for the Granite Reef Wash A-Zone with preliminary indications that a significant number of residences will ultimately be removed from the A-Zone by FEMA.
- Remapped a major portion of the Rawhide Wash flood zone using Geographic Information System data which allowed removal of 300 homes from the AO Zone.

**1997/99 DEPARTMENTAL OBJECTIVES**

- Update Circulation Element of General Plan.
- Complete Transit Plan Update and Major Investment Study and Implement Bicycle/Pedestrian Plan Levels II and III.
- Implement recommendations of Airport Master Plan & Part 150 Studies.
- Implement traffic management program.
- Begin Desert Greenbelt Phase I construction.
- Develop a marketing/education/communication plan.

**TRANSPORTATION****DEPARTMENT SUMMARY**

<b>EXPENDITURES BY TYPE</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,895,458	\$1,934,826	\$2,066,291	\$2,179,317
Contractual Services	3,169,481	3,662,529	5,010,822	5,796,785
Commodities	107,995	54,998	85,389	79,373
Capital Outlay	87,822	77,083	32,500	60,200
Total	\$5,260,756	\$5,729,436	\$7,195,002	\$8,115,675

<b>EXPENDITURES BY DIVISION</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Administration	\$413,677	\$427,541	\$394,617	\$410,839
Airport	788,833	779,037	864,457	918,830
Transit	2,267,732	2,654,039	3,949,346	4,695,145
Traffic Engineering	1,150,277	1,236,742	1,388,293	1,461,089
Transportation Planning	640,240	632,077	598,289	629,779
Total	\$5,260,756	\$5,729,436	\$7,195,002	\$8,115,675

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	36.4	35.4	37.4	37.4
Contractual	1.4	1.4	1.4	1.4
Overtime	0.5	0.5	0.5	0.5
Full-time Staffing Equivalent (FTSE)	38.3	37.3	39.3	39.3

<b>VOLUNTEER TIME INVESTED</b>	<b>ACTUAL 1995/96</b>	<b>ESTIMATED 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
Hours	350	231	350	350
Full-time Staffing Equivalent (FTSE)	0.2	0.1	0.2	0.2



**TRANSPORTATION****ADMINISTRATION**

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

**PROGRAM OBJECTIVES**

- Develop a marketing, education, and communication plan to strengthen the departments' relationship with the community.
- Develop a task force or focus group to discuss and coordinate missions and practices across department lines.
- Develop Transportation's Internet site showing location, project description, funding schedule, etc. of CIP and private development projects.
- Improve internal communications, develop a departmental training plan, evaluate the department's organization and implement a new staffing workload assessment.
- Identify opportunities for the application of appropriate technology in the secretarial and graphics areas.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$334,750	\$357,203	\$332,733	\$348,097
Contractual Services	49,565	35,742	33,934	34,592
Commodities	23,386	13,500	13,500	13,700
Capital Outlay	5,976	21,096	14,450	14,450
<b>Total</b>	<b>\$413,677</b>	<b>\$427,541</b>	<b>\$394,617</b>	<b>\$410,839</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	6.9	6.8	6.0	6.0
Overtime	0.1			0.1
Full-time Staffing Equivalent (FTSE)	7.0	6.8	6.0	6.1

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Administration budget decreases \$32,924 (7.7%) in 1997/98 and increases \$16,222 (4.1%) in 1998/99. This budget supports the current service level for Administration. The decrease in 1997/98 reflects the transfer of one position to the Airport.

**TRANSPORTATION****ADMINISTRATION**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Maintain ratio of full-time equivalent (FTSE) employees in the Transportation department per 1,000 citizens.				
Estimated population	174,680	184,740	193,860	202,620
# of FTSE employees in Transportation department	38.3	37.3	39.3	39.3
# of FTSE's per 1,000 Scottsdale citizens	0.22	0.20	0.20	0.19

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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.

**PROGRAM OBJECTIVES**

- Establish a community forum designed to exchange ideas and concerns regarding airport noise emissions and abatement consistent with safety and Federal guidelines. This forum is a by-product of the airport's recently completed Noise Compatibility Study in response to community concerns.
- Revise and update the Aviation Code/Airport business Permits to modernize airport rules and regulations and ensure a consistent means of adjusting rates and collecting airport fees, by July 1997.
- Create cost centers and automate lease administration to more effectively recover operating and maintenance costs through equitable user fees, by December 1998.
- Consistent with the recently completed City of Scottsdale/Federal Aviation Administration Airport Master Plan, develop and monitor a comprehensive grant-funded improvement program including pavement preservation, safety improvements (e.g., runway widening and lighting), and land acquisition.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$327,229	\$347,581	\$417,617	\$447,971
Contractual Services	349,836	376,172	394,509	391,578
Commodities	63,365	21,060	46,631	46,115
Capital Outlay	48,403	34,224	5,700	33,166
<b>Total</b>	<b>\$788,833</b>	<b>\$779,037</b>	<b>\$864,457</b>	<b>\$918,830</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	8.5	7.6	9.4	9.4
Contractual	1.4	1.4	1.4	1.4
Overtime	0.4	0.3	0.3	0.4
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>10.3</b>	<b>9.3</b>	<b>11.1</b>	<b>11.2</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Airport budget increases \$85,420 (11%) in 1997/98 and \$54,373 (6.3%) in 1998/99. Increases reflect the transfer in of one staff position from Transportation Administration; grant match for Airport improvements; conversion of a part time Airport Operations Specialist position to full time to address increased activity levels; and contractual funding for Air Fair event coordination.

**TRANSPORTATION****AIRPORT**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
<b>Goal:</b> Respond to 85% of constituent calls (homeowners, airport tenants) within six hours and 100% within ten hours.				
# of calls received	800	900	1,000	1,000
% of calls responded to within six hours	85%	87%	89%	90%
% of calls responded to within ten hours	100%	100%	100%	100%
<b>Goal:</b> Respond to 100% of emergency calls in three minutes or less, for airport operations and fire department personnel.				
Average response time to emergency calls	4 min.	3 min.	3 min.	3 min.
% of emergency calls responded to within 3 minutes	85%	100%	100%	100%
<b>Goal:</b> Implement a rate and fee system that fully recovers the cost of providing service to airport and airpark facility users by 2002/03.				
Approximate annual fee revenue	\$860,156	\$891,390	\$938,650	\$1,000,000
Recovery rate of service cost	63%	63%	64%	65%

**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 inter-governmental agreement or by contracting directly with private service providers.

**PROGRAM OBJECTIVES**

- Begin implementation of the Bicycle/Pedestrian Plan recommendations in Action Levels II and III, by July 1998.
- Begin implementation of the first phase recommendations of the 1997 Transit Plan, by September 1997.
- Complete Scottsdale Major Investment Study, by December 1997.
- Reinvent Tempe-Scottsdale Dial-a-Ride to include Mesa, Gilbert and Chandler, by July 1998.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$227,808	\$232,181	\$230,905	\$243,462
Contractual Services	2,015,525	2,405,930	3,702,491	4,435,111
Commodities	8,415	11,950	12,150	12,700
Capital Outlay	15,984	3,978	3,800	3,872
<b>Total</b>	<b>\$2,267,732</b>	<b>\$2,654,039</b>	<b>\$3,949,346</b>	<b>\$4,695,145</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	4.0	4.0	4.0	4.0
Full-time Staffing Equivalent (FTSE)	4.0	4.0	4.0	4.0

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Transit budget increases \$1,295,307 (48.8%) in 1997/98 and \$745,799 (18.9%) in 1998/99. Increases are due to enhanced and expanded service on regional bus routes; replacement of Dial-A-Ride vehicles; operation of the new Loloma Transit Center which will serve as a "hub" for buses, trolleys, tour coaches, bicycles and horse-drawn carriages; and enhanced downtown shuttle service beginning in 1998/99.

**TRANSPORTATION****TRANSIT**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Decrease the annual City employee single occupant vehicle trips to 60% by June 1997.				
% of City employees participating in the travel reduction program	85%	87%	88%	90%
% single occupancy vehicle trips	78.6%	75%	72%	70%
<b>Goal:</b> Increase miles of bicycle system to 88 by June 2000.				
Cost per striped lane mile	\$1,400	\$1,500	\$1,600	\$1,650
Cost per mile of multi-use path	\$330,000	\$347,000	\$360,000	\$372,000
# of miles in bicycle system	58	69	73	77
<b>Goal:</b> Reduce the transit operating subsidy to 65% by June 1999.				
Operating expense per revenue mile	\$1.90	\$1.85	\$1.80	\$1.80
% of operating subsidy	70%	68%	66%	65%
<b>Goal:</b> Reduce roadway congestion by attaining a 5% transit mode split during afternoon peak hours, by June 1999.				
# of PM boardings	430,000	450,000	472,000	495,000
% of transit peak afternoon travel	2%	3%	4%	5%

**TRANSPORTATION****TRAFFIC ENGINEERING**

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.

**PROGRAM OBJECTIVES**

- Install preliminary phase of comprehensive traffic detection system by June 1998.
- Install preliminary phase of Traveler Information System by December 1997.
- Improve operation and accident analysis through video and computer technology enhancement.
- Increase amount of time available for citizen concerns.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$467,935	\$490,398	\$544,585	\$570,931
Contractual Services	666,263	732,189	829,130	881,890
Commodities	7,523	5,428	9,828	3,428
Capital Outlay	8,556	8,727	4,750	4,840
Total	\$1,150,277	\$1,236,742	\$1,388,293	\$1,461,089

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	8.0	8.0	9.0	9.0
Overtime	0.1	0.1	0.1	0.1
Full-time Staffing Equivalent (FTSE)	8.1	8.1	9.1	9.1

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Traffic Engineering budget increases \$151,551 (12.3%) in 1997/98 and \$72,796 (5.2%). Increases reflect the addition of one technical staff support position to ensure appropriate installation of stop signs, warning signs, turn arrow pavement markings and bicycle lane striping; to perform traffic counts; and to respond to citizen safety concerns. Additionally, the first year budget reflects an increase in insurance premium.

**TRANSPORTATION****TRAFFIC ENGINEERING**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Maintain 70% or more of the 36 major intersections at levels of service (LOS) D or better.				
% intersections at levels A to D	44%	50%	70%	70%
Intersection improvements	\$400,000	\$300,000	\$1,250,000	\$1,250,000

**Goal:** Maintain increase in Excess Liability expenditures to no more than 25%.

% increase in Excess Liability	76%	32%	15%	9%
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**Goal:** Maintain ratio of increase in average travel time to increase in vehicle-miles traveled to no more than 90%.

# of travel time measurements per route	50	150	150	150
% increase in Average Travel Time	N/A	base	90%	90%

**Goal:** Maintain accident rate increase at less than 20% for segments and 5% for intersections as measured on even calendar years.

	Actual 1992	Actual 1994	Actual 1996	Forecast 1998
# of studies per analyst (2)	32	10	45	40
# of studies per technician (3)	0	10	46	55
Accident rate change - segments	47%	9%	-7%	20%
Accident rate change - intersections	-5%	1%	-9%	5%

**Goal:** Increase citizen satisfaction with traffic flow/signalization by 3% per year per the annual citizen survey.

% of citizens rating traffic flow and signalization "good" or "very good"	64%	67%	70%	73%
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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.

**PROGRAM OBJECTIVES**

- Develop the final design for the Desert Greenbelt Reata and Pima Road channels; initiate construction for significant portions by Winter 1997/98.
- Ensure that major issues concerning timing and impacts of Pima Freeway construction are coordinated with the Arizona Department of Transportation.
- Provide preliminary and final designs, and provide construction management for Improvement Districts and Community Facilities Districts.
- Facilitate use of the transportation model to understand the impacts of development on the City's transportation system.
- Update the Capital Improvement Plan for transportation and drainage projects by December of each year.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$537,738	\$507,463	\$540,451	\$568,856
Contractual Services	88,292	112,496	50,758	53,614
Commodities	5,306	3,060	3,280	3,430
Capital Outlay	8,904	9,058	3,800	3,872
Total	\$640,240	\$632,077	\$598,289	\$629,772

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	9.0	9.0	9.0	9.0
Full-time Staffing Equivalent (FTSE)	9.0	9.0	9.0	9.0

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Transportation Planning budget decreases \$33,788 (5.3%) in 1997/98 and increases \$28,405 (5.3%) in 1998/99. This budget supports the current service level for this program. The decrease in year one is due to a decrease in the annual insurance charge.

**TRANSPORTATION****TRANSPORTATION PLANNING**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Complete master planning studies to improve transportation and drainage system.				
# of master planning studies completed	9	9	8	8
<b>Goal:</b> Respond to 100% of drainage complaints from citizens within three days.				
# of drainage complaints	170	190	180	180
% of drainage complaints responded to within three days	95%	95%	100%	100%
<b>Goal:</b> Respond to 100% of residents inquiries regarding street system within one day.				
# of inquiries per year	370	380	390	400
% of inquiries responded to within one day	95%	95%	100%	100%
<b>Goal:</b> Increase citizen satisfaction with drainage control to 85% per the annual citizen survey.				
% of citizens rating drainage control "good" or "very good"	78%	78%	78%	78%
<b>Goal:</b> Complete the Character Area Plans for drainage and transportation systems.				
# of characters area plans completed	-	3	6	6

**COMMUNITY SERVICES**

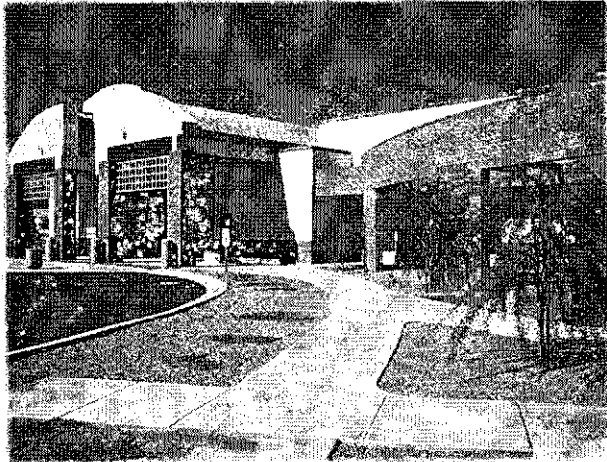
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*"Mighty Mud Mania": Summer Madness*



*"Handlebar Helpers": Volunteers in Action*



*"Via Linda Senior Center": Fun & Games*

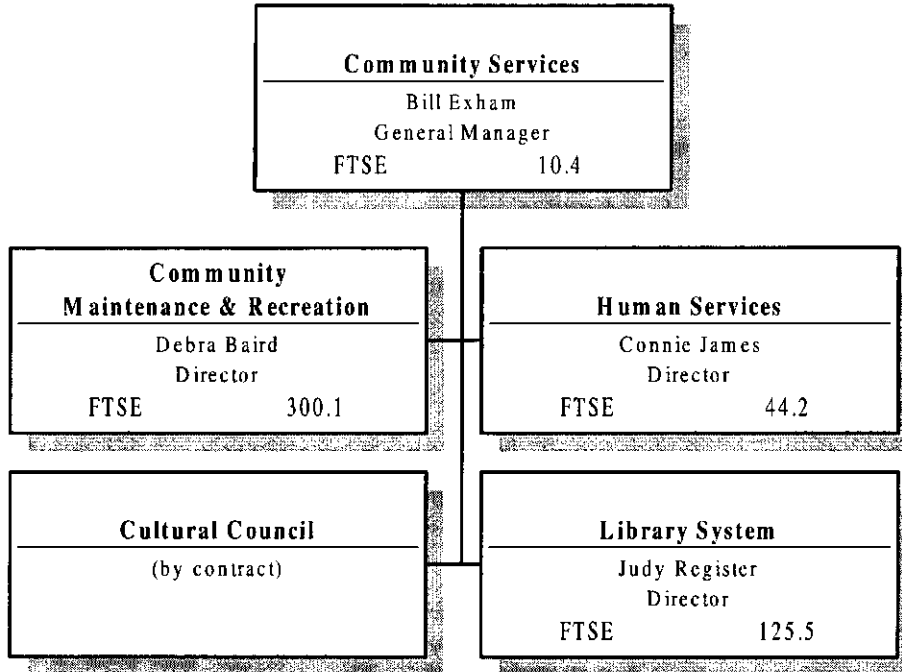


*"Paiute International Club": Nursing Home Visit*

**COMMUNITY SERVICES**

**DEPARTMENT SUMMARY**

**MISSION:** *We will improve and preserve Scottsdale's quality of life through the development of safe and highly maintained facilities and imaginative services that provide opportunities for family interaction, cultural enrichment, and development of lifetime skills which build self-esteem, promote healthy lifestyles, and are a catalyst for community involvement. We will provide assistance and guidance to those in need and link our citizens with information and resources throughout the world.*



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

**FINANCIAL HIGHLIGHTS**

The proposed budget for Community Services increases \$2,145,466 (7%) in 1997/98 and \$2,196,094 (6.7%) in 1998/99. Increases include maintenance/operation of new and/or expanded facilities – Paiute Neighborhood Center, Grayhawk Park, Pinnacle Peak Park, recreational facilities at Apache School, McDowell Mountain Ranch Park, Skatepark, Loloma Transit Center, new Police & Fire facilities, and added inventory of medians & rights of way; program participation growth at Vista Social Services, Via Linda Senior Center, Community Assistance Office, and youth services programs, including after school and sports activities; environmental issues; and technology improvements including an automated reservation/registration system, remote lighting controllers, and connection to all staffed remote areas.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$28,963,258	\$30,523,959	\$32,669,425	\$34,865,519
% of City's Operating Total	18.4%	18.6%	17.4%	16.8%
Full-time Staffing Equivalent (FTSE)	432.7	471.0	480.2	487.8
Volunteer-time Equivalent Staff	40.0	43.0	46.0	50.0

The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

**1995/97 RESULTS AND OUTCOMES**

- Implemented the Maintenance 2000 Task Force report, creating a new division within the department called *Community Maintenance and Recreation*. This Division is managed with geographically based "service areas," and consolidated Facilities Maintenance, Medians and Rights of Way, Parks Maintenance, and Recreation operations into the new division.
- Completed and opened both Palomino and Arabian Libraries. Both of these libraries are located at schools and represent a new method of providing service to citizens through a shared use agreement with the Scottsdale School District.
- Completed the LINKS Community Prevention Plan for youth. This "first of its kind" prevention plan includes shared community goals, strategies to reach the goals, and long term outcome indicators to measure community progress. In addition, LINKS helped to facilitate collaborative grant applications sponsored by the Scottsdale School District and Scottsdale Memorial Health System which resulted in \$560,000 in Tobacco Tax funding for prevention and primary care needs in Scottsdale.
- Completed and opened Horizon Park Community Center, the City's newest community center at 23 acre Horizon Park. Major renovation of McCormick Stillman Railroad Park is underway to improve layout and enhance use of this popular facility.
- Negotiated a matching funds partnership with the Arizona Republic Charities and the Robert R. McCormick Tribune Foundation to add 50 cents in matching funds for every dollar donated by Scottsdale citizens through their utility bills. Scottsdale citizens are donating an average of \$10,500 each month to address human services needs in Scottsdale. This funding is distributed on an annual basis to local non-profit agencies to serve Scottsdale families and citizens of all ages.
- New technology implemented in the Library has improved customer service and reduced costs. Self-check machines, touch tone telephone renewal service, and text based world wide web public access are examples.
- Developed and introduced an integrated jobs preparation program at Vista Del Camino and the Community Assistance Office for unemployed or underskilled citizens, through the active involvement of a 42 member community advisory board and local funding partnerships with the Motorola Community Liaison Council and the Scottsdale Auto Dealers Association.
- Acquired the United Artists Theater on the Scottsdale Mall and developed a cooperative agreement with the Scottsdale Cultural Council to fund and develop the facility into the Scottsdale Museum of Contemporary Art, Gerard L. Cafesjian Pavilion.

**1997/99 DEPARTMENTAL OBJECTIVES**

- Formalize a "Facility Planning Team" by December 1997 to provide guidance for the design and development of City facilities to ensure facilities are aesthetically pleasing, cost effective, and energy efficient.
- Develop a uniform work management system by March 1999 for major maintenance functions, including integration with the Geographic Information System (GIS) to link resources and outputs to geographic areas to effectively manage service delivery and department resources.
- Evaluate the City's compliance with the American's With Disabilities Act (ADA) by January 1998, and recommend additional measures warranted to insure continued ADA compliance and further strengthen municipal services, resources and communication avenues for citizens who are mentally and/or physically challenged.
- Complete Phase I renovations to Scottsdale Mall by December 1998 to enhance public appeal, increase capacity for accommodating festivals and events, and facilitate visitation by tourists and residents.
- Identify the ten most important Community Services capital improvement projects for the next five years by January 1998, and obtain funding commitments so projects can be implemented in a timely manner to provide existing service levels to an increasing population while insuring aging facilities meet the expectations of citizens.

**COMMUNITY SERVICES****DEPARTMENT SUMMARY**

<b>EXPENDITURES BY TYPE</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$14,076,256	\$15,295,776	\$16,445,250	\$17,845,297
Contractual Services	11,701,938	12,401,568	13,163,601	13,949,943
Commodities	2,775,490	2,508,794	2,772,847	2,831,171
Capital Outlay	409,573	317,811	287,727	239,108
<b>Total</b>	<b>\$28,963,257</b>	<b>\$30,523,949</b>	<b>\$32,669,425</b>	<b>\$34,865,519</b>

<b>EXPENDITURES BY DIVISION</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Administration	\$889,854	\$839,438	\$1,015,937	\$1,118,911
Community Maintenance & Recreation	18,853,459	19,678,971	20,828,309	22,135,861
Human Services	1,995,885	2,014,709	2,565,476	2,847,786
Library System	5,206,785	5,913,036	6,119,574	6,558,628
Cultural Council	2,017,277	2,077,795	2,140,129	2,204,333
<b>Total</b>	<b>\$28,963,260</b>	<b>\$30,523,949</b>	<b>\$32,669,425</b>	<b>\$34,865,519</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	404.9	424.9	437.9	444.2
Contractual	19.9	33.0	29.0	29.9
Overtime/Other Pay	7.9	13.1	13.3	13.7
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>432.7</b>	<b>471.0</b>	<b>480.2</b>	<b>487.8</b>

<b>VOLUNTEER TIME INVESTED</b>	<b>ACTUAL 1995/96</b>	<b>ESTIMATED 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
Hours	81,452	89,443	95,700	102,000
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>40.0</b>	<b>43.0</b>	<b>46.0</b>	<b>50.0</b>

## **COMMUNITY SERVICES**

## **ADMINISTRATION**

Community Services Administration provides leadership and support to all divisions within the Community Services Department. Administration encourages innovative thinking and increased productivity by facilitating efficient use of resources with the overall goal of providing effective delivery of services to citizens, and to ensure attainment of City-wide critical objectives.

### **PROGRAM OBJECTIVES**

- Complete a comprehensive Marketing Plan for the department by August 1997 comprised of a unique chapter for each division within Community Services.
- Enhance the existing departmental professional development training program by October 1997 by adding a "certification" program for employees to prepare for management roles and advanced responsibility while earning "City degrees."
- Fully implement the provision of an internal advisory service by July 1999 to assist staff in facilitation of process re-engineering efforts, project development, research and analysis as needed throughout the department.
- Complete the acquisition of the UA5 Cinema building by April 1997, and continue to assist the Scottsdale Cultural Council in the development of the Scottsdale Museum of Contemporary Art, Gerard L. Cafesjian Pavilion.
- Develop a plan, by January 1999, to build toward a "sense of department" to insure Community Services Department employees feel comfortable with the department's vision and align themselves with it.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$742,804	\$769,664	\$855,666	\$925,197
Contractual Services	40,826	46,636	95,200	111,388
Commodities	8,796	10,200	10,900	10,500
Capital Outlay	97,428	12,938	54,171	71,826
Total	\$889,854	\$839,438	\$1,015,937	\$1,118,911

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	7.0	7.0	7.0	7.0
Overtime	3.1	2.7	3.4	3.8
Full-time Staffing Equivalent (FTSE)	10.1	9.7	10.4	10.8

### **SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Administration budget increases \$176,499 (21%) in 1997/98 and \$102,974 (10.1%) in 1998/99. Increases are due to an adjustment in the Event Subsidy Program based on an increase in the number of events supported; and funding for coordination of departmental technology projects in both years. This budget supports the continuation of current services levels.

**COMMUNITY SERVICES****ADMINISTRATION**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Enhance CS special event budgets with 25% donation or sponsorship support.

# of events, projects, facilities receiving sponsorship	N/A	8	12	15
% of event budgets supplemented by contributions	N/A	N/A	25%	25%

**Goal:** Promote personal and professional development training that encourages staff growth and continuing education by requiring 70% of all CS FTEs to attend at least one professional development training session per year.

# of department FTEs	342.2*	352.4*	437.9	444.2
% of CS FTEs participating in at least one training session annually	54%	60%	65%	70%
% of CS FTEs who evaluate training programs as effective	92%	93%	93%	94%

\*Prior to "Maintenance 2000" implementation

**Goal:** Reduce the percent of department supervisory personnel to 8% to provide a flatter and more efficient organization.

# of department personnel	587	614	653	662
% of supervisory staff	8.7%	10.9%	9.5%	9%

**Goal:** Encourage staff to provide a higher quality of service through the use of quality organizational work teams, by having 50% of CS FTEs participating on work teams.

# of department FTEs	342.2*	352.4*	437.9	444.2
% of CS FTEs participating on work teams	N/A	38%	40%	42%
% of CS teams evaluated as effective	N/A	N/A	90%	92%

\* Prior to "Maintenance 2000" implementation



**COMMUNITY SERVICES      COMMUNITY MAINTENANCE AND RECREATION**

The Community Maintenance and Recreation division promotes the positive use of leisure time and contributes to the physical, mental, and social well-being of Scottsdale residents by providing quality service in the areas of park development, park operation, maintenance of City-owned buildings, and the provision of a safe, clean, attractive environment in all City-owned facilities.

**PROGRAM OBJECTIVES**

- Establish five new quality teams and four new self managed teams by January 1998 to enhance service delivery to customers through the integration of medians, facilities management, parks and recreation in the Community Maintenance and Recreation Division.
- Identify opportunities to enhance partnerships with non-profit organizations by December 1997 to assist with providing low-cost youth sport and recreation activities in the community.
- Develop a maintenance calendar by September 1997 to identify seasonal, horticultural, and preventative maintenance needs in the City's five newly established service areas.
- Implement a water and energy management plan by December 1997 to efficiently conserve environmental resources through the acquisition of new technology and refinement of current operational practices.
- Plan and implement enhancements for recreational, educational and informational activities for teen programming by September 1997.
- Develop a plan for the acquisition, development and maintenance of the approved multi-use trail system by September 1997.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$8,561,975	\$9,081,168	\$9,549,619	\$10,241,731
Contractual Services	8,366,248	8,868,478	9,508,745	10,148,353
Commodities	1,786,204	1,530,548	1,658,545	1,672,976
Capital Outlay	139,032	198,777	111,400	72,801
<b>Total</b>	<b>\$18,853,459</b>	<b>\$19,678,971</b>	<b>\$20,828,309</b>	<b>\$22,135,861</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	265.9	276.1	273.4	275.4
Contractual	12.1	21.9	19.1	19.1
Overtime/Other Pay	4.7	8.1	7.6	7.6
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>282.8</b>	<b>306.1</b>	<b>300.1</b>	<b>302.1</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Community Maintenance and Recreation budget increases \$1,149,338 (5.8%) in 1997/98 and \$1,307,552 (6.3%) in 1998/99. This budget supports the maintenance of new facilities (Loloma Transit Center, Police & Fire Facilities, new parks, and increased inventory of medians, landscaping & rights-of-way); new recreational programs; and recreational services, including after school and sports activities for youth; and operation of Grayhawk, McDowell Mountain Ranch Park, Pinnacle Peak Park, and Apache Neighborhood Park.

**COMMUNITY SERVICES      COMMUNITY MAINTENANCE AND RECREATION**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Efficiently maintain City buildings and facilities maintained per FTE.				
Annual facility maintenance cost per square foot per 1,000 residents, including utilities	\$0.0344	\$0.0339	\$0.0335	\$0.0336
Square feet of buildings maintained per FTE	23,587	23,225	23,712	23,913
<b>Goal:</b> Efficiently maintain and/or operate our city parks, open spaces, and streetscapes at a decreasing cost per citizen.				
# of park and median acres maintained	748.2	805.2	1,046.2	1,156.2
Acres maintained per FTE	N/A	2.9	3.0	3.0
Annual operations and/or maintenance cost per acre per 1,000 residents	N/A	\$76.46	\$76.53	\$76.37
<b>Goal:</b> Supplement existing Community Maintenance and Recreation Services staffing resources through alternative means of service delivery (volunteers, Maricopa Adult Probation, ESMORE, partnering).				
# of alternative service FTEs delivered	N/A	35	40	45
% value of FTEs compared with operating budget	N/A	5.3%	5.8%	6.2%
<b>Goal:</b> Efficiently meet the needs of the community for recreation, facility, and sports services while achieving a satisfaction level of 95% as determined by program participant surveys.				
# of residents surveyed	400	400	400	400
% of residents satisfied with recreational services and facilities	96%	94%	95%	96%

**COMMUNITY SERVICES****HUMAN SERVICES**

Human Services provides an integrated system of services, resources, and opportunities to help people improve their lives, the lives of others, neighborhoods, and the total community.

**PROGRAM OBJECTIVES**

- Develop an integrated service plan by June 1998 to address the needs of the growing senior adult population, with emphasis on meeting basic human needs and providing elderly citizens with meaningful opportunities to enrich their lives and "connect" with the broader community.
- Evaluate the short and long-term impacts of welfare, medicare and social security reforms and changes in health and human services funding by October 1998; and recommend adjustments in City policies, services and funding levels to address the human services needs of Scottsdale citizens.
- Provide additional leadership and resources to implement the LINKS Community Prevention Plan for youth and families, measure and report community results, and develop new prevention initiatives through LINKS and other community partnerships by June 1999
- Improve housing conditions in neighborhoods by June 1999, through the planning and implementation of multiple strategies and policies to: preserve, upgrade or redevelop existing affordable housing units; and develop new affordable housing units or services.
- Provide meaningful avenues to involve customers and community stakeholders--including the Human Services Commission, youth, senior citizens and minority groups in influencing and evaluating human services in all facilities through June 1999.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,218,600	\$1,332,356	\$1,765,277	\$2,069,305
Contractual Services	537,829	594,343	637,817	671,159
Commodities	119,813	75,243	117,136	90,866
Capital Outlay	119,643	12,767	45,246	16,456
Total	\$1,995,885	\$2,014,709	\$2,565,476	\$2,847,786

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	28.0	28.8	41.3	44.6
Contractual	0.5	2.1	2.1	2.1
Overtime/Other Pay	0.1	0.8	0.8	0.8
Full-time Staffing Equivalent (FTSE)	28.6	31.7	44.2	47.5

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Human Services budget increases \$550,767 (27.3%) in 1997/98 and \$282,310 (11.0%) in 1998/99. This budget supports the increasing attendance levels at the Via Linda and Civic Center Senior Centers; increased demand for social services; and operation of Phase III of the Paiute Neighborhood Center.

**COMMUNITY SERVICES****HUMAN SERVICES**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Achieve an overall satisfaction level of 90% or higher from customers participating in a cross-section of human services programs.				
# of customers completing participant surveys	N/A	240	260	280
% of customers satisfied with designated services as an average of all programs surveyed	N/A	90%	90%	90%
<b>Goal:</b> Utilize citizen volunteers equivalent to 50% of divisional FTEs to maximize and improve services.				
# of annual volunteer hours	32,659	41,787	49,920	53,040
% of volunteer hours to FTE hours	53%	48%	50%	50%
<b>Goal:</b> Reduce the # of high school drop outs per 1,000 students by 5% annually through extensive community collaboration.				
# of high school drop outs per 1,000 students	38	36	34	32
% decrease from previous year	25%	5%	5%	5%

**COMMUNITY SERVICES****LIBRARY**

The Library System strives to provide quality customer service and up-to-date information in a variety of formats. We provide library materials and programs that educate, enrich, and entertain. Scottsdale Public Library System serves the citizens of Scottsdale and Maricopa County, linking them with resources and people throughout the world.

**PROGRAM OBJECTIVES**

- Analyze and upgrade Library technology to meet growing citizen demands and to insure compatibility with City technology direction by June 1999.
- Increase customer awareness of, access to, and training in the use of electronic information resources by June 1999, through comprehensive marketing and training sessions.
- Plan and implement training to enhance employee interpersonal communication and to further staff skills in the use of electronic information resources to provide enhanced customer services by June 1999.
- Centralize city documents in Civic Center Library to increase citizen and staff access by December 1998.
- Continue to evaluate current staffing levels, creatively redeploying staff to extend library hours and/or improve services by January 1998.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$3,552,878	\$4,112,588	\$4,274,68	\$4,609,064
Contractual Services	739,758	814,316	781,710	814,710
Commodities	860,678	892,803	986,266	1,056,829
Capital Outlay	53,471	93,329	76,910	78,025
Total	\$5,206,785	\$5,913,036	\$6,119,574	\$6,558,628

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	104.0	113.0	116.2	117.2
Contractual	7.2	9.0	7.8	8.7
Overtime/Other Pay	0.1	1.5	1.5	1.5
Full-time Staffing Equivalent (FTSE)	111.3	123.5	125.5	127.4

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Library System budget increases \$206,538 (3.5%) in 1997/98 and \$438,054 (7.2%) in 1998/99. This budget supports current service levels at Civic Center, Mustang, Palomino and Arabian libraries, and supports the library technology plan.

**COMMUNITY SERVICES****LIBRARY**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Maintain a 95% or higher citizen satisfaction rating.				
City of Scottsdale population	174,000	183,030	190,500	197,950
Cost per citizen to provide library and information services	\$30.50	\$32.90	\$33.13	\$32.95
% of citizens satisfied with library and information services	99%	98%	95%	95%
<b>Goal:</b> Increase customer use of electronic information resources by 10% annually.				
# of training participants	197	217	239	263
Cost per participant of providing training for electronic information resources	\$10.50	\$26.75	\$25.65	\$24.55
# of users dialing into the library computer catalog	48,056	55,264	60,791	66,870
% increase of users dialing into the library computer catalog	78.8%	15%	10%	10%

**COMMUNITY SERVICES**

**CULTURAL COUNCIL**

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

**PROGRAM OBJECTIVES**

- Develop an endowment balance of \$5,000,000 by June, 1999.
- Plan and manage the opening of the Scottsdale Museum of Contemporary Art, Gerard L. Cafesjian Pavilion by January, 1998.
- Implement the Public Art Master Plan by May, 1999.
- Increase the number of outreach offerings by 1% by June, 1998.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services				
Contractual Services	\$2,017,277	\$2,077,795	\$2,140,129	\$2,204,333
Commodities				
Capital Outlay				
Total	\$2,017,277	\$2,077,795	\$2,140,129	\$2,204,333

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

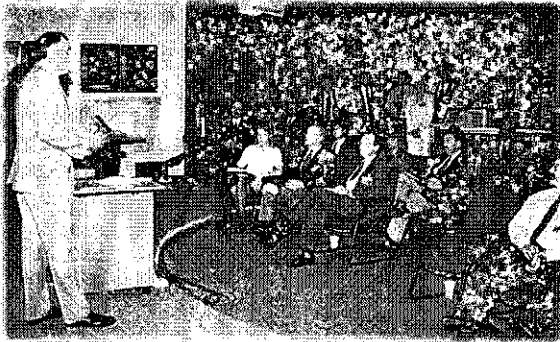
The Cultural Council budget increases \$62,334 (3%) in 1997/98 and \$64,204 (3%) in 1998/99. Increases reflect the terms of the City's contractual agreement with the Cultural Council.

**COMMUNITY SERVICES****CULTURAL COUNCIL**

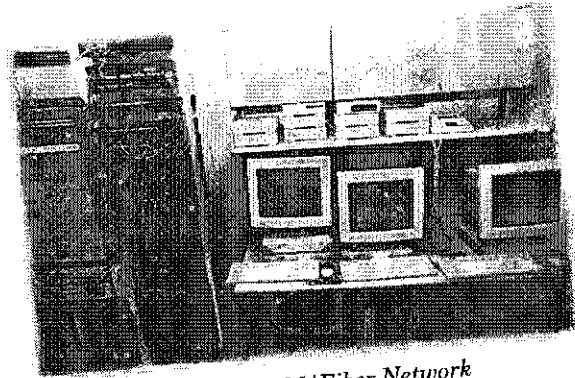
<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Effectively meet the needs of the community for arts and cultural programs by offering performing arts programming which increases in attendance by 2% each year.				
Performing Arts attendance	128,966	118,300	120,650	123,000
% of theater and amphitheater capacity filled.	71%	73%	75%	77%
<b>Goal:</b> Increase SCA theater and amphitheater attendance by 1% annually.				
Arts theater and amphitheater attendance	64,450	70,000	65,094	65,745
% increase in attendance	N/A	9%	(7%)	1%
<b>Goal:</b> Effectively increase the amount of general operating revenue by 4% each year.				
# of contributors and members	2,485	2,550	2,600	2,650
Value of contributions	\$1,354,211	\$1,239,729	\$1,289,318	\$1,340,891
% increase in the amount of contributed revenue	N/A	4%	4%	4%
<b>Goal:</b> Develop educational programming that enables audiences to interact with artists by having 70 artists each year provide interactive programs.				
# of artists who provide an interactive experience	75	71	70	70
Educational programming attendance	7,630	7,320	7,200	7,200



**INFORMATION SYSTEMS**



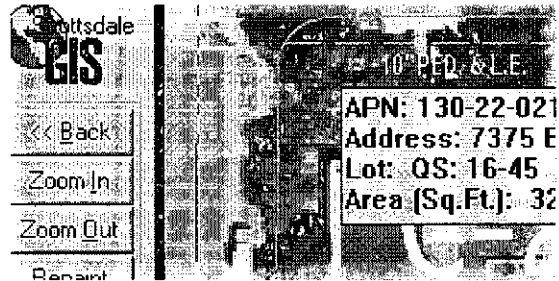
*Senator Kyl Announces 5 year NASA grant award for the Advanced Technology Program*



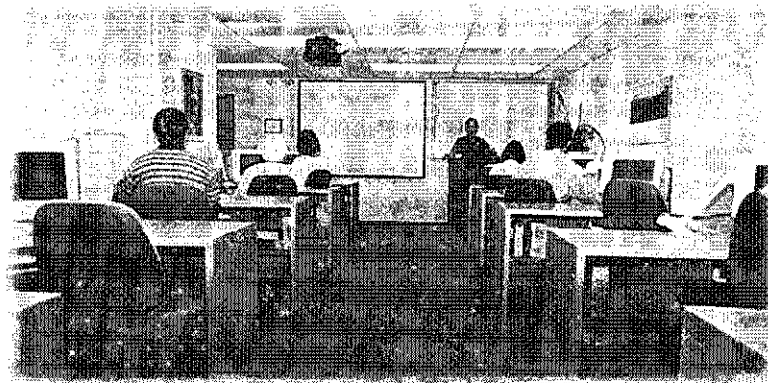
*The City's ATM / Fiber Network*



*Computer Operations Control Center*



*Land Information System (LIS) Map Wizard*

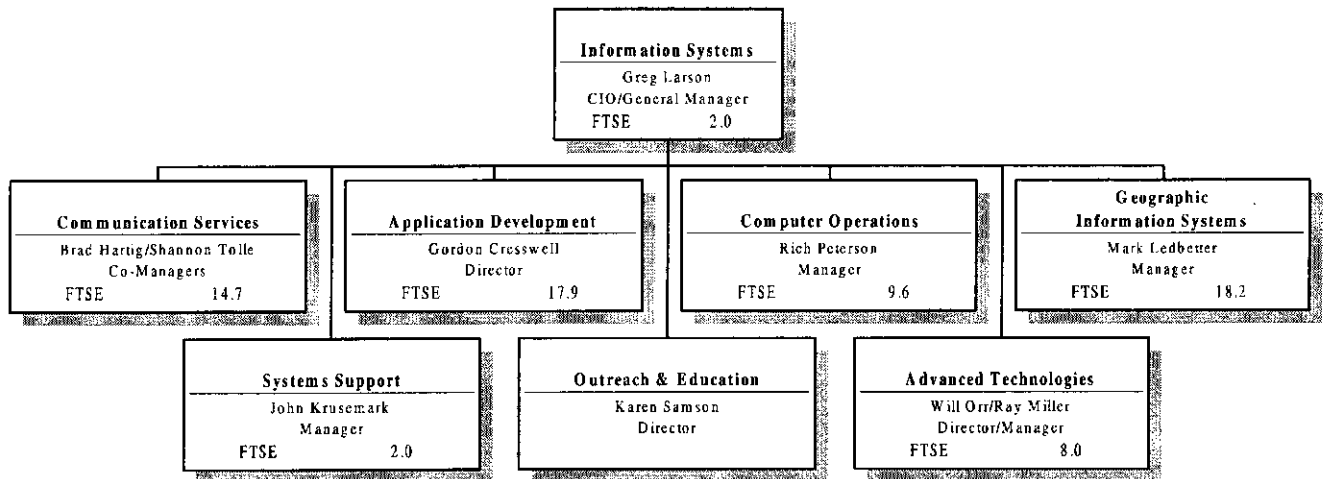


*Information Systems Training Center*

# INFORMATION SYSTEMS

# DEPARTMENT SUMMARY

**MISSION:** *Information Systems assists all City business decisions and operations, as well as provides direct services to the community, through: Supporting, Educating, Leading and Visioning the Appropriate Use of Technology to Reduce Costs and Improve Services.*



The Information Systems department is comprised of Administration, Geographic Information Systems, Advanced Technology, Communication Services, Application Support, Computer Operations, and Systems Support. The department is currently undergoing a reorganization, and a new structure will be established by July 1997 to better meet the changing demands of technology and our customers.

## FINANCIAL HIGHLIGHTS

The Information Systems budget increases \$812,722 (15.8%) in 1997/98 and \$309,129 (5.2%) in 1998/99. Increases provide for maintenance of the data communications network between the Civic Center and Via Linda Campuses; the addition of a network engineer to ensure system integrity and functionality; development of a business resumption plan; funding to maintain the open systems network which provides connectivity among all the city's systems; telecommunications support to respond to recent technological and regulatory changes; continuation of the 3-D visualization program; and addition of a data base administrator in 1998/99 to provide data management support for citywide applications.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$4,652,423	\$5,141,226	\$5,953,948	\$6,263,077
% of City's Operating Total	2.9%	3.1%	3.2%	3.0%
Full-time Staffing Equivalent Staff (FTSE)	63.6	69.7	72.5	74.5
Volunteer-time Staffing Equivalent		0.5	1.0	1.0

The following is an executive summary of departmental major initiatives and service efforts and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

**1995/97 RESULTS AND OUTCOMES**

- Completed the 1991 Technology Strategic Plan ahead of schedule and under budget.
- Created the City's Internet "Home Page" and provided Internet and Intranet access as needed for all City staff
- Reoriented and expanded the City's technology education and communication programs
- Moved Geographic Information Systems from development to service delivery.
- Expanded the Advanced Technology Program research and development efforts.
- Installed new financial, court and public safety information systems.
- Supported and led the grant efforts for an integrated, enterprise-wide Public Safety system.
- Piloted document imaging in two departments (Customer Service and the City Clerk).
- Established the Technology Board as the first "internal" Board of Directors for City operations.
- Received world-wide recognition and awards for Scottsdale's technology initiatives.

**1997/99 DEPARTMENTAL OBJECTIVES**

- Upgrade and Enhance the City's Telephony Infrastructure, by December 1998: Develop a multi-phase plan for installation and upgrade of the City's telephone system's main processing equipment, replace twenty-three remote systems and provide for additional voice and data capacity. This objective will replace aging and inadequate equipment, provide a voice and data infrastructure that will be used to provide City services to over 54 city facilities, and position the City to take advantage of emerging systems and technologies.
- Complete Migration of City Applications to Open Systems, by June 1999: Provide application support and consultation to ensure continued and complete migration to open system platforms.
- Complete ATM/Network Infrastructure Enhancement, by October 1998: Install a high speed "Sonet Ring" system between City's Via Linda Campus and the Civic Center campus.
- Position the City for the Year 2000 Transition, by June 1999: Provide consultation for City departments to identify possible year 2000 application conflicts, by June 1997, and provide technical information and resolution, by June 1999.
- Expand the City's Internet to take advantage of commerce, and develop a City Wide Intranet: Expand content and functionality of the City's current Internet website; provide support and training for the development of Internet applications that will support electronic commerce, by June 1998; and, provide on-going support and training for internal Intranet applications, by September 1997.
- Complete Digital Mapping for Water & Sewer Infrastructure: Convert the City's existing paper maps to digital format and develop an associated water and sewer infrastructure database.
- Implement GIS based Permits & Water Work Order Management Systems: Provide custom-developed systems for more efficient management of the City's permitting and work order processes to provide more timely and accurate data collection, provide accurate cost of services for Water and Wastewater work, and enhance the City's maintenance of its digital maps.
- Expand Access to GIS Databases: Provide custom-developed linkages between GIS data and City systems. Convert GIS data into formats usable by other commercial GIS analysis tools (MapInfo, ArcView); and, provide intranet and internet access to selected GIS data.
- Move Completed Advanced Technology Program Applications to Ongoing Service Delivery: Transition selected applications such as Stormwater Management, Environmental Monitoring, Emergency Incident Response and 3-D Visualization from research and development to departmental utilization and maintenance.
- Coordinate Telecommunications Policy Issues: Provide a single point of contact for existing and new telecommunications service providers, coordinate internal city telecommunication efforts, develop appropriate telecommunication policies and guidelines, and support legislative and revenue strategies established by the City.

**INFORMATION SYSTEMS****DEPARTMENT SUMMARY**

<b>EXPENDITURES BY TYPE</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$2,679,064	\$2,987,764	\$3,110,308	\$3,360,600
Contractual Services	1,481,105	1,612,921	2,086,610	2,126,132
Commodities	302,464	276,555	391,680	403,801
Capital Outlay	189,790	263,986	365,350	372,544
<b>Total</b>	<b>\$4,652,423</b>	<b>\$5,141,226</b>	<b>\$5,953,948</b>	<b>\$6,263,077</b>

<b>EXPENDITURES BY DIVISION</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Information Systems Administration	\$199,125	\$139,790	\$390,782	\$401,869
Communication Services	853,428	996,402	1,666,863	1,758,465
Application Development	1,232,356	1,229,265	1,135,527	1,258,553
Computer Operations	1,088,632	1,129,341	890,831	890,231
Systems Support	223,142	164,414	147,116	152,232
Geographic Information Systems Support	843,919	1,290,544	1,237,053	1,307,142
Advanced Technology	186,875	191,470	485,776	494,585
<b>Total</b>	<b>\$4,652,423</b>	<b>\$5,141,226</b>	<b>\$5,953,948</b>	<b>\$6,263,077</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	58.8	52.8	52.8	53.8
Contractual	9.3	15.5	18.3	19.3
Overtime	1.5	1.4	1.4	1.4
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>63.6</b>	<b>69.7</b>	<b>72.5</b>	<b>74.5</b>

<b>VOLUNTEER TIME INVESTED</b>	<b>ACTUAL 1995/96</b>	<b>ESTIMATED 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
Hours	N/A	1,040	2,080	2,080
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>0</b>	<b>0.5</b>	<b>1.0</b>	<b>1.0</b>

**INFORMATION SYSTEMS****ADMINISTRATION**

Information Systems Administration provides the leadership, coordination and administration for the seven cost centers within the Information Systems Department, and supports other citywide initiatives and efforts.

**PROGRAM OBJECTIVES**

- Develop and implement a Telecommunications Policy and Coordination program.
- Reorganize Information Systems to better meet the demands of our customers and changing technologies.
- Investigate alternative organizational and financial structures for the delivery of information services.
- Develop new performance measurement and reporting tools for all Information Systems.
- Integrate technology opportunities with other City reengineering and process management initiatives.
- Support Citywide efforts in competitive management, citizen participation, and land use and development.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$108,762	\$114,065	\$133,100	\$137,300
Contractual Services	87,417	22,735	230,032	236,153
Commodities	738	738	9,500	9,880
Capital Outlay	2,208	2,252	18,150	18,536
<b>Total</b>	<b>\$199,125</b>	<b>\$139,790</b>	<b>\$390,782</b>	<b>\$401,869</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	1.0	1.0	1.0	1.0
Contractual			1.0	1.0
Full-time Staffing Equivalent (FTSE)	1.0	1.0	2.0	2.0

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Information Systems Administration budget increases \$250,992 in 1997/98 and \$11,087 in 1998/99. Increases in reflect the addition of telecommunications support to respond to recent technological and regulatory changes; and centralization of the department's training budget previously reflected in the various Information Systems programs.

**INFORMATION SYSTEMS****ADMINISTRATION**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Develop and implement new customer outreach, involvement, and satisfaction measurement mechanisms.				
Technology Board Meetings	NA	20	20	20
Technology User Groups	1	3	5	8
Customer Surveys and Focus Groups	1	2	5	10
<b>Goal:</b> Utilize project management tools and resources for system development and implementation				
Adopt customer agreements for new applications and systems	0	0	3	6
Establish Project Schedules	5	10	15	20
Meet Project Milestones	NA	NA	65%	80%
<b>Goal:</b> Establish Scottsdale's Telecommunications Policy and Coordination Program as a national benchmark				
Adopt Citywide Policies & Strategies	NA	NA	Propose	Adopt
Create single point Customer Service	NA	NA	Yes	Continue
Achieve new City revenues	\$155,000	\$100,000	\$150,000	\$200,000

**INFORMATION SYSTEMS****COMMUNICATION SERVICES**

Communication Services develops, maintains and supports the City's voice and data technology infrastructure. This includes all telephones, personal computers, file servers and the underlying network required for these components to operate.

**PROGRAM OBJECTIVES**

- Upgrade and enhance the City's telephony Infrastructure, by December 1998. The objective is to replace aging and outdated equipment, provide a voice and data infrastructure to over 54 City facilities, and position the City to take advantage of emerging systems and technologies.
- Migrate the City's existing Novell file servers to Microsoft NT servers, by October 1997. The objective is to move the City's eleven existing Novell servers to Microsoft NT servers to allow for tighter integration with existing systems.
- Continue to upgrade the City's aging personal computer infrastructure. Replacement is based on funding in the Technology Reserve Fund which calls for replacing one hundred and ten machines during fiscal year 1997/98 and two hundred and one machines in fiscal year 1998/99.
- Complete the ATM/Network infrastructure enhancements, by October 1998. Install a high speed Sonet Ring between the City's Via Linda Campus and the Civic Center campus. The existing microwave will remain as a slower speed backup system to the Sonet Ring.
- Upgrade the City's computer systems to the newest version of the Microsoft products, by June 1998. This includes but is not limited to the migration from NT3.51 to version 4.0 and the migration from Office 95 to Office 97.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$580,894	\$672,294	\$801,758	\$855,035
Contractual Services	125,152	130,180	378,850	406,005
Commodities	91,918	137,355	289,355	297,849
Capital Outlay	55,464	56,573	196,900	199,567
Total	\$853,428	\$996,402	\$1,666,863	\$1,758,456

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	12.0	12.0	13.0	13.0
Contractual	1.3	0.4	0.9	0.9
Overtime/On Call	.07	0.6	0.8	0.8
Full-time Staffing Equivalent (FTSE)	14.0	13.0	14.7	14.7

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Communications Services budget increases \$670,461 (67.3%) in 1997/98 and \$91,593 (5.5%) in 1998/99. Increases include the addition of a network engineer position to ensure system integrity and functionality of the city's data network; technical contractual funding to meet increased workloads; maintenance of the data communications network between the Civic Center and Via Linda Campuses; and funding to maintain the open systems network which provides connectivity among all the city's systems.

**INFORMATION SYSTEMS****COMMUNICATION SERVICES**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Provide the highest level of availability/reliability for computers/servers, client work stations, and networks.				
Provide an operational ready status of 100% for all network systems.	98%	100%	100%	100%
Work station availability (PC, terminal, etc).	97%	100%	100%	100%
Computer availability (UNIX, NT, Enterprise Server).	98%	100%	100%	100%
Server Availability	98%	100%	100%	100%
<b>Goal:</b> Respond to service requests within 24 hours and maintain a customer satisfaction rating of 100%.				
# of service requests	7272	7635	8016	8416
% of service requests answered with 24 hours	87%	100%	100%	100%
% of customer satisfaction	91%	100%	100%	100%



**INFORMATION SYSTEMS****APPLICATION DEVELOPMENT**

Application Development provides general citywide application support through software consultation, development and maintenance, including completing the migration to open system platforms, and leading the year 2000 transition.

**PROGRAM OBJECTIVES**

- Implement a new integrated Financial System (*SmartStream*), by June 1999.
- Implement a Utility Billing System, by June 1999.
- Complete the migration of Mapper Systems to open systems, by June 1999.
- Provide leadership and direction to the implementation of an integrated Criminal Justice System (Police, Court, Prosecutor).
- Participate in the development of Data standards and Data Warehouse capabilities.
- Provide consultation for City departments to identify year 2000 application conflicts, by June 1997, and provide technical information in support of resolution, by June 1999.
- Support and maintain other existing applications.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,034,216	\$1,068,028	\$1,011,918	\$1,131,613
Contractual Services	112,150	114,701	69,392	71,444
Commodities	57,960	18,017	20,017	20,648
Capital Outlay	27,960	28,519	34,200	34,848
<b>Total</b>	<b>\$1,232,356</b>	<b>\$1,229,265</b>	<b>\$1,135,527</b>	<b>\$1,258,553</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	18.8	18.8	17.8	18.8
Contractual	0.8	0.2	0.1	0.1
Full-time Staffing Equivalent (FTSE)	18.8	19.0	17.9	18.9

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Applications Development budget decreases \$93,738 (7.6%) in 1997/98 and increases \$123,026 (10.8%) in 1998/99. The decrease in the first year reflects the transfer of one systems analyst position to the Police Department, and the movement of the training budget to Information Systems Administration. The increase in 1998/99 reflects the addition of a data base administrator to provide data management support for citywide applications.

**INFORMATION SYSTEMS****APPLICATION DEVELOPMENT**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Complete application support for Open Systems applications within mandated timelines and per customer priorities.				
# of Enterprise server applications supported through maintenance.	30	29	12	0
# of Open System applications supported through consultation, development and maintenance.	7	9	26	42
# of staff assigned to support Enterprise and Open server applications	11	9	11	10
% of applications completed per committed timelines	100%	100%	100%	100%
<b>Goal:</b> Provide Desk Top support for City staff and complete all desk top support work orders within mandated timelines per customer priorities.				
Average # of desk top work orders per year.	1,901	6,000	7,000	8,000
# of staff assigned to desk top support.	8-part time	2-FTE	3-FTE	4-FTE
% of desk top work orders completed on time.	100%	100%	100%	100%

**INFORMATION SYSTEMS****COMPUTER OPERATIONS**

Computer Operations monitors, operates and maintains the City's enterprise wide and departmental systems (library, courts, police) that are located within it's facility. This is a 24 hour, 7 day per week operation.

**PROGRAM OBJECTIVES**

- Develop and implement new enhancements and processes in the operations center that will allow the facility to operate with less required operator coverage and temporary help, by June 1998.
- Complete transition from mainframe computing environment to networked systems, reorganizing the operations area to a state of the art facility, increasing efficiency, productivity and performance, while showcasing the City's new systems and network environment, by August 1997.
- Expand the capabilities and knowledge base of Information Systems Helpline staff by replacing current work order application software with true help desk automated software, and related training, by January 1998.
- Develop funding and define the implementation process for a City wide business continuity plan for all computer systems on the City's Local Area Network (LAN), and Wide Area Network (WAN), by June 1998.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$394,836	\$412,283	\$435,499	\$461,123
Contractual Services	574,438	597,338	389,477	360,998
Commodities	101,250	101,250	52,558	54,558
Capital Outlay	18,108	18,470	13,300	13,552
Total	\$1,088,632	\$1,129,341	\$890,834	\$890,231

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	9.0	9.0	9.0	9.0
Overtime	0.8	0.7	0.6	0.6
Full-time Staffing Equivalent (FTSE)	9.8	9.7	9.6	9.6

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Computer Operations budget decreases \$238,507 (21.1%) in 1997/98 and \$603 in 1998/99. Decreases reflect a reduction in the maintenance of equipment and machinery due to the elimination of the mainframe as the city transitioned to the open system environment. This decrease is partially offset by the one time expenditure for consulting services in 1997/98 for development of a business resumption plan.

**INFORMATION SYSTEMS****COMPUTER OPERATIONS**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Provide the highest level of availability/reliability for City computer systems				
# of City wide computer systems	4	3	2	2
% of availability	98%	100%	100%	100%
<b>Goal:</b> Provide Helpline assistance and answers for customers on 50% of level one calls.				
Average # of calls per year	7272	7635	8016	9000
% of questions answered on level one calls	19%	50%	50%	50%
<b>Goal:</b> Print and distribute 100% of all computer generated forms/documents within mandated time frames.				
Average # of forms/documents distributed annually	5,400,000	5,400,000	4,320,000	4,320,000
% distributed within mandated time frames	98.7%	100%	100%	100%

**INFORMATION SYSTEMS****SYSTEMS SUPPORT**

Systems Support is responsible for support of several enterprise systems including the City's Internet connection and World Wide Web server, Internet security firewall, and Intranet server. We also provide software support and system software maintenance for the Unisys ClearPath Enterprise Server.

**PROGRAM OBJECTIVES**

- Upgrade Internet WWW server to enable support for electronic commerce, by December 1997.
- Provide technical training and leadership for City-wide team in support of Internet and Intranet development.
- Maintain all systems with current levels of supported software.
- Work with Communications Services to complete migration from DCP-40 to DCP-200, by July 1997.
- Explore new software solutions to address and support departmental objectives. (such as new Microsoft Internet tools, and DEPCON distributed network printing from ClearPath)

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$195,051	\$136,963	\$133,604	\$138,624
Contractual Services	19,807	19,047	4,862	4,886
Commodities	2,284	2,284	4,850	4,850
Capital Outlay	6,000	6,000	3,800	3,872
Total	\$223,142	\$164,414	\$147,116	\$152,232

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	2.0	2.0	2.0	2.0
Full-time Staffing Equivalent (FTSE)	2.0	2.0	2.0	2.0

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Systems Support budget decreases \$17,298 in 1997/98 and increases \$5,116 in 1998/99. This budget provides for the continuation of the current service level. The first year decrease results from the centralization of all training budgets in Information Systems Administration budget.

**INFORMATION SYSTEMS****SYSTEMS SUPPORT**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Provide support and training for Internet users in the City.				
# of staff Internet users	100	450	800	1,000
# of staff members providing Internet support	1	1	2	2
<hr/>				
<b>Goal:</b> Provide support, leadership, and training for the City's Intranet Team.				
# of active Intranet Users	0	800	1,000	1,200
# of active team members	12	30	50	65
<hr/>				
<b>Goal:</b> Provide 100% system availability (other than scheduled maintenance) for Unisys ClearPath System.				
# of City wide computer systems	4	3	2	2
% of availability	99%	100%	100%	100%

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**INFORMATION SYSTEMS GEOGRAPHIC INFORMATION SYSTEM SUPPORT**

Geographic Information Systems (GIS) provides planning, development and implementation of geographically-enabled applications and technologies; and develops and maintains the digital base maps for the City of Scottsdale.

**PROGRAM OBJECTIVES**

- Complete digital mapping for Scottsdale water and sewer infrastructure, by December 1998.
- Provide on-going support for existing GIS applications.
- Implement new GIS-based applications to include Permits Phase I and Water Work Order Management, by December 1997.
- Provide timely and accurate maintenance of Scottsdale GIS databases and expand access to GIS databases for employees, citizens, and developers.
- Provide technical and strategic assistance to City departments concerning GIS and other information technologies.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$355,259	\$487,661	\$502,353	\$538,254
Contractual Services	479,730	643,920	627,800	658,512
Commodities	6,894	6,911	7,900	8,216
Capital Outlay	2,036	152,052	99,000	102,160
<b>Total</b>	<b>\$843,919</b>	<b>\$1,290,544</b>	<b>\$1,237,053</b>	<b>\$1,307,142</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	9.0	9.0	9.0	9.0
Contractual	8.0	10.0	9.2	9.2
Overtime	0.1			
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>17.1</b>	<b>19.0</b>	<b>18.2</b>	<b>18.2</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Geographic Information Systems budget decreases \$53,491 (4.1%) in 1997/98 and increases \$70,089 (5.7%) in 1998/99. The decrease in 1997/98 reflects the transfer of the training budget to Information Systems Administration, and the reduction in one time expense for computer equipment between 1996/97 and 1997/98. The increase in the 1998/99 budget supports the continuation of current service levels.

**INFORMATION SYSTEMS GEOGRAPHIC INFORMATION SYSTEM SUPPORT**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Leverage the use of GIS technologies.				
# of Land Information System (LIS) users	0	200	600	1,000
% of organization directly using GIS technology	0	25%	50%	90%
# of GIS applications deployed	N/A	3	6	10
<b>Goal:</b> Maintain an accurate and timely GIS database.				
Average # of days required to post a new subdivision	N/A	7 work days	7 work days	5 work days
Average # of days required to update the GIS data warehouse	N/A	5 work days	1 work day	1 work day
<b>Goal:</b> Increase operational efficiency through the use of GIS and other emerging information technologies.				
# of \$ saved and/or generated per dollar of the GIS program budget (ROI)	N/A	\$2 to \$1	\$2 to \$1	\$3 to \$1



**INFORMATION SYSTEMS****ADVANCED TECHNOLOGY**

The Advanced Technology Program, combining grant funding with internal user guidance, develops advanced technologies including remotely sensed data, decision support software, visualization, simulation, and mathematical modeling to build the world's finest decision support system for sustainable communities.

**PROGRAM OBJECTIVES**

- Deploy Storm Water, Environmental Monitoring, and Incident Management application.
- Build industry partnerships to lower City's costs of new application development and support.
- Produce grant funding to lower City risk/expense of introducing new technologies.
- Develop inter-governmental partnerships which nationally showcase Scottsdale's technological leadership.
- Protect the City's creativity assets through intellectual property protection and product commercialization.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$91,875	\$96,470	\$92,076	\$98,651
Contractual Services	85,000	85,000	386,200	388,134
Commodities	10,000	10,000	7,500	7,800
Capital Outlay	0	0	0	0
<b>Total</b>	<b>\$186,875</b>	<b>\$191,470</b>	<b>\$485,776</b>	<b>\$494,585</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	1.0	1.0	1.0	1.0
Contractual		5.0	7.0	8.0
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>1.0</b>	<b>6.0</b>	<b>8.0</b>	<b>9.0</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Advanced Technology budget increases \$294,306 (153.7%) in 1997/98 and increases \$8,809 (1.8%) in 1998/99. This budget supports the continuation of the 3-D visualization program which provides for public meeting presentation support, graphic support for City Council review materials, special project support, continued development and support of existing visualization projects, and creation of new visualization projects, contingent on additional capital project or grant funding.

**INFORMATION SYSTEMS****ADVANCED TECHNOLOGY**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Establish Grant funding to lower City risk/expense of introducing new technologies				
City dollars	\$175,000	\$196,000	\$210,000	\$220,000
Grant dollars	\$764,000	\$810,000	\$1,100,000	\$1,400,000
% of total dollars grant funded	81%	81%	84%	86%

**Goal:** Deploy 100% of the storm water, environmental monitors, and incident management applications

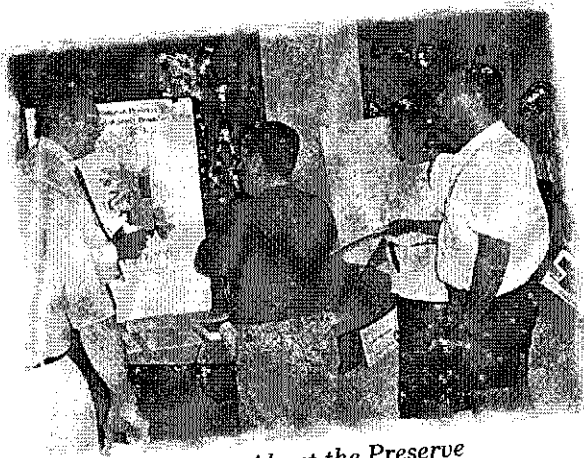
% Storm Water Applications operational		85%	100%	100%
% Incident Mapping applications operational		20%	100%	100%
% Environmental Monitoring applications operational		45%	100%	100%

**Goal:** Develop inter-governmental partnerships which nationally showcase Scottsdale's technological leadership

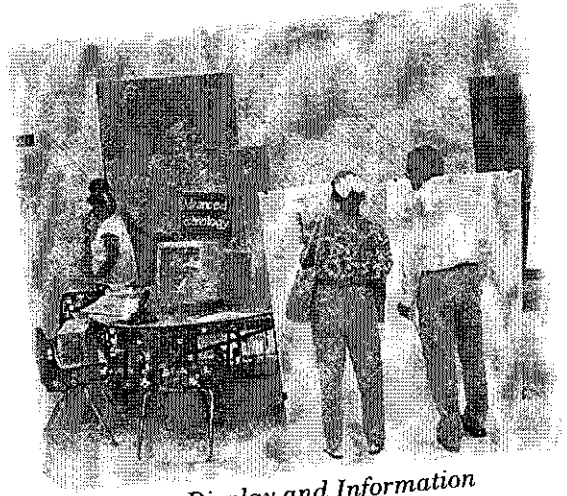
Public Events/Year	16	17	15	14
Other Jurisdictions	5	25	20	15
Audience Size/Week	12	20	30	35
Press Articles	4	13	15	20
Senior Federal Agency Meetings	26	28	20	22
White House Staff Meetings	1	3	3	3
Congressional Meetings	8	10	8	8

## COMMUNITY PLANNING

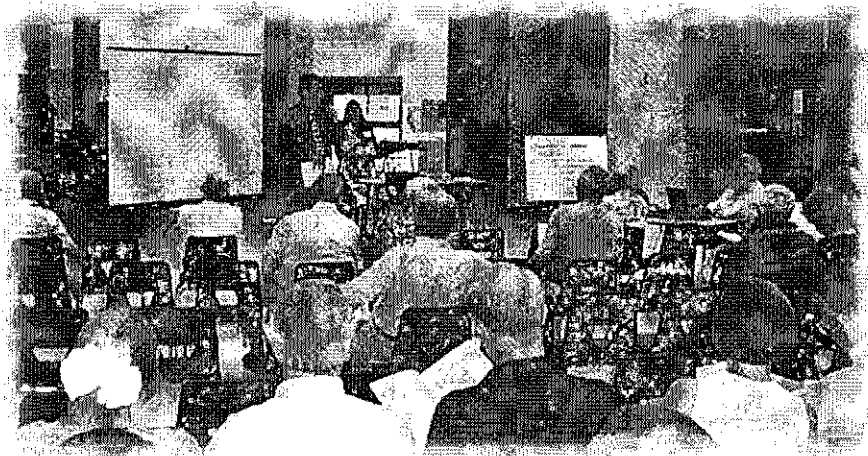
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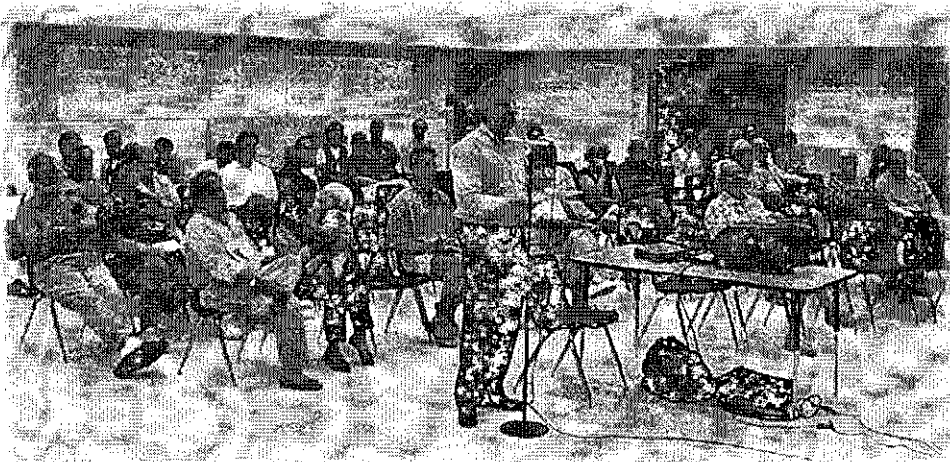
*Talking About the Preserve*



*Display and Information*



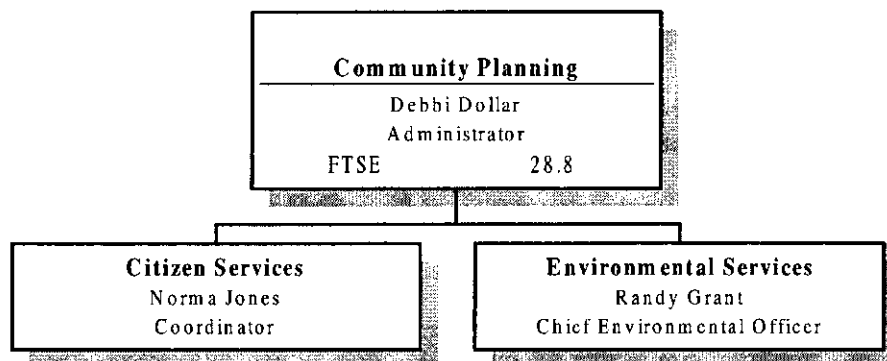
*Opening the Presentation*



*Comments From an Interested Citizen*

## **COMMUNITY PLANNING**

The Community Planning division is responsible for administration of the City's General Plan, the policy document which guides the City's growth and development. Additionally, this group is charged with carrying out the recommendations of Scottsdale's Shared Vision and CityShape 2020 and focuses their efforts on the elements of the General Plan and in administering Character Area and Neighborhood Plans. Included in this division are the Citizen Service Centers and the Environmental Management Office, as well as services for providing community information regarding population, economics and geographical resources. The Community Planning division strives to involve the community through communication, education, and customer responsiveness in its everyday operations.



The Community Planning division is comprised of Community Planning, Citizen Services, and Environmental Services.

### **FINANCIAL HIGHLIGHTS**

The Community Planning budget increases \$474,075 (29.2%) in 1997/98 and \$212,529 (10.1%) in 1998/99. The major portion of the increases occur in the first year and reflect the effects of the Planning & Development reorganization after the last two year budget was adopted. Many positions were transferred in and/or reclassified, resulting in an increase in the salary budget for 1997/98. Other first year increases include the new "Scottsdale Voices" program and the addition of a Community Issues Facilitator to address neighborhood issues. The 1998/99 budget includes the operational cost of a new citizen services center at Grayhawk, and promotion of the Environmental program's composting program.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$482,912	\$1,625,218	\$2,099,293	\$2,311,822
% of City's Operating Total	0.3%	1.0%	1.1%	1.1%
Full-time Staffing Equivalent Staff (FTSE)	22.4	24.6	28.8	29.9
Volunteer-time Staffing Equivalent	-	-	-	-

## **COMMUNITY PLANNING**

### **1995/97 RESULTS AND OUTCOMES**

- Through a variety of mechanisms, provided information and tools for every Scottsdale household to participate in some type of neighborhood collaborative activity.
- Increased neighborhood outreach by partnering with other agencies and departments to offer Citizen Service Centers at Desert Canyon Middle School and the city's Corporation Yard.
- Completed CityShape 2020 public process, developed implementation plan and realigned staff resources to effectively implement "character-based" planning.
- Implemented neighborhood recycling program in support of City's long-term solid waste management goals.

### **PROGRAM OBJECTIVES**

- Integrate the recommendations of CityShape 2020 and the Shared Vision into the planning and development process.
- Seek innovative solutions for achieving a sustainable community while focusing on the needs of individual neighborhoods.
- Seek internal and external partnerships to enhance the delivery of services to the community.
- Enhance the quality of life through environmental, Character and Neighborhood planning.
- Seek a balanced approach to development and preservation through effective land use planning.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$478,269	\$1,268,262	\$1,618,562	\$1,750,747
Contractual Services	377	273,431	387,806	443,982
Commodities	366	47,746	71,075	68,844
Capital Outlay	3,900	35,779	21,850	48,249
<b>Total</b>	<b>\$482,912</b>	<b>\$1,625,218</b>	<b>\$2,099,293</b>	<b>\$2,311,822</b>

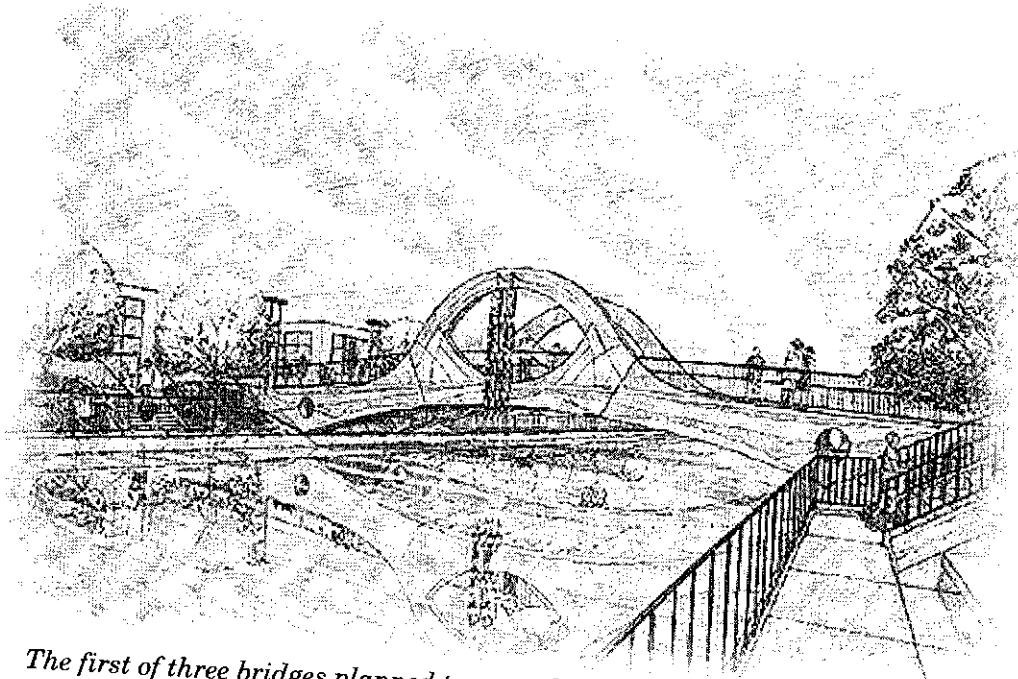
<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	22.3	24.6	28.8	29.8
Overtime	0.1	-	-	0.1
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>22.4</b>	<b>24.6</b>	<b>28.8</b>	<b>29.9</b>

## **COMMUNITY PLANNING**

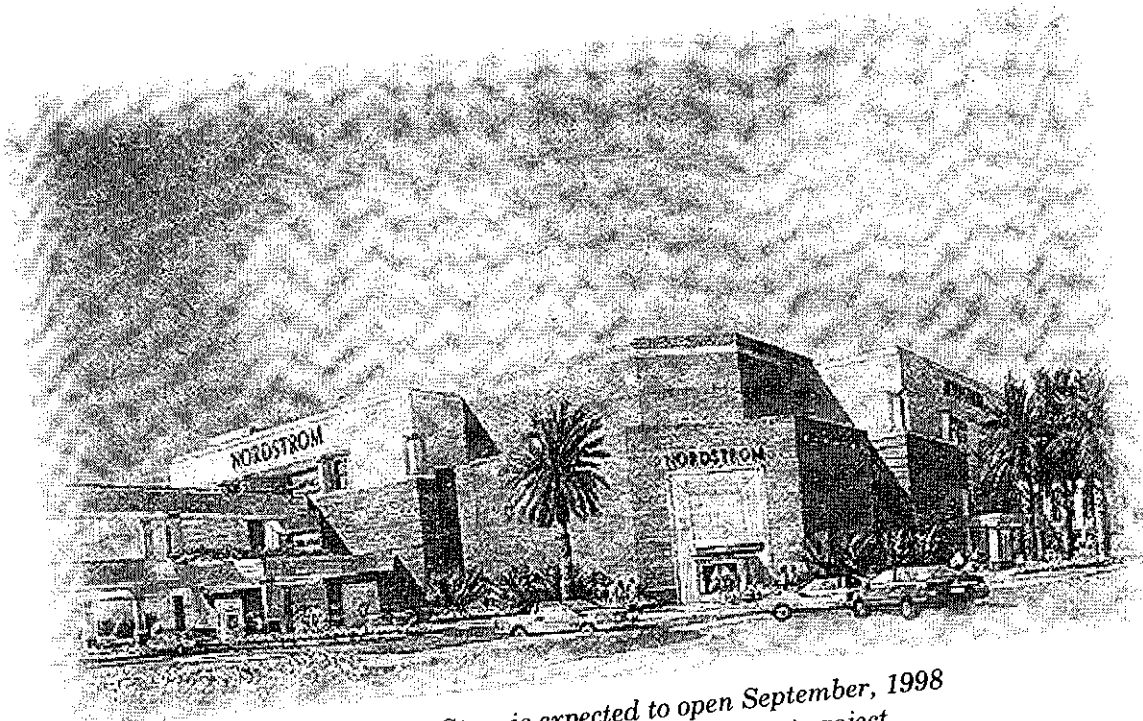
<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Continually involve Scottsdale citizens in the implementation of CityShape 2020.				
# of character areas and neighborhood plans initiated	N/A	N/A	12	10
% of Scottsdale citizens involved in character and neighborhood planning activities based on those living in a specific plan area	N/A	N/A	15%	25%
<b>Goal:</b> Effectively communicate general planning process in Scottsdale.				
# of communication vehicles and forums provided	N/A	N/A	10	12
Ave. contact opportunities per household	N/A	N/A	3	5
<b>Goal:</b> Create opportunity for every Scottsdale resident to be involved in a neighborhood group or organization.				
# of neighborhood groups/associations	275	300	350	375
% of Scottsdale households reached by neighborhood program	100%	100%	100%	100%
% of Scottsdale households participating in the neighborhood program	10%	15%	20%	25%
<b>Goal:</b> Increase citizen involvement and awareness of City government activities through Citizens Service Centers.				
# of citizen contacts	12,000	14,400	17,200	20,600
% of Scottsdale population serviced	7%	8.4%	10%	12.1%
% of citizens "satisfied" or "very satisfied"	97%	98%	98%	98%
<b>Goal:</b> Notify affected departments of new environmental regulations within 30 days of passage.				
% of new regulations summarized for departments	90%	95%	98%	100%
% of identified operational compliance issues resolved	100%	100%	100%	100%

**REDEVELOPMENT AND URBAN DESIGN**

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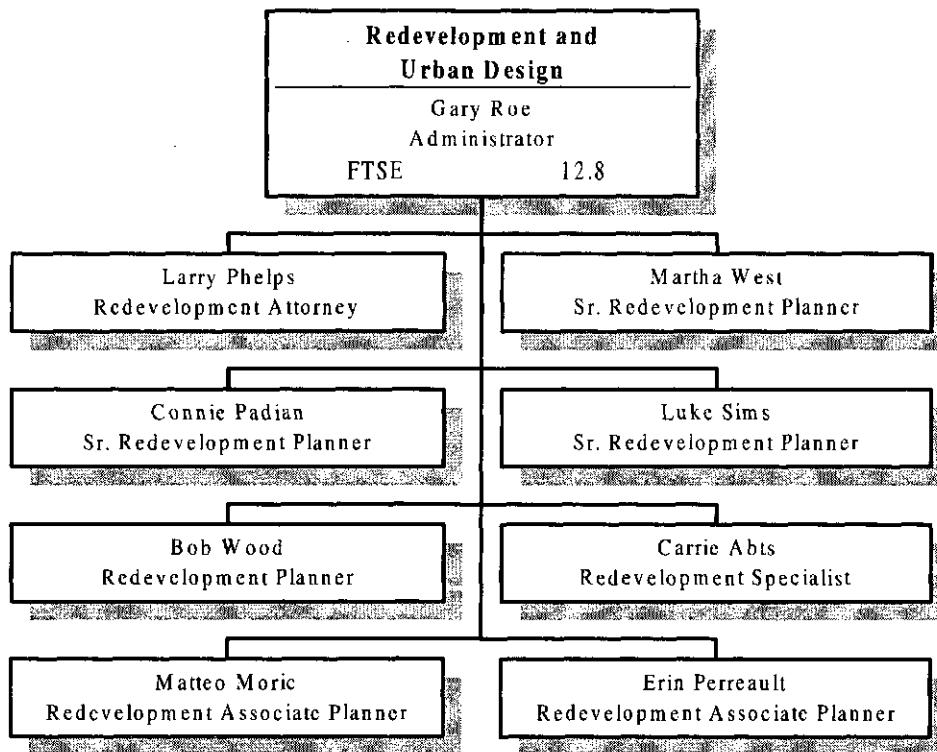
*The first of three bridges planned to cross the canal, designed by Paolo Soleri*



*The Nordstrom Store is expected to open September, 1998  
as part of the Waterfront Redevelopment project*

## **REDEVELOPMENT AND URBAN DESIGN**

Redevelopment and Urban Design Studio staff work closely with citizens, business and property owners, and other city departments to create redevelopment plans and strategies through proactive relationships. This division encourages and directs revitalization of the City's mature areas, specifically the Scottsdale Waterfront along the Arizona Canal in the Northern downtown, the Downtown District encompassing the old town and arts areas, the Southeast District which includes the area surrounding Scottsdale Memorial Hospital, and the Los Arcos Mall area.



### **FINANCIAL HIGHLIGHTS**

The Redevelopment and Urban Design budget increases \$41,927 (3.8%) in 1997/98 and \$107,244 (9.4%) in 1998/99. Increases include additional support for a public outreach program to keep the public informed on the progress of redevelopment and design studio projects, and to notify potentially affected interests of upcoming public planning forums.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$284,382	\$1,099,612	\$1,141,539	\$1,248,783
% of City's Operating Total	0.2%	0.6%	0.6%	0.6%
Full-time Staffing Equivalent Staff (FTSE)	11.7	13.6	12.9	12.9
Volunteer-time Staffing Equivalent	-	-	-	-



## **REDEVELOPMENT AND URBAN DESIGN**

### **1995/97 RESULTS AND OUTCOMES**

- Completed the reorganization and establishment of the Redevelopment and Urban Design Studio.
- Established the Redevelopment Board.
- Completed Medical Campus acquisition and relocated VFW.
- Completed design of Loloma Station Transit Center.
- Negotiated with SRP and completed Waterfront/68<sup>th</sup> Street control structure.
- Installed downtown directional signs after ten years of cooperative efforts.
- Stadium Focus Area RFP completed and negotiations started with a developer.
- Developed renderings for an enhanced Civic Center Mall and multi-family use of the area.
- Design for Scottsdale Livery in Downtown approved by Development Review Board.
- Issued RFP's for Downtown Gateway, Loloma site and Waterfront Gateway.
- Designation of Downtown Redevelopment Area in December 1996.
- Secured federal funding for Waterfront bridge and arrangements were made for the Soleri design.
- Redevelopment plans for the Waterfront area, Downtown, and Scottsdale Papago approved by City Council.
- Established a Downtown Enhanced Services District in February 1997.
- Developed a shared-use agreement with the Boys and Girls Club at the Eldorado Park Recreation Center.

### **PROGRAM OBJECTIVES**

- Explore innovative design solutions to urban issues.
- Initiate a viable, visually attractive, pedestrian-oriented environment in the Waterfront area. The Waterfront will serve as a key link in tying together the Downtown retail districts.
- Preserve and enhance the Los Arcos Area as a vibrant and livable community.
- Encourage and direct the Downtown Medical campus evolution to enhance its physical integration with Downtown Scottsdale and serve Scottsdale's wellness needs.
- Identify and capitalize on the opportunities for revitalization and renewal in the city.
- Coordinate redevelopment activities for additional Downtown revitalization.
- Implement the Virtual Plan that includes opportunities for use of state of the art technology.

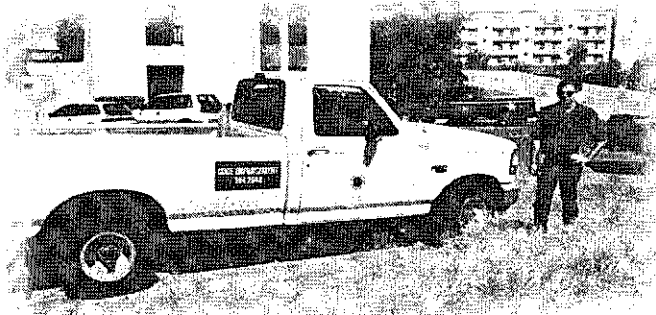
<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$157,961	\$561,798	\$604,385	\$643,688
Contractual Services	42,681	473,194	501,265	564,560
Commodities	2,643	23,265	23,539	27,951
Capital Outlay	81,097	41,355	12,350	12,584
<b>Total</b>	<b>\$284,382</b>	<b>\$1,099,612</b>	<b>\$1,141,539</b>	<b>\$1,248,783</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	9.0	9.0	9.0	9.0
Contractual	2.6	4.5	3.8	3.8
Overtime	0.1	0.1	0.1	0.1
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>11.7</b>	<b>13.6</b>	<b>12.9</b>	<b>12.9</b>

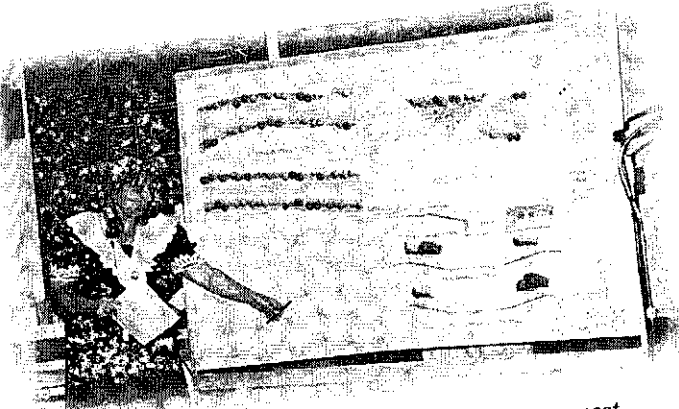
## **REDEVELOPMENT AND URBAN DESIGN**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Develop innovative design solutions to urban issues and serve as a liaison to ASU and other professional groups to coordinate public education programs.				
# of programs offered to the public annually	N/A	2	8	12
# of design solutions presented by the Design Studio	N/A	1	2	2
<b>Goal:</b> Create a performance model for each redevelopment area. (Database will be complete June 1998)				
# of baseline performance models initiated	N/A	1	2	2
% of models completed within one year period	N/A	0	50%	100%
<b>Goal:</b> Apply for at least one grant for assistance with redevelopment projects per year.				
# of grants researched	2	2	3	4
% of grants applied for	100%	100%	75%	75%
<b>Goal:</b> Create awareness and understanding of City issues and priorities among key stakeholders within all redevelopment areas.				
# of newsletters/outreach material mailed annually	300	1,200	1,500	1,800
# of presentation to interest groups and stakeholder groups annually	8	36	36	48
% of citizens satisfied with amount/quality of City communications per CAPA annual survey	N/A	90%	90%	90%

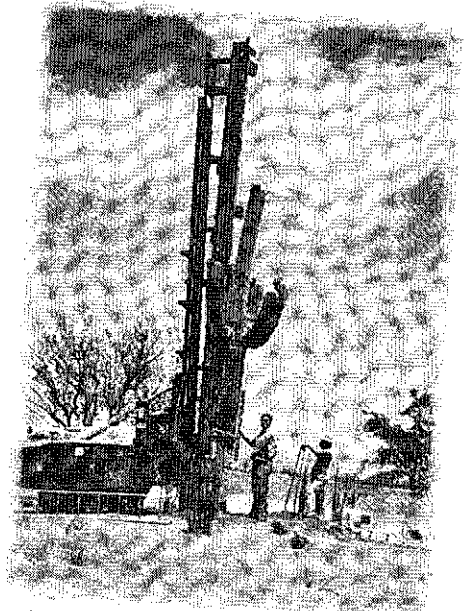
## COMMUNITY DEVELOPMENT



*Code Enforcement Officer responds to ordinance violation*



*Project Coordinator presents a development request*



*As part of their duties, Planning Inspectors are responsible for the salvage and transplantation of native saguaros and trees*



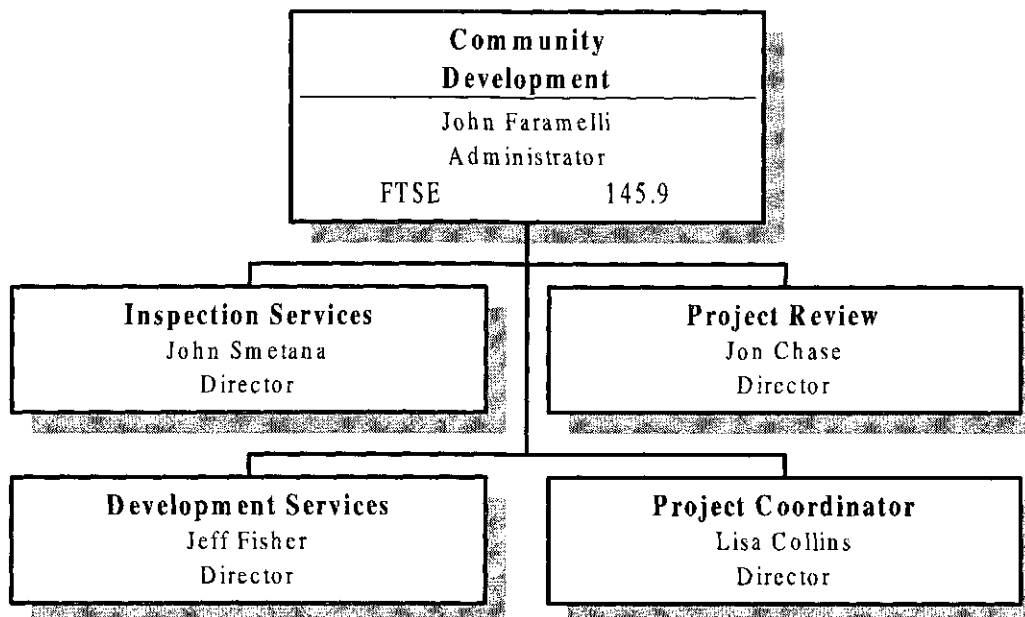
*Development Services Representative assists customer at the One Stop Shop*



*Associate Planner reviews site plans*

## **COMMUNITY DEVELOPMENT**

Community Development coordinates all development requests through the public hearing process; issues permits and collects fees required for development within the City; provides plan review and inspections of all building activity; maintains historical development records; and enforces the zoning ordinance.



Community Development is comprised of Inspection Services, Project Review, Development Services, and Project Coordination.

### **FINANCIAL HIGHLIGHTS**

The Community Development budget increases \$869,004 (11.8%) in 1997/98 and \$629,335 (7.6%) in 1998/99. Changes include the conversion of three contractual positions to full time city staff at no additional cost; addition of two Senior Planners, a Building Coordination Manager, and two Secretaries; addition of a contract Environmental Planner; and conversion of three part time positions to full time. Increases are due to increased development activity, and are necessary to maintain the current level of service.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$7,509,747	\$7,382,048	\$8,251,052	\$8,880,387
% of City's Operating Total	4.8%	4.5%	4.4%	4.3%
Full-time Staffing Equivalent Staff (FTSE)	139.3	145.1	145.9	145.9
Volunteer-time Staffing Equivalent	-	-	-	-

## **COMMUNITY DEVELOPMENT**

### **1995/97 RESULTS AND OUTCOMES**

- Produced VISIONCHECK, a quarterly community publication, featuring planning and development efforts, in partnership with Communications and Public Affairs.
- 87% (over 180,000) of building inspections scheduled in 1996 were scheduled by the public through the automated Voice Response System. Phase II, a data base of case information from application to permit which will complete the Development Activity automated information service is underway by the reengineering team.
- Rezoning and Use Permit applicants required to post large, red, 4 ft. x 4 ft. notices of public hearings on application sites to provide increased notice to the community.
- Community Planning and Development class developed and successfully established at Scottsdale Community College to educate the community and promote interest in community planning and development as a career.
- Police Ride Alongs for Code Enforcement coordination with police efforts implemented.
- Changed Planning Commission public hearing schedule to increase time from 7 days to 19 days before City Council hearings to allow time for increased community involvement.
- Implemented City of Scottsdale Beautification Awards program within the Code Enforcement Unit in conjunction with the Neighborhood Enhancement Commission.
- Preserved 25,000 native plants annually through plan review and inspections.

### **PROGRAM OBJECTIVES**

- Provide leadership for, and achievement of the implementation of a strategic approach to land use, open space, infrastructure, and development.
- Coordinate development requests through the City Council, Planning Commission, Development Review Board, Board of Adjustment, and Building Advisory Board of Appeals.
- Promote and manage early community involvement in the development process.
- Proactively support Master Planning and its coordination with other departments.
- Develop and use automated systems for enhanced delivery of services to the community.
- Develop and implement an automated development activity community information line (hot line) in conjunction with Citywide VRS scheduled for January 1999.
- Revise General Plan and Zoning Ordinance in accordance with legal requirements as necessary to preserve community vision.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$4,703,075	\$4,735,023	\$5,622,254	\$5,959,283
Contractual Services	2,454,418	2,412,668	2,363,013	2,597,180
Commodities	140,098	103,548	129,013	125,478
Capital Outlay	212,156	130,809	136,772	198,446
Total	\$7,509,747	\$7,382,048	\$8,251,052	\$8,880,387

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	92.8	92.5	102.0	102.0
Contractual	43.3	49.5	40.6	40.6
Overtime/ On Call	3.2	3.1	3.3	3.3
Full-time Staffing Equivalent (FTSE)	139.3	145.1	145.9	145.9

## **COMMUNITY DEVELOPMENT**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Issue building and encroachment permits at One Shop Stop service counter.

# of permits issued at counter annually	10,978	11,772	10,745	10,158
% of permits completed immediately at counter	100%	100%	100%	100%

**Goal:** Achieve voluntary compliance of identified code violations within 30 days or less.

# of annual code violations	14,400	15,600	17,000	17,400
% of compliance in 30 days or less	98%	98%	98%	98%

**Goal:** Respond to all customer requests for development records (walk-in or phone) within 24 hours.

# of walk-in customers served per FTE	10,400	11,960	13,156	14,471
# of phone calls answered per FTE including fax requests	15,560	17,116	18,827	19,768
% of customer requests responded to within 24 hours	100%	100%	100%	100%

**Goal:** Perform 100% of all requested building inspections within 24 hours.

# of total building inspections performed	202,603	220,634	204,196	196,340
# of building inspections performed per inspector (*overtime)	*15,120	12,500	12,500	12,500
% of bldg inspections within 24 hrs	98.31%	99%	99.2%	99.5%

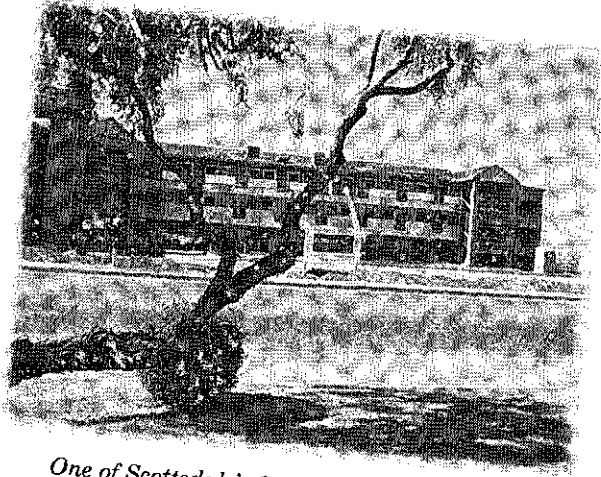
**Goal:** Provide effective coordination of development applications through the decision making process at the rate of 70 cases per year per project manager.

# of cases processed per year	530	620	645	665
# of cases per project manager	88.3	103.3	107.5	110.8
% of cases processed per proj.mgr over 70	126%	148%	154%	158%

**Goal:** Review all submitted building and encroachment permit applications within specified number of working days 90% of the time.

Total # of permit applications reviewed	6,623	7,081	6,821	6,549
% of building permit applications reviewed within 5 days	90%	90%	90%	90%
% of encroachment permit applications reviewed within 10 days	90%	90%	90%	90%

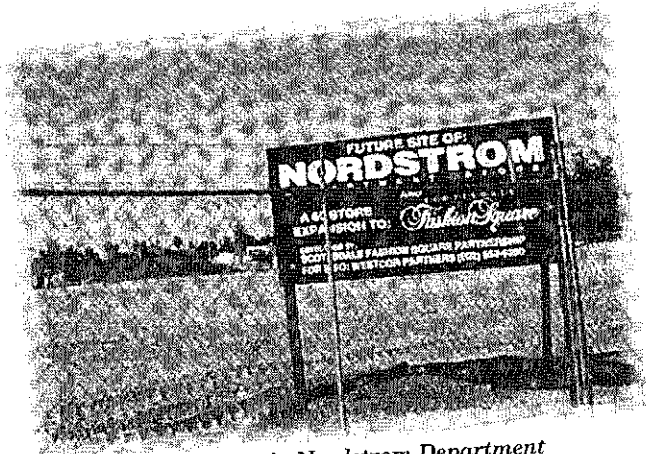
## ECONOMIC DEVELOPMENT



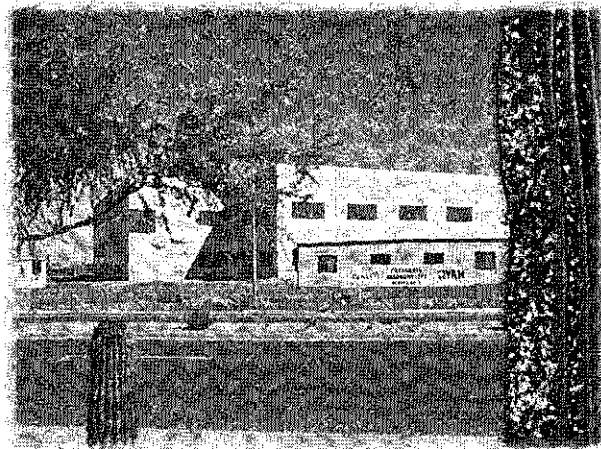
*One of Scottsdale's 8 new hotels, which will increase the City's room stock by over 1,000 units*



*The downtown waterfront development breaks ground this year, the beginning of an exciting new era*



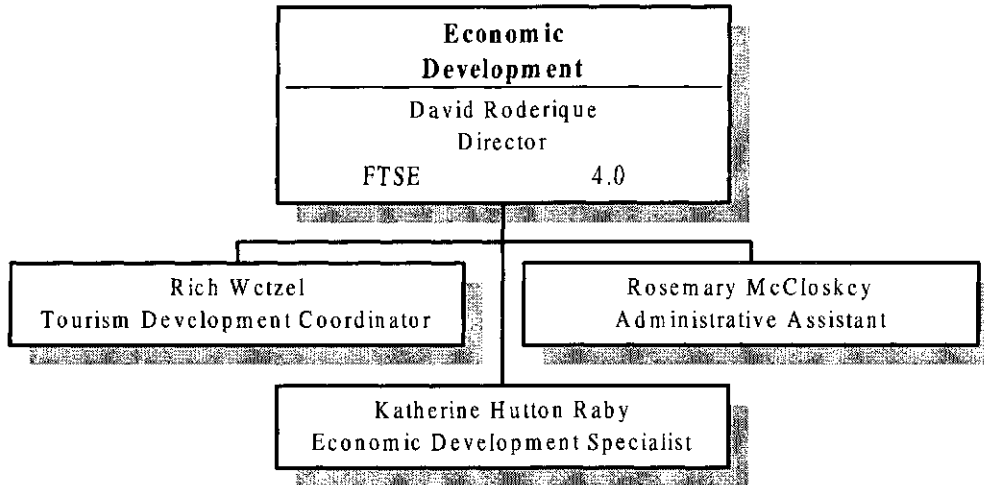
*The State's only Nordstrom Department store will anchor the waterfront project*



*The Dial Corporation's new headquarters facility will employ over 500 people*

## ***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.



## ***FINANCIAL HIGHLIGHTS***

The Economic Development budget increases \$889,887 (25.7%) in 1997/98 and \$493,528 (11.3%) in 1998/99. Increases are directly related to the Hospitality Contract which is based on the level of Bed Tax revenue.

<b><i>DEPARTMENTAL BUDGET TRENDS</i></b>	<b><i>ACTUAL 1995/96</i></b>	<b><i>ADOPTED 1996/97</i></b>	<b><i>ADOPTED 1997/98</i></b>	<b><i>APPROVED 1998/99</i></b>
Expenditures	\$3,593,017	\$3,464,452	\$4,354,339	\$4,847,867
% of City's Operating Total	2.3%	2.1%	2.3%	2.3%
Full-time Staffing Equivalent (FTSE)	4.0	4.0	4.0	4.0
Volunteer-time Staffing Equivalent	-	-	-	-



## ***ECONOMIC DEVELOPMENT***

### ***1995/97 RESULTS AND OUTCOMES***

- Broadened the tax base through the attraction of a number of key retail developments, including new shopping centers and auto dealers.
- Increased the number of jobs within Scottsdale by over 3,000 through recruitment of targeted opportunities and through the retention and expansion of existing businesses, contributing to the lowest unemployment rate in the city's history (2.5%).
- Continued to strongly support the city's tourism industry through a broad based tourism development program, which includes support through marketing, research, event promotion, and the creation of new attractions, resulting in a record 78% occupancy rate and a 16% increase in bed tax receipts over the prior year.

### ***PROGRAM OBJECTIVES***

- Recruit major, high-quality retailers who will enhance the City's sales tax base and the range of retail offerings for both residents and visitors.
- Seek out new targeted employment opportunities appropriate to Scottsdale, especially relating to biomedical services, high tech, and administrative/ professional facilities.
- Support the hospitality industry through the development of new destination attractions and events, and expanded promotional efforts.
- Seek out opportunities to enhance the overall quality of life through the attraction or expansion of community amenities (cultural, recreational, medical, and educational), at minimal cost to the taxpayers.
- Analyze alternative land use scenarios to determine the best ways to assure that the City meets its long term economic goals, and then incorporate those strategies into the General Plan through the creation of an Economic Element.

<b><i>PROGRAM EXPENDITURES</i></b>	<b><i>ACTUAL 1995/96</i></b>	<b><i>ADOPTED 1996/97</i></b>	<b><i>ADOPTED 1997/98</i></b>	<b><i>APPROVED 1998/99</i></b>
Personal Services	\$251,553	\$261,428	\$276,295	\$286,582
Contractual Services	3,327,905	3,195,981	4,069,444	4,552,499
Commodities	4,260	3,200	3,700	3,850
Capital Outlay	9,299	3,843	4,900	4,936
Total	\$3,593,017	\$3,464,452	\$4,354,339	\$4,847,867

<b><i>STAFFING</i></b>	<b><i>ACTUAL 1995/96</i></b>	<b><i>ADOPTED 1996/97</i></b>	<b><i>ADOPTED 1997/98</i></b>	<b><i>APPROVED 1998/99</i></b>
Authorized Positions	4.0	4.0	4.0	4.0
Full-time Staffing Equivalent (FTSE)	4.0	4.0	4.0	4.0

## ***ECONOMIC DEVELOPMENT***

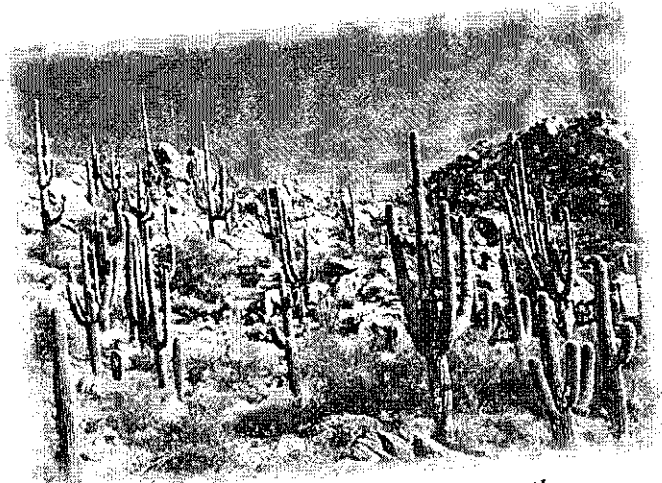
<b><i>PERFORMANCE INDICATORS</i></b>	<b><i>ACTUAL 1995/96</i></b>	<b><i>FORECAST 1996/97</i></b>	<b><i>FORECAST 1997/98</i></b>	<b><i>FORECAST 1998/99</i></b>
<b>Goal:</b> Generate "real" growth in sales tax collections - per capita, inflation adjusted sales tax receipts should increase by at least 2.5% per year.				
Per capita sales tax receipts (in 1995 dollars)	\$393	\$407	\$418	\$429
<b>Goal:</b> Increase the number of jobs in Scottsdale faster than the growth of the Scottsdale labor force.				
Estimated increase in the # of jobs	7,396	6,000	5,500	5,000
Estimated increase in the labor force	4,417	3,700	3,200	2,900
<b>Goal:</b> Generate "real" growth in bed tax collections - per room, inflation adjusted bed tax receipts should increase by at least 2.5% per year.				
Per room bed tax receipts (in 1995 dollars)	\$920	\$950	\$975	\$1,000

## **PRESERVATION**

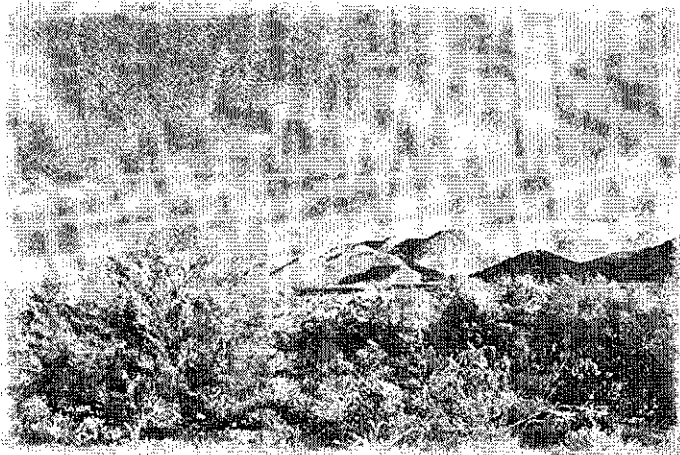
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*McDowell mountains looking Northeast  
from near Bell Road*



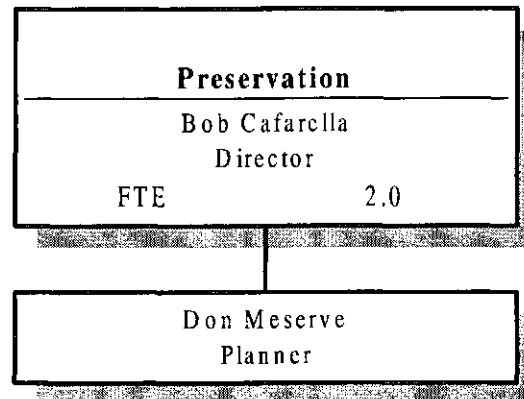
*Granite mountain area near 136th Street three  
miles north of Dynamite Boulevard*



*Taliesin mountain and Lost Dog wash area on the  
Southwest end of the McDowell mountain range*

## **PRESERVATION**

Preservation provides focus for the acquisition, preservation, management and steward ship of the McDowell Sonoran Preserve for the benefit of this generation and those to follow.



## **FINANCIAL HIGHLIGHTS**

The Preservation budget increases \$22,800 (9.3%) in 1997/98 and \$17,684 (6.6%) in 1998/99. This budget supports the current service level for this program.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$62,612	\$245,078	\$267,958	\$285,642
% of City's Operating Total	-	0.1%	0.1%	0.1%
Full-time Staffing Equivalent Staff (FTSE)	2.0	2.0	2.0	2.0
Volunteer-time Staffing Equivalent	-	-	-	-

**PRESERVATION**

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**1995/97 RESULTS AND OUTCOMES**

- Acquired 525 acres of land in the Recommended Study Boundary for inclusion in the McDowell Sonoran Preserve bringing the total acreage in the preserve to 3,745 acres.

**PROGRAM OBJECTIVES**

- Acquire land for addition to the McDowell Sonoran Preserve.
- Create a marketing and communication strategy to promote, educate and inform the citizenry for sustained and broadened public support of the McDowell Sonoran Preserve.
- Develop a plan for the management, preservation and appropriate public use of the McDowell Sonoran Preserve.
- Enhance the role of preservation as an amenity to strengthen the City as a tourism destination.
- Coordinate with the planning for and create appropriate connections to open space near the McDowell Sonoran Preserve both in and outside of Scottsdale.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$62,469	\$151,792	\$165,081	\$170,894
Contractual Services	28	90,786	97,877	109,498
Commodities	15	2,500	5,000	5,250
Capital Outlay	100	0	0	0
<b>Total</b>	<b>\$62,612</b>	<b>\$245,078</b>	<b>\$267,958</b>	<b>\$285,642</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	2.0	2.0	2.0	2.0
Full-time Staffing Equivalent (FTSE)	2.0	2.0	2.0	2.0

## **PRESERVATION**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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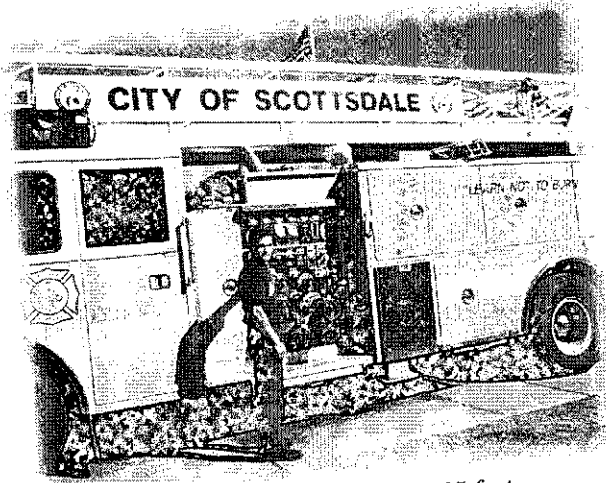
**Goal:** Preserve the McDowell Mountains and Sonoran Desert.

# of acres added to the Preserve per year		1,000	1,000	
# of presentations to community groups to promote and to raise the public's knowledge of and appreciation for the McDowell Mountains and Sonoran Desert		2 per month	2 per month	

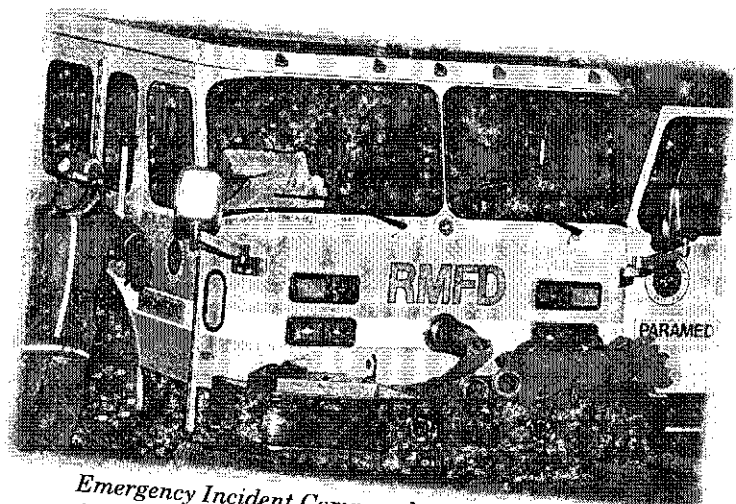
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**FIRE**

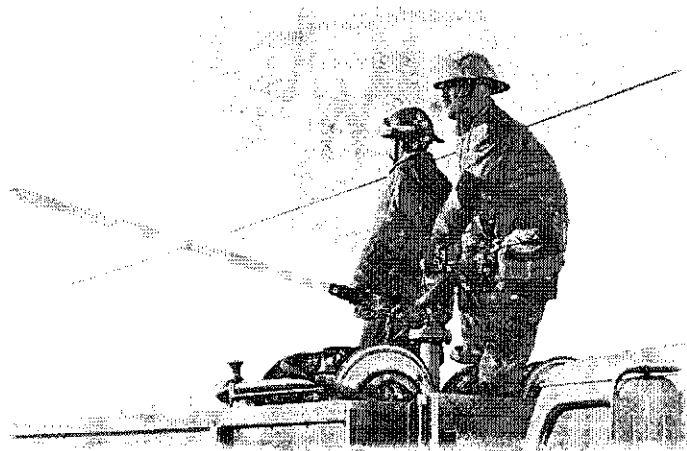
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*Pride of the Scottsdale fleet - 105 foot aerial ladder truck*



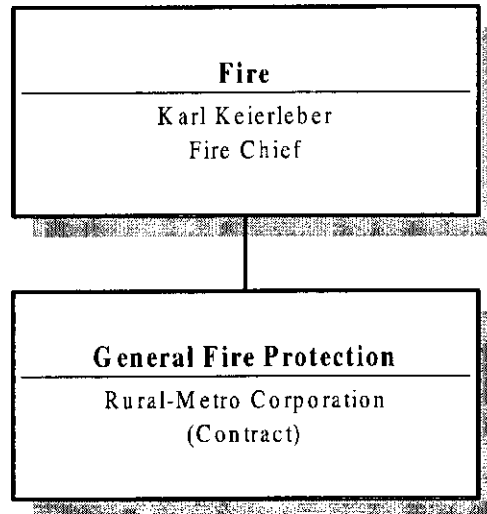
*Emergency Incident Command and Coordination truck with integrated emergency medical services and fire crews*



*Master stream flows - means heavy water pressure for large fires*

**FIRE**

**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.



General Fire Protection is provided by contract with Rural Metro Corporation.

**FINANCIAL HIGHLIGHTS**

The Fire Department budget increases \$934,718 (8.6%) in 1997/98 and \$942,586 (8.0%) in 1998/99. Increases include the operation of a new fire station at Thompson Peak Parkway and Pima Road beginning in January 1998, as well as contractual increases for payroll, interest and depreciation.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$10,133,376	\$10,917,623	\$11,852,341	\$12,794,927
% of City's Operating Total	6.4%	6.6%	6.3%	6.2%



## ***FIRE***

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.

The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

### ***1995/97 RESULTS AND OUTCOMES***

- On January 1, 1996, the city completed the first 10 years of comprehensive Scottsdale Sprinkler Ordinance. This visionary action continues to provide the citizens a higher degree of safety than is available in most cities and established Scottsdale as a national leader in community fire protection.
- Conducted extensive public education programs which included leadership and student academies, CPR, first aid training classes, school talks, station tours and E.D.I.T.H. (exit drills in the home) events for over 55,000 of Scottsdale's citizens and children.
- In July 1996, successfully commanded and managed the largest single fire incident to ever impact the City of Scottsdale. Over 23,000 acres of land was burned, 500 people were evacuated from their homes and 150 homes were threatened during this three day event. No residential structures were lost and no civilian injuries were experienced.
- Effectively provided fire prevention, emergency fire and emergency medical service for the community, visitors and all the associated local special events related to the staging of Super Bowl XXX in the Valley.
- Expanded the emergency service levels for the East Shea are of the community when Station #15 was co-located with Rio Montana Park and began serving the community on March 1, 1996.
- Upgraded the equipment and capabilities for emergency response at the City of Scottsdale Airport, Station #12.

### ***1997/99 DEPARTMENTAL OBJECTIVES***

- Provide high quality, cost effective emergency services.
- Promote proactive community fire protection through the use of effective fire engineering principles, built-in protection and aggressive fire prevention education programs.
- Increase the citizens ability to render emergency aid through continued emphasis on CPR and first aid public education programs.
- Actively participate, in partnership with the Police Department, in the overall public safety goals and operations that continue to provide the citizens of Scottsdale with a high level of service and protection.
- Improve or maintain current fire protection service levels for the developing areas of the community.

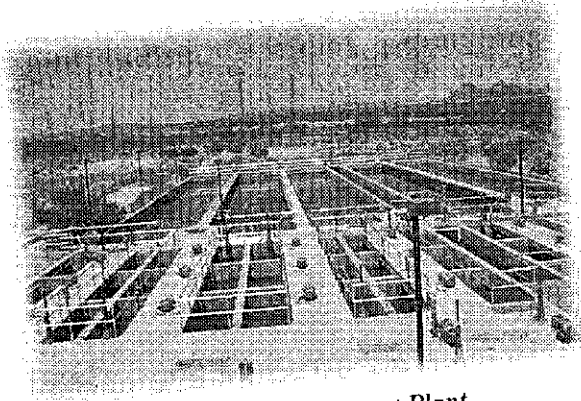
<b><i>EXPENDITURES BY TYPE</i></b>	<b><i>ACTUAL 1995/96</i></b>	<b><i>ADOPTED 1996/97</i></b>	<b><i>ADOPTED 1997/98</i></b>	<b><i>APPROVED 1998/99</i></b>
Personal Services				
Contractual Services	\$10,099,209	\$10,883,175	\$11,820,941	\$12,763,527
Commodities	31,179	31,400	31,400	31,400
Capital Outlay	2,988	3,048	0	0
<b>Total</b>	<b>\$10,133,376</b>	<b>\$10,917,623</b>	<b>\$11,852,341</b>	<b>\$12,794,927</b>

## **FIRE**

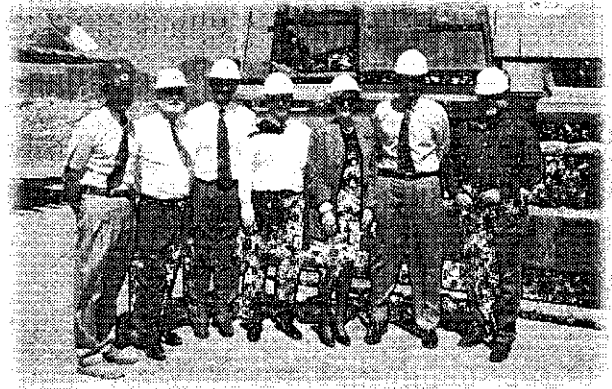
<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Provide a state certified, trained professional staff to serve the citizens of Scottsdale.				
Average # of yearly training hours per firefighter	394	240	240	240
% of State Certified Firefighter II	100%	100%	100%	100%
<b>Goal:</b> Review all building and fire plans submitted within 5 days.				
% of plans submitted and reviewed within 5 days	99%	98%	98%	98%
<b>Goal:</b> Provide public education on fire safety to Scottsdale school children.				
# of school talks per year	113	125	125	125
% of K-3 children exposed to fire safety information	100%	100%	100%	100%
Total # of children instructed	13,543	15,000	15,000	15,000
<b>Goal:</b> Provide cost effective, efficient emergency first response for fire, rescue and emergency medical service.				
Cost per capita	\$58.40	\$59.65	\$62.31	\$62.87
Structural fires per 1,000 population	1.38	1.40	1.50	1.50
Total fires per 1,000 population	5.66	4.88	6.00	6.00
Structural dollar loss per year	\$1,334,075	\$1,700,000	\$2,000,000	\$2,000,000
<b>Goal:</b> Maintain 95% or greater approval rating on annual citizen survey for both fire and emergency medical service.				
Fire services	98%	98%	98%	98%
Emergency medical services	99%	97%	98%	98%
<b>Goal:</b> Respond to general assistance calls within 5 minutes and emergency calls within 4 minutes.				
General assistance calls	4:18	4:20	5:00	5:00
Emergency calls	3:41	3:32	4:00	4:00

## **WATER RESOURCES**

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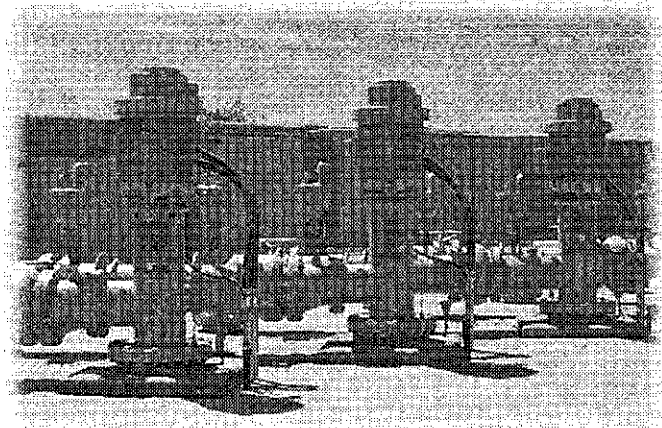
*The CAP Water Treatment Plant  
settling basins*



*Water Campus Groundbreaking*



*Water Service Line Repair*

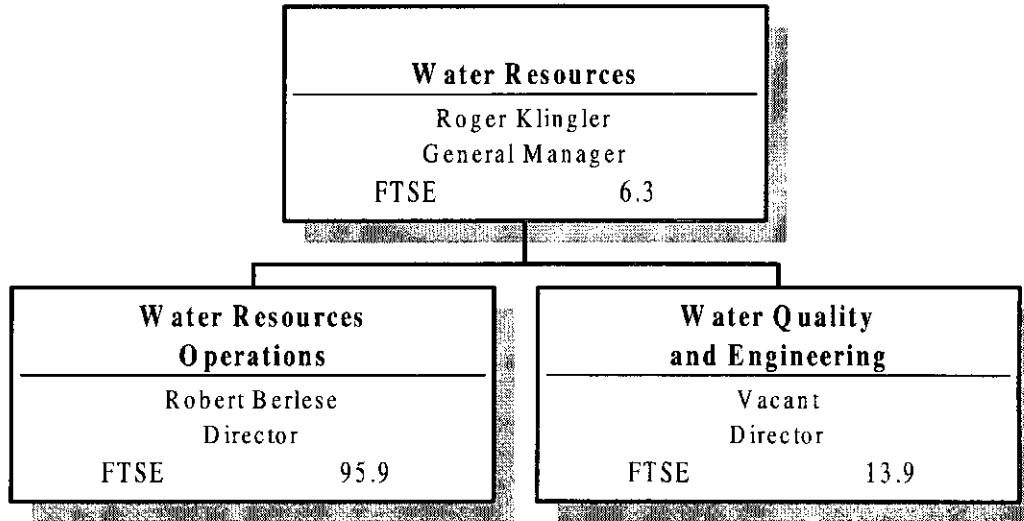


*Water Pump Station*

**WATER RESOURCES**

**DEPARTMENT SUMMARY**

*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 Administration, Water Operations, and Water Quality and Engineering.

**FINANCIAL HIGHLIGHTS**

The Water Resources budget increases \$4,647,679 (20.3%) in 1997/98 and \$6,527,434 (23.8%) in 1998/99. Increases are related to the operation of treatment plants, regulatory compliance, and growth. The operation of Central Arizona Project plant expansion, Advanced Water Treatment Plant, and Wastewater Reclamation Plant beginning in 1997/98 result in the addition of 22.75 positions over the two year period, as well as the cost of additional purchased water, electricity and chemicals. Increases due to regulatory compliance include the addition of a water quality laboratory, additional cost of wastewater treatment at 91<sup>st</sup> Avenue due to price and quantity increases, and water conservation program support. Growth related increases include direct service positions such as customer service and water service workers, a work order automation system, and increased electricity.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$20,916,230	\$22,822,701	\$27,470,380	\$33,997,814
% of City's Operating Total	13.3%	13.9%	14.7%	16.4%
Full-time Staffing Equivalent (FTSE)	96.7	98.2	116.1	140.8
Volunteer-time Equivalent Staff	0.6	0.6	0.8	0.9

The following is an executive summary of departmental major initiatives, service efforts, and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

**1995/97 RESULTS AND OUTCOMES**

- Obtained sufficient water supplies to meet current and committed water demands by 1998.
- Maintained federal and state environmental quality compliance for all municipal water, wastewater and reclaimed water systems to continue providing safe water to our customers.
- Completed over \$6 million worth of CIP projects that upgraded the reliability of our water and sewer systems.
- Acquired more than 15,000 acre feet of new water rights to ensure adequate water supplies for city residents.
- Incorporated Fiscal Impact of Development Study results into major revision of development fees to allow new development to pay fair share of growth capital costs.
- Completed design and began construction on Water Campus project that will optimize water resources and conserve ground water supplies.
- Completed Assured Water Supply application to obtain designation as a water provider with a 100 year sustainable water supply.
- Completed design and began construction on 28 MGD CAP plant expansion that will allow increased use of surface water and decreased groundwater mining.
- Brought Groundwater Treatment Facility back on line, saving over \$1.4 million annually in purchased water costs.
- Concluded option agreement for sale of Planet Ranch that will reduce water customer costs upon exercise of option.
- Operated CAP Treatment Plant at approximately \$200,000 savings over private operating costs.
- Reduced emergency service calls through proactive service line replacement project.

**1997/99 DEPARTMENTAL OBJECTIVES**

- Deliver safe, reliable water and wastewater services, appropriately priced, to our customers by managing the City's drinking water program to maintain compliance with State and Federal regulations.
- Secure a long-term supply of water by identifying and securing Central Arizona Project water rights from other subcontractors.
- Promote and encourage a viable water conservation program by planning, funding, and implementing the Non-Per Capita Conservation Program.
- Develop dependable water and wastewater systems by completing: the first phase of construction of the Water Campus by March 1999, and the expanded Central Arizona Project water treatment plant by May 1999.

**WATER RESOURCES****DEPARTMENT SUMMARY**

<b>EXPENDITURES BY TYPE</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$3,680,753	\$3,934,104	\$4,868,900	\$6,250,085
Contractual Services	12,555,849	13,551,594	15,708,385	18,095,306
Commodities	4,536,057	5,237,190	6,663,535	9,470,393
Capital Outlay	143,571	99,813	229,560	182,030
Total	\$20,916,230	\$22,822,701	\$27,470,380	\$33,997,814

<b>EXPENDITURES BY DIVISION</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Administration	\$547,446	\$606,539	\$714,569	\$746,284
Water Resources Operations	19,044,875	20,475,945	25,071,870	31,420,004
Water Quality and Engineering	1,323,908	1,740,217	1,683,941	1,831,526
Total	\$20,916,229	\$22,822,701	\$27,470,380	\$33,997,814

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions				
Operations	77.8	78.7	95.8	119.8
Scottsdale Water Service Company	8.4	8.4	8.4	8.4
Contractual	6.7	7.2	8.3	8.3
Overtime/On Call	3.8	3.9	3.6	4.3
Full-time Staffing Equivalent (FTSE)	96.7	98.2	116.1	140.8

<b>VOLUNTEER TIME INVESTED</b>	<b>ACTUAL 1995/96</b>	<b>ESTIMATED 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
Hours	1,200	1,256	1,660	1,800
Full-time Staffing Equivalent (FTSE)	.6	.6	.8	.9

**WATER RESOURCES****ADMINISTRATION**

The Administration Division provides dependable leadership while directing and coordinating departmental financial and CIP activities. Protects citizen interest with prudent rates and fees, and ensures compliance with all Federal and State regulations.

**PROGRAM OBJECTIVES**

- Provide responsible management for departmental planning, development fees, rates, updating water and wastewater master plans, engineering, legal, operational and financial activities.
- Provide active leadership and management that ensures the delivery of safe, efficient, and effective services.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$319,418	\$315,603	\$423,885	\$444,440
Contractual Services	194,613	248,162	279,434	290,594
Commodities	10,927	20,350	11,250	11,250
Capital Outlay	22,488	22,424		
<b>Total</b>	<b>\$547,446</b>	<b>\$606,539</b>	<b>\$714,569</b>	<b>\$746,284</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	4.8	4.7	5.8	5.8
Contractual	0.3	-	0.5	0.5
Full-time Staff Equivalent (FTSE)	5.1	4.7	6.3	6.3

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Administration budget increases \$108,030 (17.8%) in 1997/98 and \$31,715 (4.4%) in 1998/99. The increase reflects the transfer of a position from Water Quality and Engineering in 1996/97 to assist in departmental planning related to development fees, rates, and updating of master plans. This budget maintains the current service level for this program.

**WATER RESOURCES****ADMINISTRATION**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Coordinate the financial activities of four different enterprise funds including a fiscally prudent rate, fee, and bond issuance plan. Complete the necessary annual reports for regulatory agencies and provide administrative support to the department.				
% of required annual reports completed by required date	100%	100%	100%	100%
% compliance with Revenue Bond Coverage requirement	100%	100%	100%	100%

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## ***WATER RESOURCES***

## ***WATER OPERATIONS***

Water Operations maintains, operates and repairs the water and wastewater systems; produces water that meets or exceeds all federal and state standards and coordinates the City's water conservation programs.

### ***PROGRAM OBJECTIVES***

- Identify and correct system deficiencies through the use of new and existing technologies.
- Evaluate and prioritize the replacement and rehabilitation program for the water and wastewater infrastructure.
- Test the Water Campus pilot plant and recharge drywells to determine the optimum and long term design of the future facilities.
- Complete first phase construction of the Water Campus.
- Aggressively enforce the water conservation ordinance.

<b><i>PROGRAM EXPENDITURES</i></b>	<b><i>ACTUAL 1995/96</i></b>	<b><i>ADOPTED 1996/97</i></b>	<b><i>ADOPTED 1997/98</i></b>	<b><i>APPROVED 1998/99</i></b>
Personal Services	\$2,891,098	\$3,060,351	\$3,856,518	\$4,850,075
Contractual Services	11,580,749	12,208,885	14,388,303	16,986,811
Commodities	4,480,256	5,129,320	6,629,989	9,434,918
Capital Outlay	92,772	77,389	197,060	148,200
Total	\$19,044,875	\$20,475,945	\$25,071,870	\$31,420,004

<b><i>STAFFING</i></b>	<b><i>ACTUAL 1995/96</i></b>	<b><i>ADOPTED 1996/97</i></b>	<b><i>ADOPTED 1997/98</i></b>	<b><i>APPROVED 1998/99</i></b>
Authorized Positions				
Operations	62.0	63.0	78.0	95.0
Scottsdale Water Service Company	8.4	8.4	8.4	8.4
Contractual	3.1	5.5	6.0	6.0
Overtime/On Call	3.7	3.9	3.5	4.2
Full-time Staffing Equivalent (FTSE)	77.2	80.8	95.9	113.6

### ***SIGNIFICANT EXPENDITURES AND STAFFING CHANGES***

The Water Operations budget increases \$4,595,925 (22.4%) in 1997/98 and \$6,348,134 (25.3%) in 1998/99. Increases include operation of the CAP Plant Expansion, Advanced Water Treatment Plant, Regional Wastewater Treatment Plant, and the pumpback system, including the addition of 23 positions as well as electrical costs, purchased water, and chemicals; Water Conservation program support including two new positions, to ensure compliance with the Groundwater Management Act; wastewater treatment at 91<sup>st</sup> Avenue including increased fees as well as increased quantity; and various growth related costs such as additional electricity, direct service positions and a work order automation system.

**WATER RESOURCES****WATER OPERATIONS**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Meet daily delivery requests received from Water Distribution System customers.				
Acre feet delivered annually	8,467	8,707	9,607	9,607
Requests met	100%	100%	100%	100%
<b>Goal:</b> Replace 2,200 or more water service lines annually.				
Proactive replacements	800	974	1,131	1,271
Emergency replacements	<u>1,426</u>	<u>1,281</u>	<u>1,150</u>	<u>1,033</u>
Total replacements	2,226	2,255	2,281	2,304
<b>Goal:</b> Respond to all off hour emergency alarms, correct the problem, and restore process operations within 3 hours at Gainey Ranch				
% times emergency conditions restored to normal operations within 3 hours	100%	100%	100%	100%
<b>Goal:</b> Inspect and service 12.5% of water main line valve inventory annually.				
# of main line valves inspected annually	987	1,287	564	2,347
% of main line valves inspected and serviced annually	7.6%	9.6%	4.0%	12.5%
<b>Goal:</b> Maintain a cost effective sanitary sewer system by cleaning 33% of the system annually.				
Contractual cleaning cost per foot annually	\$.13/ft	\$.13/ft	\$.12/ft	\$.12/ft
% of sewer system cleaned annually	33%	33%	33%	33%
<b>Goal:</b> Within 5%, maintain a maximum employee to water produced annually ratio of 1:1000 acre feet.				
Employee to water produced (acre feet)	1:920	1:1011	1:998	1:943
Note: One acre foot equals 325,850 gallons of water or the approximate amount of water used annually by two households.				

**WATER RESOURCES****WATER QUALITY AND ENGINEERING**

Water Quality and Engineering manages water-related programs ensuring compliance with all environmental regulations. Develops and implements five-year Capital Improvement Plans.

**PROGRAM OBJECTIVES**

- Coordinate the development of a new water supply and distribution system to serve future golf courses north of the CAP canal.
- Manage the drinking water, pretreatment, stormwater, and UST programs to maintain compliance with State and Federal regulations.
- Complete all CIP projects on schedule and within budget.
- Review developers' master plans to ensure that City's water and wastewater master plans are being followed.
- Enhance technical knowledge and equipment for the workforce.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$470,237	\$558,150	\$588,497	\$955,570
Contractual Services	780,487	1,094,547	1,040,648	817,901
Commodities	44,874	87,520	22,296	24,225
Capital Outlay	28,310	0	32,500	33,830
<b>Total</b>	<b>\$1,323,908</b>	<b>\$1,740,217</b>	<b>\$1,683,941</b>	<b>\$1,831,526</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	11.0	11.0	12.0	19.0
Contractual	3.3	1.7	1.8	1.8
Overtime	0.1	0.1	0.1	0.1
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>14.4</b>	<b>12.8</b>	<b>13.9</b>	<b>20.9</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

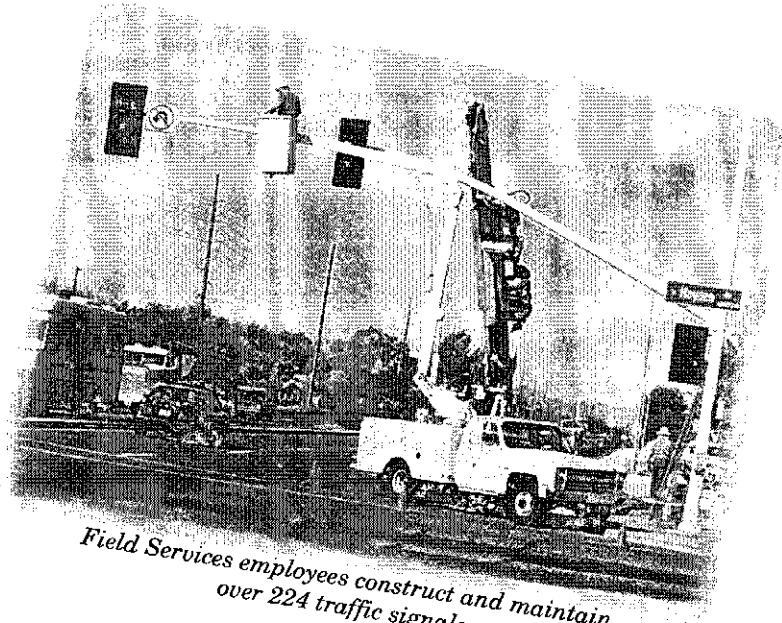
The Water Quality and Engineering budget decreases \$56,276 (3.2%) in 1997/98 and increases \$147,585 (8.8%) in 1998/99. Increases include the conversion of two contractual Water Sampling positions to full time city employment in 1997/98; and the operation of a new Water Quality Lab in 1998/99, including seven additional positions. Increases are offset by the transfer of one position to Administration in 1996/97 to assist in departmental planning efforts.

**WATER RESOURCES****WATER QUALITY AND ENGINEERING**

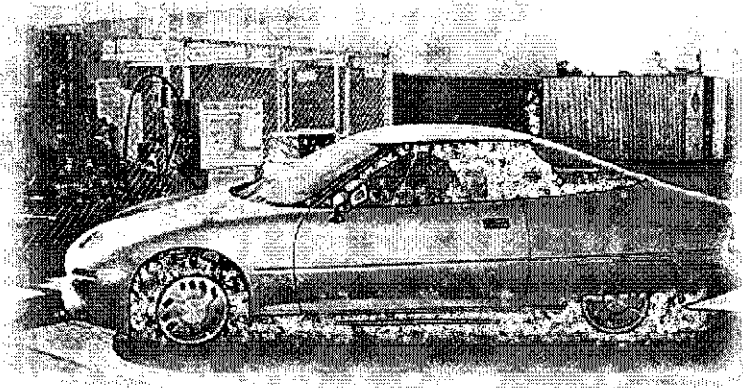
<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Comply with state and federal drinking water regulations.				
Employee hours per sample	0.38	0.38	0.38	0.38
Percent of days in compliance	100%	100%	100%	100%
<b>Goal:</b> Comply with federal Underground Storage Tank (UST) regulations.				
% of days in compliance	100%	100%	100%	100%
<b>Goal:</b> Comply with federal pretreatment regulations.				
Employee hours per sample	1.08	1.08	1.08	1.08
% of days in compliance	100%	100%	100%	100%
<b>Goal:</b> Plan, implement, and complete water and sewer projects/programs within authorized budget.				
% of Capital Improvement Plan projects completed within authorized budget	100%	100%	100%	100%

## **MUNICIPAL SERVICES**

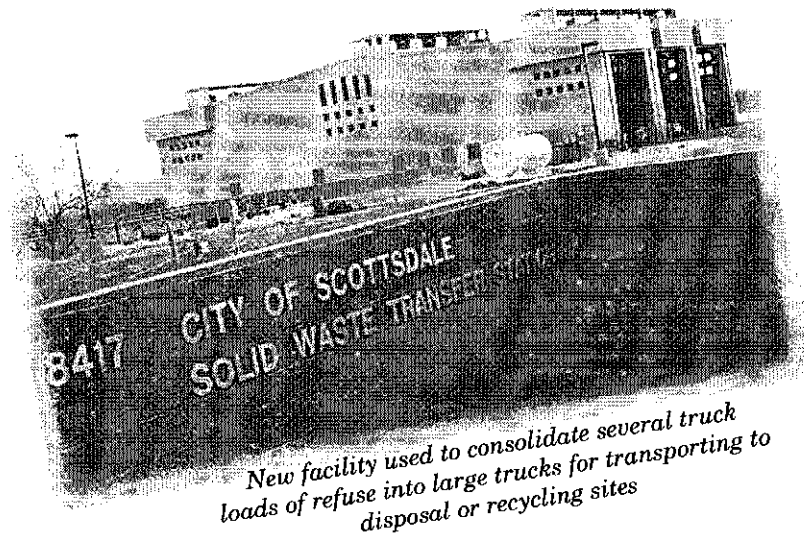
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*Field Services employees construct and maintain over 224 traffic signals*



*Leased electric vehicle (EV1 Coupe) being evaluated by Fleet Management for City use*

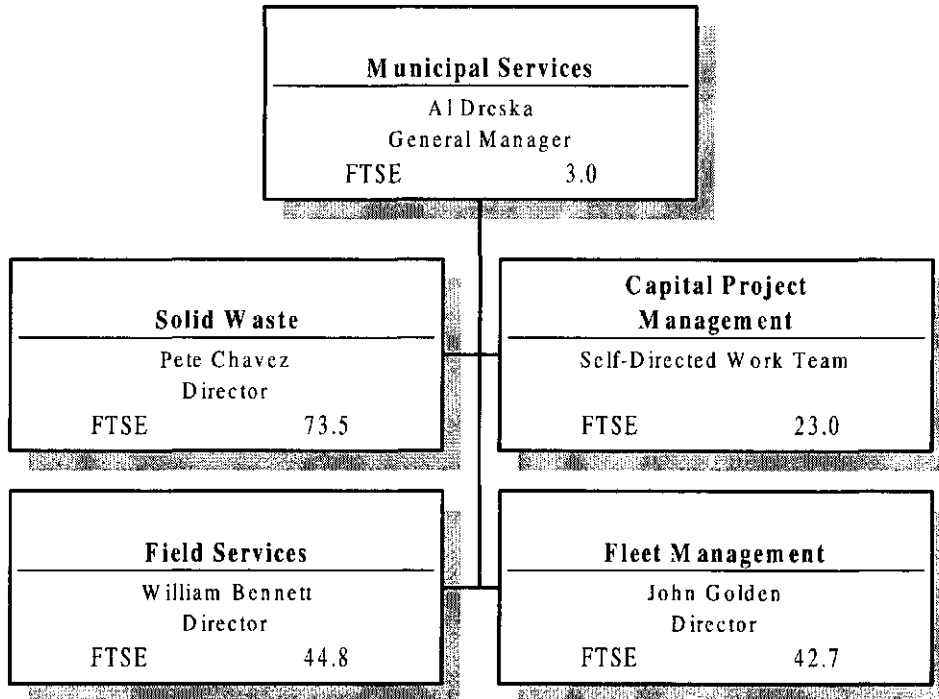


*New facility used to consolidate several truck loads of refuse into large trucks for transporting to disposal or recycling sites*

**MUNICIPAL SERVICES**

**DEPARTMENT SUMMARY**

*MISSION: Maintain and repair the City's street system, and vehicles; provide citizens with effective and efficient solid waste services; and implement the City's Capital Improvement Plan.*



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

**FINANCIAL HIGHLIGHTS**

The Municipal Services department budget increases \$3,103,838 (12.2%) in 1997/98 and \$2,015,837 (7.1%) in 1998/99. Increases include the one time cost of a contractual position to develop an asset management program and to verify title of city owned real estate; the addition of two positions in Traffic Signals, one in each year, to maintain the current service levels and support the new traffic management system; conversion of traffic signals to light emitting diodes to improve safety and reduce electrical costs; program application development of the Geographic Information System Pavement Management System; funding for the purchase of recycling containers and in-house recycling wastebaskets for new customers and replacements for existing customers; landfill increase due to growth; hauling from the new transfer station to the landfill which was not budgeted a full year in 1996/97; and an increase of \$1.2 million in 1997/98 and \$0.6 million in 1998/99 for purchase of new and replacement vehicles.

<b>DEPARTMENTAL BUDGET TRENDS</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Expenditures	\$26,709,054	\$25,330,853	\$28,434,691	\$30,450,528
% of City's Operating Total	16.9%	15.4%	15.1%	14.7%
Full-time Staffing Equivalent (FTSE)	186.5	185.6	187.0	187.0
Volunteer-time Equivalent Staff	0.3	0.3	0.5	0.5

The following is an executive summary of departmental major initiatives and service efforts and accomplishments. Future departmental program goals and objectives are also summarized and are supported by this balanced budget.

**1995/97 RESULTS AND OUTCOMES**

- Coordinated various programs to promote the beautification and vitality of Scottsdale neighborhoods such as SNAP Clean-ups, bi-annual rubbish roundups, Household Hazardous Waste collections, Holiday Tree recycling collection, as well as providing support to Take Pride in Scottsdale clean-ups.
- Completed implementation of Transfer Station Operations and City-wide Curbside Recycling Programs to improve operational efficiency of the Solid Waste Division.
- Continued to strengthen partnerships including partnering with the Salt River Pima Maricopa Indian Community to outsource transferring services for the City's Transfer Station; and continued work with other municipalities through our mutual participation in the State's chapter of SWANA.
- Upgraded street signs to 6" standard on all residential streets intersecting commuter streets to provide higher visibility to the motoring public.
- Installed decals identifying code violation for attaching posters to traffic signal poles, resulting in elimination of nearly all unsightly posters and tape left behind.
- Completed the programming of the traffic signal controllers to notify the on-call technician by pager immediately upon malfunction at an intersection, resulting in significantly reduced response times to a field issue.
- Leased two EV1 Coupes (electric vehicle) from GMAC to evaluate new electric vehicle technology and feasibility of municipal use.
- Completed 43 capital improvement projects with budgets totaling \$70 million at a savings of \$4.4 million. Major projects completed include Shea Boulevard, 124-136, Pima Road buffering phases; McDowell Road improvements; Automall; Rio Montana & Horizon Parks; Transit Center; Paiute Neighborhood Center Phase 2; Pinnacle Peak Road crossing at Reata Pass; and Hayden-Greenway extension bridges.

**1997/99 DEPARTMENTAL OBJECTIVES**

- Maintain all service levels while absorbing growth with the addition of only one FTE each year by implementing productivity enhancements and other innovations.
- Implement Phase 2 of the pavement management program, resulting in a more cost effective life cycle pavement maintenance plan, by June 1999.
- Implement first year of six year program to change signal light bulbs to light emitting diodes (LED's), resulting in a reduction in electrical consumption and safety improvements, by June 1998.
- Privatize Via Linda Campus compressed natural gas (CNG) fueling facility to update alternative fuel capabilities to current technology without up front capital expense while obtaining a public/private facility promoting increased usage, by December 1997.
- Develop an asset management program that identifies a strategic plan for unused City property, manages lease agreements and establishes policies and procedures to protect the public's investment, by December 1998.

**MUNICIPAL SERVICES****DEPARTMENT SUMMARY**

<b>EXPENDITURES BY TYPE</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$7,096,791	\$7,659,625	\$7,993,558	\$8,480,002
Contractual Services	10,545,165	11,352,168	12,329,344	12,977,435
Commodities	3,330,217	3,001,259	3,594,246	3,992,491
Capital Outlay	5,736,883	3,317,801	4,517,543	5,000,600
Total	\$26,709,056	\$25,330,853	\$28,434,691	\$30,450,528

<b>EXPENDITURES BY DIVISION</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Administration	\$333,345	\$338,844	\$335,263	\$346,615
Capital Project Management	757,915	815,996	998,202	842,367
Field Services	6,816,892	6,929,722	7,555,711	8,189,682
Solid Waste Management	8,473,524	9,045,107	9,791,052	10,370,695
Fleet Management	10,327,379	8,201,184	9,754,463	10,701,169
Total	\$26,709,056	\$25,330,853	\$28,434,691	\$30,450,528

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	178.0	178.3	179.3	180.3
Contractual	1.0	1.0	2.0	1.0
Overtime	7.5	6.3	5.7	5.7
Full-time Staffing Equivalent (FTSE)	186.5	185.6	187.0	187.0

<b>VOLUNTEER TIME INVESTED</b>	<b>ACTUAL 1995/96</b>	<b>ESTIMATED 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
Hours	500	663	1,000	1,050
Full-time Staffing Equivalent (FTSE)	0.3	0.3	0.5	0.5



**MUNICIPAL SERVICES****ADMINISTRATION**

Municipal Services Administration provides leadership and management to ensure the most effective delivery of services by Field Services, Solid Waste Management, Fleet Management, and Capital Projects Management divisions.

**PROGRAM OBJECTIVES**

- Provide leadership and management of the department in support of the organization's strategic objectives.
- Seek to continually improve cost effectiveness of various service delivery systems while incorporating growth of service needs.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$278,856	\$293,540	\$290,955	\$301,083
Contractual Services	36,284	34,874	31,358	32,438
Commodities	13,225	5,350	5,350	5,350
Capital Outlay	4,980	5,080	7,600	7,744
Total	\$333,345	\$338,844	\$335,263	\$346,615

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	3.0	3.0	3.0	3.0
Full-time Staffing Equivalent (FTSE)	3.0	3.0	3.0	3.0

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Municipal Services Administration budget decreases \$3,581 (1.1%) in 1997/98 and increases \$11,352 (3.4%) in 1998/99. This budget maintains the current service level for this program.

**MUNICIPAL SERVICES****ADMINISTRATION**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Achieve increase in satisfaction ratings for internal and external service delivery areas to a minimum of 95%.

Survey ratings indicating service meets or exceeds expectations

Field Services	87%	89%	95%	95%
Solid Waste Management	92%	95%	95%	95%
Flect Management	94%	95%	95%	95%

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**MUNICIPAL SERVICES****CAPITAL PROJECT MANAGEMENT**

Capital Project Management provides excellence in administration of approved capital projects and real estate assets. Provides accurate and timely coordination while developing and implementing the City's Capital Improvement Program. Provides leadership in effectively managing the City's real estate assets.

**PROGRAM OBJECTIVES**

- Implement asset management real estate database.
- Establish inter-departmental real estate partnering to uniformly and effectively deal with City's real estate needs and issues.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$480,769	\$545,030	\$668,855	\$700,226
Contractual Services	225,505	240,719	294,622	106,609
Commodities	13,678	8,925	11,925	12,300
Capital Outlay	37,963	21,322	22,800	23,232
<b>Total</b>	<b>\$757,915</b>	<b>\$815,996</b>	<b>\$998,202</b>	<b>\$842,367</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	22.0	22.0	22.0	22.0
Contractual			1.0	
Full-time Staffing Equivalent (FTSE)	22.0	22.0	23.0	22.0

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Capital Project Management budget increases \$182,206 (22.3%) in 1997/98 and decreases \$155,835 (15.6%) in 1998/99. The increase in 1997/98 includes the one time cost of a contractual position to develop an asset management program and to verify title of city owned real estate. As well as a decrease in staff hours chargeable to capital improvement projects. The decrease in 1998/99 results from a reduction in lease payment when construction of additional city office space is complete.

**MUNICIPAL SERVICES****CAPITAL PROJECT MANAGEMENT**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Coordinate, develop, and implement the City's Capital Improvement Plan on schedule and within budget.				
Active project budget per project manager	\$28,671,877	\$29,500,000	\$30,420,000	\$31,330,000
% of projects completed on schedule	67%	70%	72%	75%
% of projects completed within budget	100%	100%	100%	100%
% of completed project budget expended for project administration	4.03%	4%	4%	4%
Average project savings	12.38%	13%	13%	13%

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**MUNICIPAL SERVICES****FIELD SERVICES**

Field Services efficiently coordinates and administers the maintenance and repair of the City's roadway and traffic control systems. Ensures the City's transportation system is safe and aesthetic for public travel of motorists, bicyclists, and pedestrians.

**PROGRAM OBJECTIVES**

- Develop a computerized pavement management system that will integrate with the City's GIS, resulting in a comprehensive and cost effective pavement lifecycle maintenance program.
- If testing proves successful, implement a program to systematically convert the City's traffic signal system from incandescent lamps to LED indications.
- Adopt, and then implement, the recently developed "Emergency Response" procedures in coordination with Emergency Services Division.
- Study feasibility and desirability of buying the street light system currently maintained by SRP. Research the possibility of upgrading street lights in the southern part of the City in conjunction with a proposed buy-out.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,872,429	\$1,945,466	\$2,053,390	\$2,196,113
Contractual Services	4,336,551	4,611,547	5,017,141	5,426,520
Commodities	580,064	367,849	469,030	550,593
Capital Outlay	27,848	4,860	16,150	16,456
<b>Total</b>	<b>\$6,816,892</b>	<b>\$6,929,722</b>	<b>\$7,555,711</b>	<b>\$8,189,682</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	41.0	41.0	42.0	43.0
Contractual	1.0	1.0	1.0	1.0
Overtime/On Call	2.3	2.0	1.8	1.8
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>44.3</b>	<b>44.0</b>	<b>44.8</b>	<b>45.8</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Field Services budget increases \$625,989 (9.0%) in 1997/98 and \$633,971 (8.4%) in 1998/99. Increases reflect the addition of two positions in Traffic Signals, one in each year, to maintain the current service levels and support the new traffic management system; conversion of traffic signals to light emitting diodes to improve safety and reduce electrical costs; and the program application development of the Geographic Information System Pavement Management System.

**MUNICIPAL SERVICES****FIELD SERVICES**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Provide routine maintenance on a minimum of 50% of all roadway signs annually to ensure proper visibility and reflectivity and respond to other maintenance needs resulting from damage caused by accidents, storms, vandalism, theft, etc.

# of signs maintained per employee	9,948	9,990	10,214	10,520
% of goal accomplished	80%	88%	90%	93%
Cost per sign	\$5.43	\$5.51	\$5.72	\$5.89

**Goal:** Provide preventive maintenance and rehabilitation to a minimum of 10% of the pavement inventory annually.

# of lane miles maintained per employee	682	707	735	761
% of goal accomplished	80%	88%	90%	93%
Cost per sq. yard of pavement maintained	\$1.46	\$1.53	\$1.31	\$1.35

**Goal:** Ensure 100% operation of traffic signals through preventative maintenance four times annually and provide 365 days/24 hour, trouble call coverage.

% of PM plan completed	100%	100%	100%	100%
# of traffic signals per maintenance employee	34	38.5	40	42
% of goal for traffic signal operation achieved	99.99%	99.99%	99.99%	99.99%

**Goal:** Sweep all curbed miles of residential, commuter, and downtown streets at scheduled intervals.

Residential	18.5 times	18.5 times	18.5 times	18.5 times
Commuter	52 times	52 times	52 times	52 times
Downtown	104 times	104 times	104 times	104 times
% of plan completed	100%	100%	100%	100%
Cost per curb mile swept	\$8.90	\$9.16	\$9.43	\$9.71

**MUNICIPAL SERVICES****SOLID WASTE MANAGEMENT**

The Solid Waste Management division provides the City's residents and businesses with healthy, aesthetic, timely, cost effective, and environmentally sound collection services with a special emphasis on customer service, responsiveness to the needs of the community, cultivating partnerships where possible, and establishing and maintaining an innovative, sustainable solid waste management system for future generations.

**PROGRAM OBJECTIVES**

- Maintain positive working relationship with other City departments, divisions and programs, i.e. strengthen existing partnership with code enforcement to assist in identifying code violations and opportunities to assist in neighborhood cleanup efforts.
- Develop and implement a new tracking system for routing, inventories, service levels, and cost through the use of the City's new computerized Geographic Information Systems (GIS).
- Maintain Solid Waste Management's strong relationship with the Salt River/Pima Maricopa Indian Community landfill and administrative staff through areas of mutual interest including, but not limited to, periodic representation at each others staff meetings.
- Coordinate and implement special services and programs that support the City's outreach efforts on an annual basis, i.e., Household Hazardous Waste Collection Days and Rubbish Round-Up. Maintain neighborhood Scottsdale Neighborhood Alley Partnership program to clean alleys through the use of volunteers from each neighborhood.
- Service residential growth during fiscal years 1997/1999 without adding equipment or personnel by utilizing productivity enhancements of transfer station, residential routing, and other innovations.
- Develop aggressive community outreach/education program to improve communications and enhance service levels.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$2,611,289	\$2,890,651	\$2,907,908	\$3,091,159
Contractual Services	5,314,567	5,803,460	6,286,839	6,669,454
Commodities	539,028	340,683	586,805	600,402
Capital Outlay	8,640	10,313	9,500	9,680
Total	\$8,473,524	\$9,045,107	\$9,791,052	\$10,370,695

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	71.0	71.3	70.3	70.3
Overtime	4.7	3.6	3.2	3.2
Full-time Staffing Equivalent (FTSE)	75.7	74.9	73.5	73.5

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Solid Waste Management budget increases \$745,945 (8.2%) and \$579,643 (5.9%) in 1998/99. Increases include funding for the purchase of recycling containers and in-house recycling wastebaskets for new customers and replacements for existing customers; landfill increase due to growth; hauling from the transfer station to the landfill which was not budgeted for a full year in 1996/97; and an increase in liability insurance.

**MUNICIPAL SERVICES****SOLID WASTE MANAGEMENT**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
<b>Goal:</b> Maximize efficiency of solid waste transfer operations and increase residential refuse collection productivity sufficient to absorb growth for two years with no additional equipment or personnel.				
Tons collected per employee equivalent monthly	255	250	257	265
Household serviced weekly per employee equivalent	2,231	2,269	2,394	2,519
% increase of households serviced weekly per employee	(1.5%)	4.2%	4.0%	4.0%
<b>Goal:</b> Conduct at least one customer survey annually and attain a minimum customer service satisfaction rating of 95%.				
% of customers satisfied or very satisfied with service	92%	95%	95%	95%
<b>Goal:</b> Provide brush removal services to all residential households at least once per month to maintain neighborhood aesthetics and promote refuse collection efficiencies.				
Tons collected per employee equivalent per month	61.5	64.0	66.6	69.3
Fully burdened service cost per home	\$2.08	\$2.21	\$2.15	\$2.20
% of homes serviced once per month	90%	90%	95%	95%
<b>Goal:</b> Improve collection efficiency in commercial refuse services by at least 5% within two years.				
Tons collected per route monthly	127.3	130.5	133.7	137.1
Revenue generated monthly per route	\$6,897	\$7,173	\$7,450	\$7,758
% in change in revenue generated per route annually	7.5%	4.0%	4.0%	4.0%
% change in tons collected per route annually	1.4%	2.5%	2.5%	2.5%



**MUNICIPAL SERVICES****FLEET MANAGEMENT**

Fleet Management administers, procures, services, and repairs all city equipment and vehicles.

**PROGRAM OBJECTIVES**

- Upgrade CNG facility located in the South area of the City.
- Develop mobile preventive maintenance service to all City facilities.
- Pursue small equipment repair facility.
- Partner with other municipalities or agencies for maintenance and repair of City motorcycles.

<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Personal Services	\$1,853,447	\$1,984,938	\$2,072,450	\$2,191,421
Contractual Services	632,258	661,568	699,384	742,414
Commodities	2,184,222	2,278,452	2,521,136	2,823,846
Capital Outlay	5,657,452	3,276,226	4,461,493	4,943,448
<b>Total</b>	<b>\$10,327,379</b>	<b>\$8,201,184</b>	<b>\$9,754,463</b>	<b>\$10,701,129</b>

<b>STAFFING</b>	<b>ACTUAL 1995/96</b>	<b>ADOPTED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Authorized Positions	41.0	41.0	42.0	42.0
Overtime	0.4	0.7	0.7	0.7
<b>Full-time Staffing Equivalent (FTSE)</b>	<b>41.5</b>	<b>41.7</b>	<b>42.7</b>	<b>42.7</b>

**SIGNIFICANT EXPENDITURES AND STAFFING CHANGES**

The Fleet budget increases by \$1,553,279 (18.9%) in 1997/98 and \$946,706 (9.7%) in 1998/99. The primary increase is for the purchase of new and replacement vehicles -- \$1.2 million in 1997/98 and \$0.6 million in 1998/99. The replacement schedule varies based on the age and expected life of the vehicles. Users are charged annually based on the replacement schedule for the vehicle, and the funds are maintained in the Motor Pool Fund to purchase the replacements at the appropriate time. One position was transferred from Solid Waste mid-year 1996/97.

**MUNICIPAL SERVICES****FLEET MANAGEMENT**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1995/96</b>	<b>FORECAST 1996/97</b>	<b>FORECAST 1997/98</b>	<b>FORECAST 1998/99</b>
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**Goal:** Perform effective and efficient maintenance to attain 98% equipment availability to fully utilize the fleet to support users efficiencies.

% of equipment available for use by users	98%	98%	98%	98%
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**Goal:** Achieve a 95% satisfaction rating on equipment maintenance from fleet customer response cards.

% of customers indicating they are satisfied with the service provided to their equipment	94%	95%	95%	95%
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**Goal:** Maintain inventory of parts to provide 70% or greater availability of parts needed.

% of parts available in inventory	74%	77%	75%	75%
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**Debt Policy  
and Schedules**

**DEBT MANAGEMENT POLICIES**

A sound financial policy demonstrates to the public, the credit rating agencies, 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 were adopted by City Council in June 1997:

The City will seek to maintain and, if possible, improve our current bond rating in order to minimize borrowing costs and preserve access to credit.

Every future bond issue proposal will be accompanied by an analysis showing how the new issue combined with current debt impacts the City's debt capacity and conformance with City debt policies.

The City will attempt to develop coordinated communication process with all other overlapping jurisdictions with which we share a common tax base concerning our collective plans for future debt issues.

Debt Service costs (GO, MPC, HURF, Revenue Bond, and Contractual Debt) should not exceed 20% of the City's operating revenue. Improvement District (ID) and Community Facility District (CFD) debt is not included in this calculation because it is paid by the property owners of the district. Separate policy criteria have been established for both ID and CFD bonds.

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

Non-voter approved debt such as Municipal Property Corporation and contractual will be utilized only when a dedicated revenue source other than general revenue (e.g., golf course revenue, bed tax) can be identified to pay debt service expenses. The following considerations will be made to the question of pledging of project (facility) revenues towards debt service requirements:

- a. The project requires moneys not available from other sources.
- b. Matching fund moneys are available which may be lost if not applied for in a timely manner.
- c. Catastrophic conditions.
- d. The project to be financed will generate net positive revenues (i.e., the additional tax revenues generated by the project will be greater than the debt service requirements). The net revenues should not simply be positive over the life of the bonds, but must be positive each year within a reasonably short period (e.g., by the third year of debt service payments).

Improvement District and Community Facility District Bonds shall be issued only when there is a general City benefit. Both ID and CFD bonds will be utilized only when it is expected that they will be issued for their full term. It is intended that Improvement District and Community Facility District bonds will be primarily issued for existing neighborhoods desiring improvements to their property such as roads, water lines, sewer lines, street lights, and drainage.

- a. Improvement District debt will be permitted only when the full cash value of the property to debt ratio (prior to improvements being installed) 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.

- b. Community Facility District debt will be permitted only when the full cash value of the property to debt ratio (prior to improvements being installed) 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 facility 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.

McDowell Mountain Preservation debt service will be funded by the dedicated .2% sales tax. The City's sales tax to debt service goal will be at least 1.5:1 for senior lien debt to ensure the City's ability to pay for preserve debt from this elastic revenue source.

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.

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

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 a minimum ratio of utility revenue to debt service of 1.6/1 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 Improvement Plan.

## **DEBT SERVICE**

Debt Service is the amount of needed to pay principal and interest on outstanding bonded and contractual debt. Proceeds of bonded debt are used for construction or purchase of various capital improvements. The City's debt is divided into the following categories:

**General Obligation Bonds.** General Obligation (G.O.) bonds 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.

G.O. debt service increases \$3.2 million (17.6%) in 1997/98 and \$2.9 million (13.5%) in 1998/99. Increases reflect the issuance of voter approved bonds - \$26.6 million in 1996/97, \$22.0 million in 1997/98 and \$21.4 million in 1998/99. Proceeds of the bonds will be used primarily for transportation and drainage related capital improvements. The property tax rate is projected to increase 2.3 cents per \$100 of assessed valuation in 1997/98 and 1.4 cents in 1998/99.

**Revenue Bonds.** Revenue bonds are payable from a specific source of revenue which does 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.

Revenue debt service decreases \$1.2 million (-13.0%) in 1997/98 and increases \$2.9 million (37.2%) in 1998/99. Increases reflect the issuances of \$60 million in voter approved utility revenue bonds in the two year period. Proceeds of the bonds will be used for capital improvements - primarily construction of the Water Campus.

**Municipal Property Corporation Bonds.** The Municipal Property Corporation (MPC) is a non-profit corporation established to finance City improvements. Issuance of this type of debt is not voter approved. The debt on MPC bonds is secured by pledged excise taxes. The City's debt policy requires that there be a dedicated revenue source other than general revenue to pay the debt service expense.

MPC debt service decreases \$0.6 million (-4.4%) in 1997/98 and increases \$0.7 million (5.5%) in 1998/99. The 1997/98 decrease reflects a reduction in debt service payments due to the retirement of previously issued debt, as well as the delay of a planned issuance for the Waterfront capital project from 1996/97 to 1997/98. Increases in 1998/99 reflect planned new issuances for the Desert Discovery Museum and Mountain Preserve improvements. Debt service for all of these new financings will be paid from hospitality funds (bed tax revenue).

**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.

Special Assessment debt decreases \$2.1 million (-26.8%) in 1997/98 and increases \$3.0 million (50.3%) in 1998/99. The first year decrease reflects the retirement of previously issued debt which was fully paid in 1996/97. New issuances are planned for 1998/99 supporting property owners' commitment to the Desert Greenbelt.

**McDowell Mountain Preserve Bonds.** Preserve bonds are issued to purchase certain properties to be included in the McDowell Sonoran Preserve. Debt service is paid through a dedicated 0.2% sales tax approved by the Scottsdale voters. The first preservation bonds were issued in April 1997 for \$20.5 million. Other bond issuances totaling \$62.0 million are planned for 1998/99. Debt service totals approximately \$6.5 million beginning in 1997/98.

**Contractual Debt.** Contractual agreements are entered into when bonded debt is not feasible due to the relatively small amount and short duration of the financing. Contractual debt service increases \$3.5 million in 1997/98 and \$3.7 million in 1998/99. Increases are due to the recent purchase of WestWorld assets financed over a four year period, and a contractual arrangement tied to the Waterfront project whereby the City returns a portion of the sales tax revenue generated from the project as payment for parking garages being constructed by the developer.

The following pages contain: a five year debt service schedule, schedule of long term debt outstanding, and a computation of the legal debt margin as of June 30, 1997. Additional information concerning specific capital projects for which debt has been or will be issued can be found in the Capital Improvement Program of this book.

<b>DEBT TYPE</b>	<b>ADOPTED 1996/97</b>	<b>ESTIMATED 1996/97</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
General Obligation Bonds	\$18,179,107	\$18,206,107	\$21,387,042	\$24,281,586
Revenue Bonds	9,094,481	6,330,932	7,908,887	10,854,162
Municipal Properties Bonds	13,309,447	12,823,329	12,730,176	13,428,131
Special Assessment Bonds	8,103,694	6,423,100	5,932,675	8,919,194
Preserve Bonds			6,502,664	6,468,034
Contractual Debt	2,640,017	2,002,075	5,532,670	9,220,381
<b>Total</b>	<b>\$51,326,746</b>	<b>\$45,785,543</b>	<b>\$59,994,114</b>	<b>\$73,171,488</b>

## DEBT POLICY/SCHEDULES

## DEBT SERVICE EXPENSE

	ADOPTED 1997/98	APPROVED 1998/99	FORECAST 1999/00	FORECAST 2000/01	FORECAST 2001/02	PAYMENT DATE
<b>General Obligation Bonds</b>						
Debt Service Fund:						
1989 Series A (issued 1990)	1,336,875	1,322,625	1,302,000			06/30/00
1989 Series B (issued 1991)	1,272,805	1,259,805	1,247,130	1,232,100	1,233,600	06/30/04
1991 G.O. Refunding	769,498	766,120	764,640			06/30/00
1989 Series C (issued 1992)	1,821,505	1,800,280	1,775,955	1,748,530	1,735,518	06/30/12
1993 G.O. Refunding	1,004,560	1,014,785	998,785	1,027,515	1,013,835	06/30/09
1989 Series D (issued 1993)	1,366,718	1,859,218	1,947,593	1,590,893	1,522,393	06/30/13
1993A G.O. Refunding	2,772,438	1,372,945	1,368,708	3,423,708	3,416,818	06/30/11
1989 Series E (1994)	1,258,500	1,244,313	1,228,063	1,234,750	1,213,175	06/30/14
1994 Various Purpose	1,433,125	1,441,875	1,446,500	1,422,000	1,395,438	06/30/14
1995 G.O. Series & Pima Road	1,242,688	1,234,438	1,224,438	1,237,688	1,222,438	06/30/15
1997 Series H & Pima Road	2,347,400	2,317,150	2,299,275	2,282,650	2,266,900	06/30/16
Future Bonds	2,639,575	5,111,027	6,020,818	6,072,838	5,642,848	06/30/17
Fiscal Agent Fees	7,000	7,500	8,000	8,500	8,500	
<b>Total Debt Service Fund</b>	<b>\$19,272,687</b>	<b>\$20,752,081</b>	<b>\$21,631,905</b>	<b>\$21,281,172</b>	<b>\$20,671,463</b>	
Water Utility Fund:						
1993 Refunding	2,044,290	3,459,440	4,299,560	5,221,900	5,276,460	06/30/06
1993A Refunding	67,065	67,065	67,065	67,065	67,065	06/30/06
Fiscal Agent Fees	3,000	3,000	3,000	3,500	3,500	
<b>Total Water Utility Fund</b>	<b>\$2,114,355</b>	<b>\$3,529,505</b>	<b>\$4,369,625</b>	<b>\$5,292,465</b>	<b>\$5,347,025</b>	
Subtotal GO without Future Bonds	18,747,467	19,170,559	19,980,712	20,500,799	20,375,640	
<b>Total G.O. Bonds</b>	<b>\$21,387,042</b>	<b>\$24,281,586</b>	<b>\$26,001,530</b>	<b>\$26,573,637</b>	<b>\$26,018,488</b>	
<b>Revenue Bonds</b>						
Highway User Revenue Fund:						
1993 Refunding	3,098,538	3,103,488	3,101,913	3,103,588	3,102,800	06/30/07
Fiscal Agent Fees	1,600	1,000	1,000	1,000	1,000	
<b>Total Highway User Fund</b>	<b>3,100,138</b>	<b>3,104,488</b>	<b>3,102,913</b>	<b>3,104,588</b>	<b>3,103,800</b>	
Water Utility Fund:						
1992 Utility Refunding	864,568	864,420	457,153			06/30/00
1989 Series B (1992)	228,312	226,625	224,532	224,735	221,630	06/30/12
1989 Series C (1994)	147,205	145,477	143,304	140,684	140,320	06/30/05
1996 Refunding Bonds	485,981	484,901	480,322	483,251	479,809	06/30/14
Fiscal Agent Fees	3,075	2,275	2,275	3,000	3,000	
<b>Total Water Utility Fund</b>	<b>1,729,141</b>	<b>1,723,698</b>	<b>1,307,586</b>	<b>851,670</b>	<b>844,758</b>	
Sewer Utility Fund:						
1992 Utility Refunding	864,568	864,420	457,153			06/30/00
1989 Series B (1992)	194,488	193,051	191,268	191,441	188,796	06/30/12
1989 Series C (1994)	125,395	123,923	122,072	119,842	119,531	06/30/05
1996 Refunding Bonds	413,984	413,064	409,163	411,659	408,726	06/30/14
Future Bonds	1,479,673	4,430,018	5,174,141	5,173,690	5,168,220	06/30/22
Fiscal Agent Fees	1,500	1,500	1,500	1,500	1,500	
<b>Total Sewer Utility Fund</b>	<b>3,079,608</b>	<b>6,025,976</b>	<b>6,355,297</b>	<b>5,898,131</b>	<b>5,886,773</b>	
<b>Total Water &amp; Sewer Funds</b>	<b>4,808,749</b>	<b>7,749,674</b>	<b>7,662,883</b>	<b>6,749,801</b>	<b>6,731,531</b>	
<b>Total Revenue Bonds</b>	<b>\$7,908,887</b>	<b>\$10,854,162</b>	<b>\$10,765,796</b>	<b>\$9,854,389</b>	<b>\$9,835,331</b>	
<b>Other Liabilities</b>						
General Fund - Fiscal Agent Fees	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	



## DEBT POLICY/SCHEDULES

## DEBT SERVICE EXPENSE

	ADOPTED 1997/98	APPROVED 1998/99	FORECAST 1999/00	FORECAST 2000/01	FORECAST 2001/02	FINAL PAYMENT DATE
<b><u>Municipal Prop. Corp. (MPC) Bonds</u></b>						
Excise Debt Fund:						
1987 Downtown Street Improvements	737,015	742,215	739,395	738,785		06/30/01
1992 Asset Transfer Refunding	3,941,893	3,941,373	3,938,205	3,952,073	3,940,910	11/01/14
1993 Refunding	4,346,088	4,343,338	4,350,888	4,362,463	4,361,956	06/30/05
1994 Refunding	1,129,720	1,128,270	1,133,978	1,131,703	1,131,133	06/30/04
1995 TPC	305,230	303,480	301,280	303,630	300,080	06/30/15
1996 McCormick/Stillman	346,930	349,430	352,770	350,170	356,830	06/30/04
1996 Computer Project	455,065	451,065	453,685	455,010		06/30/01
Future Bonds - Waterfront	456,000	640,800	638,700	640,700	641,500	06/30/12
Future Bonds - Desert Museum		365,000	517,100	518,300	518,600	06/30/13
Future Bonds - Mountain Preserve		150,000	209,600	208,900	207,900	06/30/13
Fiscal Agent Fees	36,000	36,000	36,000	40,000	40,000	
<i>Total Excise Debt Fund</i>	<i>\$11,753,941</i>	<i>\$12,450,971</i>	<i>\$12,671,601</i>	<i>\$12,701,734</i>	<i>\$11,498,909</i>	
Solid Waste Fund:						
1995 Transfer Station	334,730	337,405	333,993	334,243	338,993	06/30/10
1996 Recyc/Sanit Trucks	641,005	639,255	639,615	643,290		06/30/01
Fiscal Agent Fees	500	500	500	500	500	
<i>Total Solid Waste Fund</i>	<i>\$976,235.00</i>	<i>\$977,160.00</i>	<i>\$974,108.00</i>	<i>\$978,033.00</i>	<i>\$339,493.00</i>	
<b>Total MPC Bonds</b>	<b>\$12,730,176</b>	<b>\$13,428,131</b>	<b>\$13,645,709</b>	<b>\$13,679,767</b>	<b>\$11,838,402</b>	
<b><u>McDowell Mountain Preserve Bonds</u></b>						
Future Bonds - Series 1997A	1,705,664	1,670,356	1,655,094	1,638,281	1,619,919	06/30/22
Future Bonds - Series 1997B	4,797,000	4,797,678	4,801,481	4,800,276	4,810,667	06/30/22
Future Bonds - Series 2000				600,000	600,000	06/30/25
<b>Total Preserve Bonds</b>	<b>\$6,502,664</b>	<b>\$6,468,034</b>	<b>\$6,456,575</b>	<b>\$7,038,557</b>	<b>\$7,030,586</b>	
<b><u>Capital Leases</u></b>						
Remittance Processing Equipment	45,000	45,000	45,000	45,000	45,000	
<b>Total Capital Leases</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	
<b><u>Contracts Payable</u></b>						
General Fund:						
U.S. Corps of Engineers - IBW	231,166	231,166	231,166	231,166	231,166	2032
W. Coupl./Camelv.-Fashion Square	750,000	749,465				01/31/99
Scottsdale Towne Center	89,717	89,716				2/01/99
Scottsdale Fiesta	643,505	643,505				5/99
Scottsdale Auto Mall	750,000	1,200,000	150,000			2000
WestWorld	1,187,257	1,142,800	1,095,200	1,047,600		1/2000
Future McDowell Sonoran Preserve	1,500,000	1,500,000	1,500,000	1,000,000		
Future Contract - Waterfront		2,500,000	2,500,000	2,500,000	2,500,000	1014
Future Contract - Pima Freeway		718,700	1,919,500	2,010,000	1,869,400	2003
<i>Total General Fund</i>	<i>\$5,151,645</i>	<i>\$8,775,352</i>	<i>\$7,395,866</i>	<i>\$6,788,766</i>	<i>\$4,600,566</i>	
Water Utility Fund:						
Carefree Ranch	320,024	384,029	422,432	464,675	494,560	03/01/02
<i>Total Water Utility Fund</i>	<i>\$320,024</i>	<i>\$384,029</i>	<i>\$422,432</i>	<i>\$464,675</i>	<i>\$494,560</i>	
<b>Total Contracts Payable</b>	<b>\$5,471,669</b>	<b>\$9,159,381</b>	<b>\$7,818,298</b>	<b>\$7,253,441</b>	<b>\$5,095,126</b>	
<b><u>Special Assessment Bonds</u></b>						
Existing Districts	5,223,175	4,753,444	4,538,392	4,391,518	3,275,018	01/01/05
Future Districts	709,500	4,165,750	6,133,780	6,720,490	7,049,350	01/01/09
<b>Total Special Assessment Bonds</b>	<b>\$5,932,675</b>	<b>\$8,919,194</b>	<b>\$10,672,172</b>	<b>\$11,112,008</b>	<b>\$10,324,368</b>	
<b>Total Debt Service</b>	<b>\$59,994,114</b>	<b>\$73,171,488</b>	<b>\$75,421,079</b>	<b>\$75,572,798</b>	<b>\$70,203,300</b>	

**DEBT POLICY/SCHEDULES****DEBT OUTSTANDING**

	<i>Balance at 6/30/98</i>	<i>Balance at 6/30/99</i>	<i>Balance at 6/30/00</i>	<i>Balance at 6/30/01</i>	<i>Balance at 6/30/02</i>	<i>Final Payment Date</i>
<b>General Obligation Bonds</b>						
1989 Series A (1990)	2,325,000	1,200,000	-	-	-	06/30/00
1989 Series B (1991)	6,055,000	5,200,000	4,285,000	3,310,000	2,275,000	06/30/04
1991 G.O. Refunding	1,400,000	720,000	-	-	-	06/30/00
1989 Series C (1992)	16,745,000	15,915,000	15,045,000	14,135,000	13,180,000	06/30/12
1993 G.O. Refunding	40,500,000	37,980,000	34,525,000	29,960,000	25,135,000	06/30/09
1989 Series D (1993)	16,840,000	15,815,000	14,635,000	13,735,000	12,845,000	06/30/13
1993A G.O. Refunding	20,880,000	20,405,000	20,325,000	17,780,000	17,480,000	06/30/11
1989 Series E (1994)	12,500,000	12,000,000	11,475,000	10,900,000	10,300,000	06/30/14
1994 Various Purpose	14,150,000	13,600,000	13,000,000	12,375,000	11,725,000	06/30/14
1995 G.O.	13,700,000	13,200,000	12,675,000	12,100,000	11,500,000	06/30/15
1997H G.O.	25,790,000	24,885,000	23,930,000	22,920,000	21,850,000	06/30/16
Future Bonds	20,105,000	38,344,900	37,187,900	33,457,900	29,922,900	
<b>Total G.O. Bonds</b>	<b>\$190,990,000</b>	<b>\$199,264,900</b>	<b>\$187,082,900</b>	<b>\$170,672,900</b>	<b>\$156,212,900</b>	
<b>Revenue Bonds</b>						
1993 IIURF Refunding	21,880,000	19,900,000	17,830,000	15,660,000	13,385,000	06/30/07
1992 Util Refunding	2,460,000	865,000	-	-	-	06/30/00
1989 Util Series B (1992)	3,955,000	3,770,000	3,575,000	3,365,000	3,145,000	06/30/12
1989 Util Series C (1994)	1,425,000	1,255,000	1,075,000	885,000	680,000	06/30/05
1996 Refunding	9,065,000	8,625,000	8,175,000	7,700,000	7,210,000	06/30/14
Future Bonds	19,240,000	57,300,000	56,000,000	54,645,000	53,230,000	06/30/24
<b>Total Revenue Bonds</b>	<b>\$58,025,000</b>	<b>\$91,715,000</b>	<b>\$86,655,000</b>	<b>\$82,255,000</b>	<b>\$77,650,000</b>	
<b>MPC Bonds</b>						
1987 Downtown Street Impv.	1,970,000	1,350,000	695,000	-	-	06/30/01
1992 Asset Transfer Refund	38,710,000	37,140,000	35,485,000	33,720,000	31,860,000	11/01/14
1993 Refunding	25,140,000	22,060,000	18,830,000	15,435,000	11,875,000	06/30/05
1994 Refunding	5,745,000	4,900,000	4,010,000	3,080,000	2,105,000	06/30/04
1995 Taxable Excise - TPC	2,740,000	2,660,000	2,575,000	2,480,000	2,380,000	06/30/15
1996 McCormick/Stillman Park	1,810,000	1,545,000	1,265,000	975,000	665,000	06/30/04
1996 Computer Project	1,245,000	850,000	435,000	-	-	06/30/01
1995 Transfer Station	3,020,000	2,835,000	2,640,000	2,435,000	2,215,000	06/30/10
1996 Recycle	1,760,000	1,200,000	615,000	-	-	06/30/01
Future Bonds	5,930,000	12,340,000	11,715,000	11,050,000	10,345,000	06/30/17
<b>Total MPC Bonds</b>	<b>\$88,070,000</b>	<b>\$86,880,000</b>	<b>\$78,265,000</b>	<b>\$69,175,000</b>	<b>\$61,445,000</b>	
<b>Scotts Preserve Auth Bonds</b>						
1997 Excise Tax	20,330,000	19,875,000	19,400,000	18,905,000	18,390,000	06/30/10
Future Bonds	60,282,300	59,010,343	67,676,710	66,280,933	64,806,373	06/30/25
<b>Total Preserve Bonds</b>	<b>\$80,612,300</b>	<b>\$78,885,343</b>	<b>\$87,076,710</b>	<b>\$85,185,933</b>	<b>\$83,196,373</b>	
<b>Capital Leases</b>						
Future - Remittance Proc Equip	138,600	107,800	77,000	46,200	15,400	06/30/03
<b>Total Capital Leases</b>	<b>138,600</b>	<b>107,800</b>	<b>77,000</b>	<b>46,200</b>	<b>15,400</b>	

**DEBT POLICY/SCHEDULES****DEBT OUTSTANDING**

	<i>Balance at 6/30/98</i>	<i>Balance at 6/30/99</i>	<i>Balance at 6/30/00</i>	<i>Balance at 6/30/01</i>	<i>Balance at 6/30/02</i>	<i>Final Payment Date</i>
<b>Contracts Payable</b>						
U.S. Corps of Engineers	3,571,499	3,523,051	3,472,124	3,418,592	3,362,319	2032
W. Couplet/Camelview	784,927	-	-	-	-	06/30/99
Scottsdale Fiesta	643,505	-	-	-	-	06/30/99
Scottsdale Auto Mall	1,350,000	150,000	-	-	-	06/30/00
Carefree Ranch	1,762,307	1,379,008	957,380	493,588	-	06/30/02
WestWorld	3,000,000	2,000,000	1,000,000	-	-	06/30/01
Future Contract-McDowell Mt Prsv	4,000,000	2,500,000	1,000,000	-	-	06/30/01
Future Contract-Pima Fwy	-	6,316,600	4,397,100	2,387,100	517,700	06/30/03
Future Contract-Waterfront	-	37,500,000	35,000,000	32,500,000	30,000,000	06/30/97
<b>Total Contracts Payable</b>	<b>\$15,112,238</b>	<b>\$53,368,659</b>	<b>\$45,826,604</b>	<b>\$38,799,280</b>	<b>\$33,880,019</b>	
<b>Special Assessment Bonds</b>						
Existing Districts	21,049,052	17,409,394	13,764,735	10,045,077	7,250,983	01/01/05
Future Districts	23,650,000	36,375,000	38,951,000	44,432,000	49,913,000	06/01/12
<b>Total Spec Assmt Bonds</b>	<b>\$44,699,052</b>	<b>\$53,784,394</b>	<b>\$52,715,735</b>	<b>\$54,477,077</b>	<b>\$57,163,983</b>	
<b>Total Long Term Debt Outstanding</b>						
Existing Bonds and Contracts	344,301,290	314,211,453	285,694,239	255,812,257	230,813,302	
Future Bonds and Contracts	133,345,900	249,794,643	252,004,710	244,799,133	238,750,373	
<b>Long Term Debt Outstanding</b>	<b>\$477,647,190</b>	<b>\$564,006,096</b>	<b>\$537,698,949</b>	<b>\$500,611,390</b>	<b>\$469,563,675</b>	

**DEBT POLICY/SCHEDULES****DEBT MARGINS**

COMPUTATION OF LEGAL DEBT MARGINS  
JUNE 30, 1997

Net Secondary Assessed Valuation as of June 30, 1997 \$1,591,800,942

Debt Limit Equal to 20% of Assessed Valuation 318,360,188

General Obligation Bonded Debt Subject to 20% Debt Limit (net of amounts available in Debt Service Funds for payment on July 1, 1997):

1991 Refunding	\$2,045,000
1989 Series C (1992) CIP	11,500,000
1993 Refunding	29,121,000
1989 Series D (1993)	15,000,000
1993A Refunding	14,654,400
1989 Series E (1994)	7,400,000
1994 Various Purpose	7,300,000
1995 Storm Sewer & Streets	12,500,000
1997 Series H Storm Sewer	<u>6,000,000</u>

Net Outstanding Bonded Debt Subject to 20% Limit 105,520,400

**Legal 20% Debt Margin (Available Borrowing Capacity) \$212,839,788**

Debt Limit Equal to 6% of Assessed Valuation \$95,508,057

General Obligation Bonded Debt Subject to 6% Debt Limit (net of amounts available in Debt Service Funds for payment on July 1, 1997):

1989 Series A (1990) CIP	3,375,000
1989 Series B (1991) CIP	6,855,000
1989 Series C (1992) CIP	6,035,000
1993 Refunding	12,429,000
1989 Series D (1993) CIP	2,340,000
1993A Refunding	8,030,600
1989 Series E (1994)	5,575,000
1994 Various Purpose	7,350,000
1995 Pima Road Improvements	1,675,000
1997 Series H Pima Road	3,200,000
1997 Series H Roads	<u>17,460,000</u>

Net Outstanding Bonded Debt Subject to 6% Limit 74,324,600

**Legal 6% Debt Margin (Available Borrowing Capacity) \$21,183,457**

Note: Under Arizona law, cities can issue general obligation bonds for purposes of water, sewer, light, parks, and open space purposes, but outstanding bonds issued for such purposes may not exceed 20% of the city's net secondary assessed valuation. Outstanding general obligation bonded debt for all other purposes may not exceed 6% of the city's net secondary assessed valuation.

**Capital Improvements**

## CAPITAL IMPROVEMENT PROGRAM

## OVERVIEW

The capital budget authorizes and provides the basis for control of expenditures for the acquisition and construction of all capital facilities. A five-year Capital Improvement Plan is developed bi-annually and updated annually, including anticipated funding sources. Capital budget appropriations lapse at the end of the year, but are re-budgeted until the project is complete and capitalized.

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 users 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.

Funding sources for 1997/98 include estimated balances on hand at the beginning of the period as well as revenue expected to be collected during the period. Funding sources for the 1998/99 - 2001/02 are presented on a cash flow basis. These revenue sources are presented in the period that the revenue is expected to be collected. As a result of presenting revenue on the cash basis, funding sources do not equal budgeted expenditures in each period, creating a fund balance as cash accumulates for larger expenditures in later years.

### CAPITAL IMPROVEMENT PLAN FUNDING SOURCES IN MILLIONS OF DOLLARS

FUNDING SOURCE	1997/98	1998/99	1999/00	2000/01	2001/02	TOTAL
Transportation Tax (.2% )	\$22.1	\$14.0	\$15.5	\$17.1	\$18.9	\$87.6
McDowell Tax (.2%)	17.2	14.0	15.5	17.1	18.9	82.7
Water/Sewer Dev. Fees	44.9	23.2	21.9	22.2	18.9	131.1
Utility User Fees	103.3	17.6	14.5	17.0	16.9	169.3
General Fund Transfer In	33.6	14.5	16.3	13.8	12.1	90.3
Water/Sewer Bonds	20.0	40.0	10.0	0.0	0.0	70.0
GO & ID Bonds	73.1	36.5	8.8	0.0	0.0	118.4
MPC & SPA Bonds	68.2	7.0	0.0	10.0	0.0	85.2
Contributions	32.6	4.1	7.2	1.7	0.0	45.6
Bed Tax, Interest, RICO, Other	11.1	26.5	13.6	3.3	3.3	57.8
Contingent Revenues	35.0	35.0	35.0	35.0	35.0	175.0
Total	\$461.1	\$232.4	\$158.3	\$137.3	\$124.1	\$1,113.2

The *Fund Summary*; a schedule of funding sources, expenditures, and fund balance for capital projects for the five year plan, appears later in this section.

Projects included in the Five-Year Capital Improvement Plan have been reviewed through an extensive prioritization process. An inter-departmental team reviewed and prioritized all projects based on twelve criteria, including fiscal impact, lifecycle costs, City critical objectives, health and safety effects, community economic effects, and implications of deferring the project. Recommendations were further reviewed and appropriate changes made by City Executive staff.

Descriptions of the criteria used to prioritize capital projects appear on the *Project Criteria* at the end of this section.

The capital budget for expenditures totals \$483,148,800 in 1997/98 and \$153,961,500 in 1998/99. The 1997/98 amount includes \$254,974,100 re-budgeted for projects not completed in the prior year.

**CAPITAL IMPROVEMENT PROGRAM****OVERVIEW**

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 table identifies the 1997/98 - 2001/02 Capital Improvement Plan by major program.

<b>CAPITAL IMPROVEMENT PLAN PROGRAMS</b>						
<b>IN MILLIONS OF DOLLARS</b>						
<b>PROGRAM</b>	<b>1997/98</b>	<b>1998/99</b>	<b>1999/00</b>	<b>2000/01</b>	<b>2001/02</b>	<b>TOTALS</b>
Transportation	\$71.9	\$47.8	\$23.8	\$18.5	\$27.2	\$189.2
Drainage/Flood Control	7.2	.9	6.1	3.3	2.5	20.0
Community Facilities	93.5	16.9	12.8	15.3	1.5	140.0
Service Facilities	13.4	.8	.1	4.5	4.7	23.5
Public Safety	5.0	1.9	4.4	.7	1.1	13.1
Improvement Districts	55.9	5.0	9.4	0.0	0.0	70.3
Water/Wastewater	200.2	44.5	32.7	43.5	36.3	357.2
Contingency	36.0	36.2	35.9	35.9	35.8	179.8
Total Expenditures	483.1	154.0	125.2	121.7	109.1	993.1
Transfers Out	9.5	13.1	15.0	15.2	14.1	66.9
Total Use of Funds	\$492.6	\$167.1	\$140.2	\$136.9	\$123.2	\$1,060.0

Expenditures are presented on a budget basis rather than a cash flow basis. Governmental accounting procedures require adequate budget to pay for the entire contract to be available and appropriated in the period in which a contract is entered. However, actual cash expenditures under the contract may take place over more than one period. Transfers out represent Transportation privilege (sales) tax and McDowell Preserve privilege tax being transferred to the debt service funds to repay bonded or contractual debt.

The *Project List*, a list of capital projects and budgets for the five years and the *Project Descriptions*; descriptions of the capital projects in alphabetical order appear later in this section.

As capital improvement projects are completed, the operation of these facilities is funded in the Operating Budget. The operating costs for 1997/98 have been included in the appropriate department budgets. The estimated cumulative increase in operating expenses over the next five years, due to completed capital improvement projects, is as follows:

<b>ESTIMATED OPERATING COSTS ATTRIBUTABLE TO COMPLETED CAPITAL PROJECTS</b>						
<b>IN THOUSANDS OF DOLLARS</b>						
	<b>1997/98</b>	<b>1998/99</b>	<b>1999/00</b>	<b>2000/01</b>	<b>2001/02</b>	<b>TOTAL</b>
Transportation	427.2	532.1	619.2	691.6	751.2	3,021.3
Improvement Districts	20.0	117.0	197.0	217.0	247.0	798.0
Drainage and Flood Control	2.3	4.5	4.5	6.8	6.8	24.9
Water and Wastewater	1,742.1	9,390.8	11,134.1	14,675.9	18,803.1	55,746.0
Community Facilities	176.6	349.1	403.4	411.7	425.6	1,766.4
Service Facilities	546.9	613.5	677.7	742.1	806.6	3,386.8
Public Safety	620.5	755.8	1,769.3	2,393.2	2,487.1	8,025.9
Total Estimated Operating Costs	3,535.6	11,762.8	14,805.2	19,138.3	23,527.4	72,769.3

The 1997/98 operating cost increase is a result of the completion and expected completion of approximately 45 projects. Operating costs related to the opening of the Fire Station at Pima and Thompson Peak account for \$460,000 of the increase. Median and right-of-way maintenance and paving maintenance increased approximately \$300,000 to include 14 street projects such as Pima Road from McDowell to Via Linda, traffic signal installations, and Shea Boulevard from 126<sup>th</sup> Street to 144<sup>th</sup> Street. Building custodial and maintenance costs increased approximately \$300,000 as a result of the anticipated completion of building projects such as the Loloma Transit Center, Fire Station at Pima and Thompson Peak, the Desert Foothills Public Safety Facility and the remodel of the Public Services Building. Parks and parks maintenance costs of approximately \$110,000 were included for the Grayhawk Neighborhood Park, the Skateboard Park and Pinnacle Peak Mountain Park.

Water and Wastewater projects account for \$1.7 million or 48 percent of the operating impact in 1997/98. In 1998/99, the impact from water and wastewater projects increases to \$9.4 million or 80 percent of the estimated costs and continues the trend to account for approximately 80 percent of the estimated operating costs in 2001/02. Significant projects being completed are the Water Campus and the CAP Water Treatment Plant expansion which account for \$20 million and \$12.6 million, respectively over the five year period. The addition of six well sites over the five-year period results in an increase in operating expenses of \$6.8 million due primarily to an increase in electricity needed to operate the wells.

The following pages include:

- *Fund Summary*, a schedule of funding sources, expenditures, and fund balance for capital projects for the five year period,
- *Project List*, a list of capital projects and budgets for the five years;
- *Project Descriptions*, descriptions of individual projects (in alphabetical order),
- *Project Criteria*, description of criteria used to prioritize capital projects.



# CAPITAL IMPROVEMENT PROGRAM

# FUND SUMMARY

	1997/98	1998/99	1999/00	2000/01	2001/02	Totals
Beginning Balance	157,821,923	(31,521,973)	33,830,456	51,923,294	52,315,811	157,821,923
<b>Resources</b>						
<b>Bonds</b>						
Municipal Property Corporation	6,200,000	7,000,000				13,200,000
1989 General Obligation - Drainage	2,000,000	8,000,000	2,303,000			12,303,000
1989 General Obligation - Transportation	16,000,000	13,409,900				29,409,900
1989 Revenue - Sewer	20,000,000	40,000,000	10,000,000			70,000,000
1992 General Obligation - Transportation	4,050,000					4,050,000
Scottsdale Preserve Authority	62,000,000			10,000,000		72,000,000
Special Assessment	23,650,000	15,090,000	6,450,000			45,190,000
<b>Total Bonds</b>	<b>133,906,000</b>	<b>83,499,900</b>	<b>18,753,000</b>	<b>10,000,000</b>	<b>-</b>	<b>246,152,900</b>
<b>Contracts</b>						
Transportation Short Term Contract	2,900,000	23,115,000	10,385,000			36,400,000
<b>Pay-As-You-Go</b>						
<b>Contributions</b>						
Improvement District	17,748,400	2,632,000	5,724,000			26,104,400
Transportation	12,818,000					12,818,000
Other	360,000	1,500,000	1,500,000	1,712,000		5,072,000
<b>Development Fees</b>						
Wastewater	13,104,900	10,204,200	9,630,900	9,676,800	8,514,000	51,130,800
Water	10,853,100	9,571,500	9,139,500	9,324,000	7,737,300	46,625,400
Water Resources	3,882,800	3,462,300	3,132,900	3,192,300	2,655,900	16,326,200
Interest and Misc Revenue	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
<b>Privilege Tax</b>						
.2% Transportation	12,198,456	14,030,300	15,506,530	17,155,023	18,956,048	77,846,357
.2% McDowell Mountain Preservation	12,198,456	14,030,300	15,506,530	17,155,023	18,956,048	77,846,357
RICO	2,135,000					2,135,000
Transient Occupancy Tax	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	11,250,000
<b>Utility User Fees</b>						
Wastewater Charges	8,191,348	11,078,760	10,605,541	10,316,821	12,899,432	53,091,902
Water Charges	14,372,081	6,509,421	3,847,853	6,721,697	4,067,026	35,518,078
Contingent Revenue	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	175,000,000
General Fund Transfer In	20,374,700	14,547,000	16,317,400	13,824,000	12,059,200	77,122,300
<b>Total Pay-As-You-Go</b>	<b>166,487,241</b>	<b>125,815,781</b>	<b>129,161,154</b>	<b>127,327,664</b>	<b>124,094,954</b>	<b>672,886,794</b>
<b>Total Resources</b>	<b>303,287,241</b>	<b>232,430,681</b>	<b>158,299,154</b>	<b>137,327,664</b>	<b>124,094,954</b>	<b>955,439,694</b>
<b>Total Beginning Balance and Resources</b>	<b>461,109,164</b>	<b>200,908,708</b>	<b>192,129,610</b>	<b>189,250,958</b>	<b>176,410,765</b>	<b>1,113,261,617</b>
<b>Expenditures (Including Prior Year Carryover)</b>						
Transportation	71,917,200	47,820,800	23,748,100	18,499,000	27,156,000	189,141,100
Improvement Districts	55,917,200	4,968,000	9,399,000			70,284,200
Drainage and Flood Control	7,269,000	881,000	6,069,400	3,294,100	2,477,600	19,991,100
Water and Wastewater	200,220,300	44,495,900	32,735,500	43,510,000	36,247,400	357,209,100
Community Facilities	93,432,200	16,929,100	12,796,400	15,276,400	1,542,600	139,976,700
Service Facilities	13,451,400	782,400	108,200	4,499,500	4,679,400	23,520,900
Public Safety	4,947,300	1,848,600	4,409,700	715,100	1,135,200	13,055,900
Contingency	35,994,200	36,235,700	35,889,800	35,918,800	35,845,400	179,883,900
<b>Total Expenditures</b>	<b>483,148,800</b>	<b>153,961,500</b>	<b>125,156,100</b>	<b>121,712,900</b>	<b>109,083,600</b>	<b>993,062,900</b>
Transfers Out	9,482,337	13,116,752	15,050,216	15,222,247	14,068,206	66,939,758
<b>Total Expenditures and Transfers Out</b>	<b>492,631,137</b>	<b>167,078,252</b>	<b>140,206,316</b>	<b>136,935,147</b>	<b>123,151,806</b>	<b>1,060,002,658</b>
<b>Ending Balance</b>	<b>(31,521,973)</b>	<b>33,830,456</b>	<b>51,923,294</b>	<b>52,315,811</b>	<b>53,258,959</b>	<b>53,258,959</b>

# CAPITAL IMPROVEMENT PROGRAM

# PROJECT LIST

PROJECT	Prior Years	1997/98	1998/99	1999/00	2000/01	2001/02	Total
<b>TRANSPORTATION</b>							
<b>Streets</b>							
Cactus Road - Freeway to Frank Lloyd Wright Blvd						5,492.0	5,492.0
Camelback Road -							
Goldwater Boulevard to Scottsdale Road	750.0						750.0
84th Street and Cholla Road	925.0						925.0
Goldwater Buffering		250.0					250.0
Greenway Road/Hayden Road Loop - Canal Crossing	9,872.8						9,872.8
Hayden Road-Princess Drive to Outer Loop			2,500.0				2,500.0
Hayden Road-Sweetwater to Thunderbird Road						772.8	772.8
Hayden Road and McKellips Road Intersection		159.8					159.8
Indian Bend Road - Hayden Road to Pima Road						2,482.0	2,482.0
Indian School Road-Civic Center Blvd to Pima Road	780.0	1,500.0	5,940.0				8,220.0
Indian School Road-							
64th Street to Civic Center Boulevard	12,362.1	5,869.7					18,231.8
Master Plan Street Concept Studies	960.0	350.0	350.0	300.0	500.0	150.0	2,610.0
McDonald Drive - Scottsdale Road to Pima Road		5,380.0	2,800.0				8,180.0
90th Street Study Area	105.0						105.0
96th Street - Shea Blvd to Sweetwater Blvd					4,212.0		4,212.0
104th Street - Desert Cove to Larkspur Drive						1,750.7	1,750.7
Pima Freeway - Aesthetics		1,750.0	1,000.0	1,000.0			3,750.0
Pima Freeway - Frontage Roads					1,000.0		1,000.0
Pima Freeway - Native Plant Salvage		400.0					400.0
Pima Freeway -Scottsdale Road to Pima Road		2,900.0	23,115.0	10,385.0			36,400.0
Pima Road and Happy Valley Intersection						1,138.3	1,138.3
Pima Road - Hualapai to Deer Valley Road	3,496.0	1,502.7					4,998.7
Pima Road - McDowell Road to Via Linda	14,750.0						14,750.0
Pima Road - Outer Loop to Hualapai Drive			2,500.0				2,500.0
Scottsdale Road -							
Frank Lloyd Wright Boulevard to Outer Loop						7,906.8	7,906.8
Scottsdale Road -							
Indian Bend Road to Gold Dust Road	560.0	1,500.0	-	9,273.0	5,378.0		16,711.0
Scottsdale Road - Mercer to Sweetwater	3,659.0	400.0					4,059.0
Shea Boulevard - 124th Street to 144th Street	9,144.3						9,144.3
64th Street - McDowell Road to Indian School Road	9,600.0		5,527.0				15,127.0
Street Overlay		270.0					270.0
Thompson Peak Parkway - CAP Canal Crossing	1,257.0	13,243.0					14,500.0
Traffic Bottleneck Removal Projects	510.0	1,250.0	1,050.0	1,100.0	1,150.0	1,300.0	6,360.0
Expended Prior Years Budget	(37,893.2)						(37,893.2)
<b>Total Streets</b>	<b>30,838.0</b>	<b>36,725.2</b>	<b>44,782.0</b>	<b>22,058.0</b>	<b>12,240.0</b>	<b>20,992.6</b>	<b>167,635.8</b>
<b>Transit</b>							
Bicycle Improvements	20.4	183.2	579.5	206.0	842.0	20.0	1,851.1
Bus Bays - Grant Match (20%)		16.0		16.0			32.0
Bus Benches - Grant Match (20%)	14.4	2.0					16.4
Bus Shelters - Grant Match (20%)	83.6	16.0	50.0	50.0	25.0	30.0	254.6
Los Arcos Transit Center					823.0		823.0
Multi-use Path Improvements	153.0	81.0	84.0	87.0	90.0	93.6	588.6
Mustang Transit Center		600.0					600.0
Northsite Transit Center						1,000.0	1,000.0
Pima Multi-use Path - Inner Circle to Via Linda						1,825.0	1,825.0
Sidewalk Improvements	204.0	108.0	112.0	116.0	120.0	124.0	784.0
Expended Prior Years Budget	(117.5)						(117.5)
<b>Total Transit</b>	<b>357.9</b>	<b>1,006.2</b>	<b>825.5</b>	<b>475.0</b>	<b>1,900.0</b>	<b>3,092.6</b>	<b>7,657.2</b>
<b>Traffic</b>							
Arterial Roadway Street Lighting			300.0		300.0		600.0

# CAPITAL IMPROVEMENT PROGRAM

# PROJECT LIST

PROJECT	Prior Years	1997/98	1998/99	1999/00	2000/01	2001/02	Total
McCormick Parkway Street Light Conductor and Pole Replacement		192.4					192.4
Neighborhood Traffic Control		500.0	300.0	200.0			1,000.0
Traffic Management Program		1,300.0	1,100.0	700.0	1,500.0	1,050.0	5,650.0
Traffic Signal Program		350.0	350.0	300.0	350.0	500.0	1,850.0
Via De Ventura Street Light Conductor and Pole Replacement			163.3				163.3
<b>Total Traffic</b>	-	<b>2,342.4</b>	<b>2,213.3</b>	<b>1,200.0</b>	<b>2,150.0</b>	<b>1,550.0</b>	<b>9,455.7</b>
<b>Airport</b>							
Airport Drainage and Signs					137.0		137.0
Airport Hangars					2,024.8	1,520.8	3,545.6
Airport Land Acquisition-Grant Match	210.1	181.0					391.1
Airport Observation Deck	60.0						60.0
Exit Taxiways - Grant Match				15.1			15.1
Medium Intensity Taxiway Lights-Grant Match					47.2		47.2
Terminal Access Road and Parking Lot - Grant Match	24.1						24.1
Upgrade Airport Gates	175.0						175.0
Expended Prior Years Budget	(2.7)						(2.7)
<b>Total Airport</b>	<b>466.5</b>	<b>181.0</b>	-	<b>15.1</b>	<b>2,209.0</b>	<b>1,520.8</b>	<b>4,392.4</b>
<b>TOTAL TRANSPORTATION</b>	<b>31,662.4</b>	<b>40,254.8</b>	<b>47,820.8</b>	<b>23,748.1</b>	<b>18,499.0</b>	<b>27,156.0</b>	<b>189,141.1</b>
<b>IMPROVEMENT DISTRICTS</b>							
Bell Road II ID	7,000.0						7,000.0
Carefree Ranch Water Service ID		1,000.0					1,000.0
Improvement District Incidentals	1,374.0						1,374.0
Neighborhood ID City Contribution		324.0	336.0	348.0			1,008.0
Pima Acres ID		1,257.0					1,257.0
Pima Road Desert Greenbelt	20,883.0	1,168.0	3,632.0	6,327.0			32,010.0
Rawhide Wash Desert Greenbelt	7,890.0	1,300.0	1,000.0	2,724.0			12,914.0
Reata Pass/Beardsley Wash Desert Greenbelt	24,967.4						24,967.4
Expended Prior Years Budget	(11,246.2)						(11,246.2)
<b>TOTAL IMPROVEMENT DISTRICTS</b>	<b>50,868.2</b>	<b>5,049.0</b>	<b>4,968.0</b>	<b>9,399.0</b>	-	-	<b>70,284.2</b>
<b>DRAINAGE AND FLOOD CONTROL</b>							
Automated Flood Warning System-IBW	102.0	81.0	78.0				261.0
Automated Flood Warning System-North Area		10.0		135.2			145.2
84th Street and Cholla Neighborhood Drainage System	1,581.9						1,581.9
Indian Bend Road Drainage System		400.0					400.0
Indian School Road Drainage - Hayden Road to Pima Road		1,574.0					1,574.0
Lost Dog Wash	1,226.0	211.0					1,437.0
North Area Basin Master Plans	102.0	54.0	112.0				268.0
NPDES and Drainage Utility Study	515.8	190.0					705.8
104th Street Storm Drain - Cactus Road to Cholla Drive					434.2	2,339.7	2,773.9
Pima Freeway Drainage-Scottsdale Rd to Pima Rd		2,000.0					2,000.0
Reata Pass Detention Outlet Channel	75.0	75.0					150.0
Southwest Scottsdale Flood Control	200.0	150.0	479.0	5,718.2	2,737.4		9,284.6
Stormwater Management Improvements	308.0	108.0	212.0	216.0	122.5	137.9	1,104.4
Expended Prior Years Budget	(1,694.7)						(1,694.7)
<b>TOTAL DRAINAGE AND FLOOD CONTROL</b>	<b>2,416.0</b>	<b>4,853.0</b>	<b>881.0</b>	<b>6,069.4</b>	<b>3,294.1</b>	<b>2,477.6</b>	<b>19,991.1</b>

# CAPITAL IMPROVEMENT PROGRAM

# PROJECT LIST

PROJECT	Prior Years	1997/98	1998/99	1999/00	2000/01	2001/02	Total
<b>WATER AND WASTEWATER</b>							
<b>Water</b>							
Architect/Engineer Services	750.0	250.0	260.0	162.2	168.7	175.5	1,766.4
Ashler Hills Waterline	798.0	500.0					1,298.0
Backflow Prevention	163.0						163.0
Bill Williams River Water Rights	578.9						578.9
CAP Water Transmission Main		10,657.5					10,657.5
CAP Water Treatment Plant Expansion	37,000.0						37,000.0
CAP WTP Finished Water Reservoir		5,000.0					5,000.0
CAP WTP Pump Station - Zone 5			520.0	1,622.4			2,142.4
Carefree Ranch Water Company Modifications	1,169.0	200.0					1,369.0
Deep Well Recharge and Recovery Facilities		750.0	260.0				1,010.0
Demand Study		150.0					150.0
Dixileta - Pima Road to 64th Street Waterline				540.8	3,152.3		3,693.1
Fire Hydrant Replacement	114.0	100.0					214.0
Indian School Road Watermain - Scottsdale Road to 68th Street	850.0						850.0
Initial Recharge and Recovery System	6,204.7						6,204.7
Large Water Meter Retrofitting	208.3	400.0					608.3
Master Plan Update		200.0		216.3		234.0	650.3
Master Well Site Study	200.0						200.0
New Meters at SRP Well Sites	100.0						100.0
Permanent Booster Station - 70th Street and Lone Mountain Road	1,065.0						1,065.0
Pima Road- Union Hills to Pinnacle Peak Waterline		3,125.0					3,125.0
Pinnacle Peak Waterline Replacement	1,936.5						1,936.5
Pressure Reducing Valve Stations	675.0	225.0	234.0	243.4	253.1	263.2	1,893.7
Radio Telemetry	250.0	75.0	78.0	81.1			484.1
Reservoir Rehabilitation Study		250.0					250.0
Sampling Stations		65.0	67.6				132.6
68th Street - Osborn to Indian School Waterline	378.6						378.6
SRP Filtration Plant Waterline	742.8						742.8
SRP Water Treatment Plant	547.5				5,624.3	29,246.5	35,418.3
Stonegate Waterline - 116th Street South of Shea	150.0						150.0
Thomas Road - 68th Street to 70th Street Waterline	234.0						234.0
Thompson Peak Parkway Waterline		325.0					325.0
Union Hills - Scottsdale to CAP WTP Waterline			1,040.0	2,163.2			3,203.2
Utility Sleeve Crossings - Outer Loop	1,315.0						1,315.0
Water Oversizing	5,404.8	600.0	624.0	649.0	674.9	701.9	8,654.6
Water Quality Compliance Laboratory			1,297.8				1,297.8
Water Rights Acquisition	22,595.3	1,104.7	572.0	594.9			24,866.9
Waterline Replacements		1,000.0	1,040.0	1,081.6	1,124.9	1,169.9	5,416.4
Well Site Treatment	200.0						200.0
Well Sites	4,160.0	2,500.0	2,600.0		2,812.2		12,072.2
Zone 11 Reservoir - Dixileta and 108th Street				649.0	3,824.5		4,473.5
Zone 11 to 13 Pump Station - Dixileta and 102nd Street				540.8	1,687.3		2,228.1
Zone 11 Transmission Main - Dixileta/92nd Street to 108th Street				540.8	2,418.5		2,959.3
Zone 5 to 7 Pump Station - Pima and Deer Valley			520.0	1,622.4			2,142.4
Zone 9 to 11 Pump Station - Dixileta and 92nd Street				540.8	1,687.3		2,228.1
Zone 9 to 11 Transmission Main - Dixileta/Pima to 92nd Street				108.2	665.9		774.1
Zone 2 Pump Station		500.0	1,560.0				2,060.0
Zone 2 Reservoir - 110th Street and Mountain View		1,000.0	2,600.0				3,600.0
Expended Prior Years Budget	(35,372.1)						(35,372.1)
<b>Total Water</b>	<b>52,418.3</b>	<b>28,977.2</b>	<b>13,273.4</b>	<b>11,356.9</b>	<b>24,093.9</b>	<b>31,791.0</b>	<b>161,910.7</b>
<b>Wastewater</b>							
Advanced Water Treatment Plant	43,848.1						43,848.1
Advanced Water Treatment Plant, Phase 2		2,000.0	15,699.8				17,699.8
Doubletree - 96th Street to 104th Street Sewerline				270.4	899.9		1,170.3
East Pumpback for Water Campus	12,474.0	3,526.0					16,000.0
Granite Reef Sewerline - Bell Road to Union Hills Drive			260.0	324.5			584.5
Master Plan Update		150.0		162.2		175.5	487.7
McDowell Interceptor Sewerline - Scottsdale Road and McDowell Road		66.4					66.4
Miller Road Trunk Sewer - Earll Drive to Roosevelt Street			104.0	665.7			769.7

# CAPITAL IMPROVEMENT PROGRAM

# PROJECT LIST

PROJECT	Prior Years	1997/98	1998/99	1999/00	2000/01	2001/02	Total
91st Ave WWTP	9,939.3	5,521.7	4,264.7	17,697.6	18,010.0	3,754.4	59,187.7
96th Street - Doubletree to Mountain View Sewerline				216.3			216.3
104th Street - Doubletree to Shea Sewerline				540.8			540.8
104th Street - Shea to Cactus Sewerline				216.3			216.3
Pima Road Sewer - Via Linda to Cholla	376.1	273.9					650.0
Radio Telemetry	100.0	25.0	26.0	27.0			178.0
Regional Wastewater Reclamation Plant	39,936.4						39,936.4
Residuals Sewerline		1,700.0					1,700.0
Scottsdale Road - McKellips to Roosevelt Sewerline				197.9			197.9
Scottsdale Road - Oak to Thomas Sewerline				302.8			302.8
Scottsdale Road Relief Sewer	5,310.5	2,576.8					7,887.3
Sewer Collection System Rehabilitation	2,630.6	250.0	260.0	270.4	225.0	234.0	3,870.0
Sewer Oversizing	5,699.8			270.4	281.2	292.5	6,543.9
Thomas Road Sewerline - 64th Street to 68th Street				216.3			216.3
Wastewater Reclamation Plant, Phase 2		2,600.0	10,608.0				13,208.0
WRP Associated Collection System	20,066.0						20,066.0
Expended Prior Years Budget	(40,245.8)						(40,245.8)
<b>Total Wastewater</b>	<b>100,135.0</b>	<b>18,689.8</b>	<b>31,222.5</b>	<b>21,378.6</b>	<b>19,416.1</b>	<b>4,456.4</b>	<b>195,298.4</b>
<b>TOTAL WATER AND WASTEWATER</b>	<b>152,553.3</b>	<b>47,667.0</b>	<b>44,495.9</b>	<b>32,735.5</b>	<b>43,510.0</b>	<b>36,247.4</b>	<b>357,209.1</b>
<b>COMMUNITY FACILITIES</b>							
<b>Parks</b>							
Apache Neighborhood Park		530.0					530.0
Cactus Park Pool Resurface		116.0					116.0
Cactus Pool Chlorine Scrubber		290.0					290.0
Chaparral Park Pool Resurface		200.0					200.0
Chesnutt Park Tennis Court Replacement		75.0					75.0
Civic Center Mall Directory Monuments	15.2						15.2
Civic Center Mall Improvements	620.0	1,880.0					2,500.0
Computerized Central Sprinkling Sys			705.1				705.1
Grayhawk Neighborhood Park		350.0					350.0
Ironwood Village Neighborhood Park		800.0					800.0
Lighting and Electrical Improvements	90.5						90.5
McCormick Railroad Park Stillman Station	2,930.0						2,930.0
McDowell Mountain Ranch Park		90.0	810.0				900.0
Mountain Preserve Improvements		2,200.0					2,200.0
Paiute Neighborhood Center Renovation	539.2	162.0					701.2
Pinnacle Peak Mountain Park	400.0		1,011.3				1,411.3
Playground Equipment Replacement	306.0	162.0	168.0				636.0
Skateboard Park	120.0						120.0
Stonegate Park		100.0	936.0				1,036.0
Trail Development/Acquisition			208.0	216.3	225.0	234.0	883.3
Vista Del Camino Park Improvements	341.4						341.4
Expended Prior Years Budget	(2,110.5)						(2,110.5)
<b>Total Parks</b>	<b>3,251.8</b>	<b>6,955.0</b>	<b>3,838.4</b>	<b>216.3</b>	<b>225.0</b>	<b>234.0</b>	<b>14,720.5</b>
<b>Libraries</b>							
Library Computer Upgrade		280.4					280.4
Materials Flow Management		50.0					50.0
<b>Total Libraries</b>	<b>-</b>	<b>330.4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>330.4</b>
<b>Neighborhood</b>							
Neighborhood Capital Improvement Program	227.0	54.0	81.0	108.2	112.5	117.0	699.7
Neighborhood Enhancement Matching Funds		500.0	500.0	500.0	500.0	500.0	2,500.0
Neighborhood Focused Housing Demonstration		108.0	112.0				220.0
Expended Prior Years Budget	(117.9)						(117.9)
<b>Total Neighborhood</b>	<b>109.1</b>	<b>662.0</b>	<b>693.0</b>	<b>608.2</b>	<b>612.5</b>	<b>617.0</b>	<b>3,301.8</b>
<b>Community Planning and Redevelopment</b>							
Character Area Design Funds		30.0	52.0	81.1	56.2	87.7	307.0

**CAPITAL IMPROVEMENT PROGRAM**

**PROJECT LIST**

<b>PROJECT</b>	<b>Prior Years</b>	<b>1997/98</b>	<b>1998/99</b>	<b>1999/00</b>	<b>2000/01</b>	<b>2001/02</b>	<b>Total</b>
Character Area Improvement Fund			26.0	54.1	112.5	175.5	368.1
Character Area Planning		250.0	250.0				500.0
Civic Center/Downtown Parking		1,080.0	1,120.0	1,160.0			3,360.0
Downtown Directional Signs	40.0						40.0
1st Avenue Street Enhancements					415.3		415.3
Marshall Way Corridor Street Enhancement			114.0	554.0	670.4		1,338.4
Scottsdale Papago Streetscape		480.0	2,530.0	1,765.0	1,454.0	-	6,229.0
68th Street Footbridge			45.8				45.8
Waterfront Attraction	1,640.0	6,200.0					7,840.0
Waterfront Footbridge - West			104.0	540.8			644.8
Waterfront Park	520.0						520.0
Waterfront Transit Bridge		370.0	478.0	757.1			1,605.1
Expended Prior Years Budget	(1,587.2)						(1,587.2)
<b>Total Community Planning and Redevelopment</b>	<b>612.8</b>	<b>8,410.0</b>	<b>4,719.8</b>	<b>4,912.1</b>	<b>2,708.4</b>	<b>263.2</b>	<b>21,626.3</b>
<b>Specialty Areas</b>							
Art In Public Places		256.3	187.9	209.8	230.5	428.4	1,312.9
Desert Discovery Museum		500.0	2,250.0	2,250.0			5,000.0
Destination Attraction Concept Studies	637.0						637.0
Holiday Decorations		350.0					350.0
Indian Bend Wash Channel Restoration	3,567.0						3,567.0
McDowell Mountain Land Acquisition	34,845.5	69,100.0	5,240.0	4,600.0	11,500.0		125,285.5
Museum Purchase	1,450.0						1,450.0
Scottsdale Livery	125.0						125.0
Expended Prior Years Budget	(37,729.7)						(37,729.7)
<b>Total Specialty Areas</b>	<b>2,894.8</b>	<b>70,206.3</b>	<b>7,677.9</b>	<b>7,059.8</b>	<b>11,730.5</b>	<b>428.4</b>	<b>99,997.7</b>
<b>TOTAL COMMUNITY FACILITIES</b>	<b>6,868.5</b>	<b>86,563.7</b>	<b>16,929.1</b>	<b>12,796.4</b>	<b>15,276.4</b>	<b>1,542.6</b>	<b>139,976.7</b>
<b>SERVICE FACILITIES</b>							
<b>Municipal Facilities</b>							
ADA Improvements		369.7	88.4				458.1
City Hall Remodel - Council Offices	97.1						97.1
Civic Center Campus Expansion			130.0				130.0
Civic Center Municipal Office Building					4,499.5	4,679.4	9,178.9
Civic Center New Office Building Program	184.7						184.7
Fleet Office and Stockroom Renovations	105.0						105.0
Graphic Presentation Capabilities for KIVA		99.8					99.8
Municipal Services Vehicles	683.5						683.5
One Civic Center Expansion	747.8	100.0					847.8
Public Services Building Remodel	1,660.0						1,660.0
Redevelopment and Urban Design Studio	1,230.7						1,230.7
Remodel Water/WW Operations Building	1,115.3						1,115.3
Renovations to City Hall, Phase II		215.3					215.3
Training Room Furnishings - SCA		30.0					30.0
Expended Prior Years Budget	(1,746.7)						(1,746.7)
<b>Total Municipal Facilities</b>	<b>4,077.4</b>	<b>814.8</b>	<b>218.4</b>	<b>-</b>	<b>4,499.5</b>	<b>4,679.4</b>	<b>14,289.5</b>
<b>Management Systems</b>							
Accounting System Upgrades		300.0					300.0
Aerial/Orthographic Photos		150.0	150.0				300.0
Automate Criminal Justice System	250.0						250.0
Automated Payroll Time Entry System	102.0						102.0
City-wide Phone & Data Comm Sys		5,100.0					5,100.0
Citycable 7 Equipment Replacement	103.9	200.0	104.0	108.2			516.1
Computer Plotters	116.0						116.0
Customer Service Billing System	959.0						959.0
Customer Service Document Imaging		175.0					175.0

# CAPITAL IMPROVEMENT PROGRAM

# PROJECT LIST

PROJECT	Prior Years	1997/98	1998/99	1999/00	2000/01	2001/02	Total
GIS Application Surveys		350.0	310.0				660.0
GIS Applications	852.6						852.6
GIS Applications - KIVA Phase II	162.6						162.6
GIS Tier Two Enhancements	250.0						250.0
Intranet/Internet Access		90.0					90.0
Mainframe Migration	2,717.6						2,717.6
Risk Management Information System Replacement		85.0					85.0
Expended Prior Years Budget	(3,404.5)						(3,404.5)
<b>Total Management Systems</b>	<b>2,109.2</b>	<b>6,450.0</b>	<b>564.0</b>	<b>108.2</b>	<b>-</b>	<b>-</b>	<b>9,231.4</b>
<b>TOTAL SERVICE FACILITIES</b>	<b>6,186.6</b>	<b>7,264.8</b>	<b>782.4</b>	<b>108.2</b>	<b>4,499.5</b>	<b>4,679.4</b>	<b>23,520.9</b>
<b>PUBLIC SAFETY</b>							
<b>Police</b>							
Barcode Equipment							
for Property/Evidence/Asset Tracking		97.9					97.9
Desert Foothills Police Facility	1,685.0	46.2					1,731.2
Police Criminal Justice Automated System	2,505.3						2,505.3
Police RMS/AFIS Enhancements			151.3	297.4	256.5		705.2
Police Training Facility, Phase 2				1,218.0			1,218.0
Police Vehicle Computer Program	1,512.6						1,512.6
Replacement of STX Radios		164.1	170.7	177.5	184.6	187.9	884.8
Take Home Vehicle Program		220.0	237.0	254.0	274.0	222.0	1,207.0
Expended Prior Years Budget	(1,893.0)						(1,893.0)
<b>Total Police</b>	<b>3,809.9</b>	<b>528.2</b>	<b>559.0</b>	<b>1,946.9</b>	<b>715.1</b>	<b>409.9</b>	<b>7,969.0</b>
<b>Fire</b>							
Desert Foothills Fire Stn at Pima and Thompson Peak	610.2						610.2
Fire Station - Vicinity Alma School and Dynamite			644.8				644.8
Fire Station - Vicinity Bell Road and 100th Street			644.8				644.8
Fire Station - Vicinity Carefree Ranch				670.6			670.6
Fire Station - Vicinity of Pima Road and Lone Mountain						725.3	725.3
Fire Training Facility, Phase 2				1,792.2			1,792.2
Expended Prior Years Budget	(1.0)						(1.0)
<b>Total Fire</b>	<b>609.2</b>	<b>-</b>	<b>1,289.6</b>	<b>2,462.8</b>	<b>-</b>	<b>725.3</b>	<b>5,086.9</b>
<b>TOTAL PUBLIC SAFETY</b>	<b>4,419.1</b>	<b>528.2</b>	<b>1,848.6</b>	<b>4,409.7</b>	<b>715.1</b>	<b>1,135.2</b>	<b>13,055.9</b>
Contingency		994.2	1,235.7	889.8	918.8	845.4	4,883.9
Contingency Budget		35,000.0	35,000.0	35,000.0	35,000.0	35,000.0	175,000.0
<b>Total Capital Budgets</b>	<b>254,974.1</b>	<b>228,174.7</b>	<b>153,961.5</b>	<b>125,156.1</b>	<b>121,712.9</b>	<b>109,083.6</b>	<b>993,062.9</b>

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Accounting System Upgrades** - Purchase and installation of FIRST application upgrades to ensure year 2000 compatibility. Additional applications include Decision Support, Capital Project Accounting, and Budget. *Funding Sources: General Fund Transfer and Water Charges.*

**ADA Improvements** - This project is for the removal of physical barriers to persons with disabilities. Individual projects include the upgrading of restroom facilities, removal and/or the replacing of steps with ramps, and installation of automatic doors, all to Americans with Disabilities Act (ADA) standards. *Funding Source: General Fund Transfer.*

**Advanced Water Treatment Plant** - Design and construct the first phase (4.5 - 6.0 million gallons per day) of a 24.2 MGD advanced water treatment plant to be coupled with a regional wastewater reclamation plant in north central Scottsdale. *Funding Sources: Wastewater Development Fees and Water Resources Development Fees.*

**Advanced Water Treatment Plant, Phase II** - Design and construct Phase II of the advanced water treatment portion of the Water Campus. Phase II will provide 4 million gallons per day of wastewater treatment and water reclamation to meet growing wastewater flows. *Funding Sources: Wastewater Development Fees and Water Resources Development Fees.*

**Aerial/Orthographic Photos** - Purchase 1997 aerial orthophotos. Funding in 1998/99 is to update the orthophotos. *Funding Source: General Fund Transfer.*

**Airport Drainage and Signs** - Construction of a storm sewer is needed in the vicinity of the terminal to remove a flooding problem that has existed for many years. In addition, new directional and information signs are planned. *Funding Source: Transportation Privilege Tax.*

**Airport Hangars** - Construct approximately 61 hangars or t-shades on the Cholla parcel. *Funding Source: General Fund Transfer.*

**Airport Land Acquisition - Grant Match** - Purchase approximately 17 acres of land in the airport area. *Funding Sources: General Fund Transfer and Transportation Privilege Tax.*

**Airport Observation Deck** - Construct an airport observation deck on the airport terminal building. *Funding Source: General Fund Transfer.*

**Apache Neighborhood Park** - Develop five (5) acres of school property for neighborhood use at the closed school. Basic amenities would be grass, playground, parking and court areas. May be able to accommodate Pop Warner needs on weekends. *Funding Source: General Fund Transfer.*

**Architect/Engineer Services** - Provide architect/engineer services on an as-needed basis for unanticipated future capital improvement projects. *Funding Source: Water Development Fees.*

**Art In Public Places** - Provide funding for the City's allocation of 1 percent of current revenue-funded capital projects as required by City ordinance. *Funding Sources: General Fund Transfer, Wastewater Charges, and Water Charges.*

**Arterial Roadway Street Lighting** - Program would facilitate the addition of street lights to sections of roadway that are currently unlighted. *Funding Source: General Fund Transfer.*

**Ashler Hills Waterline** - Construct approximately 8,000 linear feet of 16-inch diameter waterline from the Pima Road transmission main to the Boulders' water supply and other north area users. *Funding Source: Water Development Fees.*



## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Automate Criminal Justice System** - Purchase hardware, software, and technical consulting to automate paper processes and develop a database to track statistical information for workload indicators in the Prosecution Division of the City Attorney's office. *Funding Source: General Fund Transfer.*

**Automated Flood Warning System - Indian Bend Wash** - A cooperative project with the Arizona Department of Water Resources and the Maricopa County Flood Control District to install automated rainfall and runoff gauging stations within the Indian Bend Wash watershed to automatically alert affected City departments and the National Weather Service. *Funding Source: General Fund Transfer.*

**Automated Flood Warning System - North Area** - A cooperative project with the Arizona Department of Water Resources and the Maricopa County Flood Control District to install automated rainfall and runoff gauging stations in Scottsdale north of the CAP canal to automatically alert affected City departments and the National Weather Service. *Funding Source: General Fund Transfer.*

**Automated Payroll Time Entry System** - Purchase and install an automated time entry system to replace current use of paper timesheets. *Funding Source: General Fund Transfer.*

**Backflow Prevention** - Purchase and install various backflow prevention devices required to retrofit, replace, and/or repair these devices for existing City-owned buildings, parks, and other areas. *Funding Source: Wastewater Charges.*

**Barcode Equipment for Property/Evidence/Asset Tracking** - Add bar code equipment to facilitate the inventory and checkout of property and evidence items impounded by the police department. This equipment will also be used for tracking assets. *Funding Source: General Fund Transfer.*

**Bell Road II ID** - Construct streets, water and sewer lines, drainage improvements and other related infrastructure south of Bell Road and north of WestWorld. *Funding Source: Special Assessment Bonds.*

**Bicycle Improvements** - Design and construct enhancements to Scottsdale's bikeway system to improve the access and usability of the system by filling in missing pieces of path, sidewalk, lanes, routes and removing barriers. *Funding Sources: General Fund Transfer and Transportation Privilege Tax.*

**Bill Williams River Water Rights** - Conduct advanced planning studies in support of the application for remaining unappropriated water available in the Bill Williams River. *Funding Source: Water Resources Development Fees.*

**Bus Bays - Grant Match (20%)** - Retrofit two bus stops to include bus pullouts. Total cost of this project is \$160,000 of which 80 percent is funded by a Federal Transit Authority grant. *Funding Source (for City match): Transportation Privilege Tax.*

**Bus Benches - Grant Match (20%)** - Purchase and install bus benches at various locations. *Funding Source (for City match): Capital Contingency.*

**Bus Shelters - Grant Match (20%)** - Construct standard design bus shelters at various locations. *Funding Sources (for City match): Capital Contingency and Transportation Privilege Tax.*

**Cactus Park Pool Resurface** - Resurface the Cactus Park pool. *Funding Source: General Fund Transfer.*

**Cactus Pool Chlorine Scrubber** - Purchase and installation of a chlorine scrubber at Cactus Pool. *Funding Source: General Fund Transfer.*

**Cactus Road - Freeway to Frank Lloyd Wright Boulevard** - Construct Cactus Road to full major collector street standards including curb, gutter and sidewalk. *Funding Source: Transportation Privilege Tax.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Camelback Road - Goldwater Boulevard to Scottsdale Road** - Widen Camelback Road by adding a third eastbound lane including curb, gutter, and sidewalk. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax.*

**CAP Water Transmission Main** - Design and construct a water transmission pipeline from the CAP Water Treatment Plant at Pima and Union Hills Road to 110<sup>th</sup> Street and Mountain View Road. The pipeline ranges in size from 36 inches to 42 inches. *Funding Source: Water Development Fees.*

**CAP Water Treatment Plant Expansion** - Expand the CAP Water Treatment Plant, located west of Pima Road on Union Hills, from 18 million gallons per day (MGD) to 50 MGD. *Funding Source: Water Development Fees.*

**CAP WTP Finished Water Reservoir** - Design and construct a 5 million gallon reservoir at the CAP Water Treatment Plant located west of Pima Road on Union Hills Road. *Funding Source: Water Development Fees.*

**CAP WTP Pump Station - Zone 5** - Upgrade the existing pump station at the CAP Water Treatment Plant from 8 million gallons per day to 18.5 million gallons per day. *Funding Source: Water Development Fees.*

**Carefree Ranch Water Company Modifications** - Purchase the assets of the Carefree Ranch Water Company, install telemetry for monitoring and operating the system, and other necessary system modifications. *Funding Source: Water Development Fees.*

**Carefree Ranch Water Service ID** - This project will extend City water service to the Carefree Ranch development. *Funding Source: Special Assessment Bonds.*

**Chaparral Park Pool Resurface** - Resurface the Chaparral Park pool and replace pool decking. *Funding Source: General Fund Transfer.*

**Character Area Design Funds** - Establish a design fund which supports the development of character area plans. *Funding Source: General Fund Transfer.*

**Character Area Improvement Fund** - Establish an improvement fund to provide for minor physical improvements generated by character area plans that would not otherwise have a funding source. *Funding Source: General Fund Transfer.*

**Character Area Planning** - Develop character area plans. *Funding Source: General Fund Transfer.*

**Chesnutt Park Tennis Court Replacement** - Replace Chesnutt Park tennis courts which are 24 years old and replace lighting which would bring it up to city code for neighborhood courts. *Funding Source: General Fund Transfer.*

**City-wide Phone and Data Communication System Replacement** - Upgrade the City's telephone system main processing equipment, replace 23 remote systems and provide for additional voice and data capacity. This project will provide a voice and data infrastructure that will be used to provide city services to 54 city facilities. *Funding Source: General Fund Transfer.*

**City Hall Remodel - Council Offices** - Remodel various areas of City Hall to create City Council offices and related meeting space. *Funding Source: General Fund Transfer.*

**Citycable 7 Equipment Replacement** - Replace two editing systems, two field cameras, replace and upgrade the KIVA video system. *Funding Source: General Fund Transfer.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Civic Center Campus Expansion** - The project is to develop a comprehensive Master Plan for the Civic Center Mall Complex, including assessing the current facilities, the city's staffing needs, the impacts of technology and the needs for public assembly and public meeting rooms. The plan will address opportunities in accordance with the Southeast Downtown Redevelopment Plan and will incorporate the current plans for the western portion of the Mall. *Funding Source: General Fund Transfer.*

**Civic Center Mall Directory Monuments** - Refurbish existing and install new Civic Center Mall directory monuments. *Funding Source: General Fund Transfer.*

**Civic Center Mall Improvements** - Improvements to the Civic Center Mall including replacement of the tile surface, addition of festival seating, permanent stage, redesign walkways, trolley turn-around/aviary, courtyard/eating area, lighting/utility/irrigation improvements and relocation and redesign of sculpture bases. *Funding Source: General Fund Transfer.*

**Civic Center Municipal Office Building** - Design, construct, and furnish a 100,000 SF public meeting and central government office structure, underground parking, off-site improvements, and expansion of the Civic Center Mall. *Funding Source: General Fund Transfer.*

**Civic Center New Office Building Program** - Provides funding for a staff space needs assessment and the architectural programming of a new office building in the Civic Center area. *Funding Source: General Fund Transfer.*

**Civic Center/Downtown Parking** - Acquire sites and construct parking facilities in several locations in the Civic Center and Downtown areas. *Funding Source: General Fund Transfer.*

**Computer Plotters** - Purchase two computer plotters to provide output from the Geographic Information System. *Funding Source: General Fund Transfer.*

**Computerized Central Sprinkling System** - Retrofit the entire parks sprinkler system to a computerized central system. *Funding Source: General Fund Transfer.*

**Customer Service Billing System** - Purchase and install various technology related software and/or equipment to improve efficiency and effectiveness of customer service. Improvements will include exploring automated meter reading, replacement of the utility billing system, and replacement of modular furniture. *Funding Sources: Solid Waste Charges, Wastewater Charges, and Water Charges.*

**Customer Service Document Imaging** - Expansion of the imaging pilot program to incorporate all customer related documents to be processed in customer service. Expansion of the user base for imaging will provide a new technology and reduce the need for additional office space. Record retrieval time will be reduced thus providing better service and a document may be accessed simultaneously by multiple users. *Funding Sources: General Fund Transfer and Water Charges.*

**Deep Well Recharge and Recovery Facilities** - Design and construct deep well recharge and recovery facilities. Location of facilities will be determined by a hydrogeological study. An application for matching funds from the State Department of Water Resources has been filed. *Funding Source: Water Resources Development Fees.*

**Demand Study** - Perform a detailed demand study to estimate existing and future water and sewer demands. This information will be used in the Master Plan updates and development fee analysis. *Funding Sources: Wastewater Development Fees and Water Development Fees.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Desert Discovery Museum** - Desert Discovery Museum is an Interpretive Center featuring the north Scottsdale desert landscape. It will be located at a City-owned site at Pinnacle Peak in conjunction with Pinnacle Peak Park. This project has been initiated by the Tourism Development Commission as a major north Scottsdale tourist attraction. *Funding Sources: Municipal Property Corporation Bonds and Transient Occupancy Tax.*

**Desert Foothills Fire Station at Pima and Thompson Peak** - Construct a two-bay fire station at the Intersection of Pima Road and Thompson Peak Parkway for fire and emergency medical response. *Funding Sources: General Fund Transfer and 1989 General Obligation Bonds.*

**Desert Foothills Police Facility** - Construct an 8,000 square foot facility designed to house police personnel at the intersection of Pima Road and Thompson Peak Parkway. *Funding Source: General Fund Transfer.*

**Destination Attraction Concept Studies** - Study and design potential new visitor attractions. *Funding Source: Transient Occupancy Tax.*

**Dixileta - Pima Road to 64<sup>th</sup> Street Waterline** - Design and construct a 36-inch water transmission pipeline under Dixileta Road from 64<sup>th</sup> Street to Pima Road. *Funding Source: Water Development Fees.*

**Doubletree - 96<sup>th</sup> Street to 104<sup>th</sup> Street Sewerline** - Design and construct a 21-inch sewerline in Doubletree Ranch Road from 96<sup>th</sup> Street to 104<sup>th</sup> Street. *Funding Source: Wastewater Development Fees.*

**Downtown Directional Signs** - Install additional directional sign units in the downtown Scottsdale area to assist visitors. *Funding Source: General Fund Transfer.*

**East Pumpback for Water Campus** - Design and construction of the eastern pump back system to convey wastewater to the Water Campus. The system has two pump stations and a 30-inch pipeline in the Pima Road alignment. *Funding Source: Wastewater Development Fees.*

**84<sup>th</sup> Street and Cholla Road** - Improve 84<sup>th</sup> Street to local residential standards with bike lanes from Shea to Kalil and improve Cholla Road to local residential standards from Hayden Road to 86<sup>th</sup> Street. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax.*

**84<sup>th</sup> Street and Cholla Neighborhood Drainage System** - Enlarge and construct new channels and culverts from 84<sup>th</sup> Street and Cholla to 82<sup>nd</sup> Street just north of Shea Boulevard. Construct new storm drains lateral from 85<sup>th</sup> Street and Cholla to 84<sup>th</sup> Street and Cholla, and along Cactus Road from Pima Road to 84<sup>th</sup> Street. *Funding Sources: Contributions and 1989 General Obligation Bonds.*

**Exit Taxiways - Grant Match** - Install exit taxiways to increase the useful capacity of the runway/taxiway system as identified in the airport master plan. *Funding Source: Transportation Privilege Tax.*

**Fire Hydrant Replacement** - Replace seventy-six fire hydrants. *Funding Source: Water Charges.*

**Fire Station - Vicinity of Alma School and Dynamite** - Construct a two-bay fire station in the vicinity of Alma School and Dynamite for fire and emergency medical response. Project budget assumes no cost to City for land. *Funding Source: General Fund Transfer.*

**Fire Station - Vicinity of Bell Road and 100<sup>th</sup> Street** - Construct a two-bay fire station in the vicinity of Bell Road and 100<sup>th</sup> Street. Project budget assumes no cost to City for land. *Funding Source: General Fund Transfer.*

**Fire Station - Vicinity of Carefree Ranch** - Construct a two-bay fire station in the vicinity of Carefree Ranch. Project budget assumes no cost to City for land. *Funding Source: General Fund Transfer.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Fire Station - Vicinity of Pima Road and Lone Mountain** - Construct a two-bay fire station in the vicinity of Pima Road and Lone Mountain. Project budget assumes no cost to City for land. *Funding Source: General Fund Transfer.*

**Fire Training Facility, Phase 2** - Construct a joint police and fire training building to include two classrooms, covered ramada and bleachers, a burn building addition, garage and storage building, training high-rise tower, and associated site work. *Funding Source: General Fund Transfer.*

**1<sup>st</sup> Avenue Street Enhancements** - Design and install streetscape in a two block area. Improvements are to include enhanced lighting and a street tree program and street furniture. Anticipated contribution from business owners of \$212,000. *Funding Source: General Fund Transfer.*

**Fleet Office and Stockroom Renovations** - Renovate approximately 5000 square feet of existing stockroom and work area within Fleet shop areas to provide improved working conditions, proximity of supervisors and expanded stockroom areas. *Funding Source: Fleet Reserve Transfer.*

**GIS Application Surveys** - Maintain the As-Built Maintenance program. *Funding Source: General Fund Transfer.*

**GIS Applications** - Acquire, install, and train for Geographic Information System Permitting and Pavement Management Systems. *Funding Source: General Fund Transfer.*

**GIS Applications - KIVA Phase II** - Acquire, install, and train for the second phase of the Land Information System on the Geographic Information System, integrating Permitting, Building Inspections, Zoning Enforcement, and Development Review. *Funding Source: General Fund Transfer.*

**GIS Tier Two Enhancements** - Accelerate the development of real-time modeling and visualization tools for land use and infrastructure decision making requiring the acquisition of high-end computer workstations and software which have the capacity to manage the massive amounts of data and images involved. *Funding Source: General Fund Transfer.*

**Goldwater Buffering** - Extend and heighten a wall along Goldwater Boulevard north of the Arizona Canal to provide neighborhood buffering from the Waterfront Attraction project. *Funding Source: General Fund Transfer.*

**Granite Reef Sewerline - Bell Road to Union Hills Drive** - Design and construct an 8-inch sewerline in Granite Reef Road from Bell Road to Union Hills Drive. *Funding Source: Wastewater Development Fees.*

**Graphic Presentation Capabilities for KIVA** - To provide capabilities of graphical presentation for Council, Staff, and Citizens in the KIVA. The current venue, overhead lighting, viewing location, etc. does not support graphical presentation. This project is to be done in conjunction with the Renovations to City Hall, Phase II. *Funding Source: General Fund Transfer.*

**Grayhawk Neighborhood Park** - Design and construct a major community center park as a joint project with the school district and Core North Development. The project will include lighted ball fields, tennis courts, volleyball and basketball courts. It will also include area lighting, parking lots, walkways, and flood control features. *Funding Source: General Fund Transfer.*

**Greenway Road/Hayden Road Loop - Canal Crossing** - Provide a bridge crossing of the CAP Canal on Hayden Road immediately north of Frank Lloyd Wright Boulevard, as shown in the General Plan. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Hayden Road - Princess Drive to Outer Loop** - Construct four new traffic lanes from the Pima Freeway interchange to Princess Drive along the Hayden Road alignment. *Funding Source: Transportation Privilege Tax.*

**Hayden Road - Sweetwater to Thunderbird Road** - Add a two-way left-turn lane on Hayden Road from Sweetwater to Thunderbird Road. *Funding Source: Transportation Privilege Tax.*

**Hayden Road and McKellips Road Intersection** - Construct an exclusive right-turn lane for northbound traffic at the intersection of McKellips and Hayden Roads. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax.*

**Holiday Decorations** - Fabrication, installation and storage of holiday decorations for Scottsdale Road from the East Couplet on the south to the West Couplet on the north and the Civic Center Mall area. Funds are also included for necessary electrical upgrades along Scottsdale Road and the Civic Center Mall to accommodate all of the features of the decorations. *Funding Source: General Fund Transfer.*

**Improvement District Incidentals** - Conduct preliminary studies for proposed improvement districts. *Funding Source: Other.*

**Indian Bend Road - Hayden Road to Pima Road** - Widen Indian Bend Road to the planned cross-section of 68 feet on 110 feet of right-of-way including raised median, curb, gutter, and sidewalk. *Funding Source: Transportation Privilege Tax.*

**Indian Bend Road Drainage System** - Install storm drain system in Indian Bend Road in conjunction with the road improvement project. The project involves the installation of 36-inch through 6-foot box storm drain pipe. *Funding Source: 1989 General Obligation Bonds.*

**Indian Bend Wash Channel Restoration** - Design and construct a municipal golf course at the inlet and interceptor channels of the Indian Bend Wash near Indian Bend Road. *Funding Source: General Fund Transfer.*

**Indian School Road - Civic Center Boulevard to Pima Road** - Improvements to Indian School Road between Civic Center Boulevard and Pima Road. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax.*

**Indian School Road - 64<sup>th</sup> Street to Civic Center Boulevard** - Design and construct Indian School Road to major arterial street standards between 64<sup>th</sup> Street and Goldwater Boulevard and reconstruct the four lane roadway between Goldwater and Civic Center boulevards. The improvements include curb and gutter, sidewalks, drainage facilities, street lights, bicycle lanes, landscaping and buffering walls. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax.*

**Indian School Road Drainage - Hayden Road to Pima Road** - Install storm drain system in Indian School Road in conjunction with the road improvement project. The project involves the installation of 42-inch through 84-inch storm drain pipe. *Funding Source: 1989 General Obligation Bonds.*

**Indian School Road Watermain - Scottsdale Road to 68<sup>th</sup> Street** - Design and construct a 36-inch waterline in Indian School Road between 68<sup>th</sup> Street and Scottsdale Road. *Funding Source: Water Charges.*

**Initial Recharge and Recovery System** - Construct initial recharge and recovery facilities to store various water sources including reclaimed water, excess CAP supplies, and storm water run-off underground for future recovery. *Funding Source: Water Resources Development Fees.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Intranet/Internet Access** - Continue development of the City's Internet and Intranet sites. The development of the City's current Internet and Intranet sites has been largely volunteer, and the information published on the sites is static in nature. This project would provide the hardware, software, consulting and training needed for City staff to publish dynamic and up to date information on our Internet and Intranet servers. *Funding Source: General Fund Transfer.*

**Ironwood Village Neighborhood Park** - Located at Union Hills and 94<sup>th</sup> Street. This will be a five acre park with restrooms, playground, tennis, basketball, walkway, ramada, open play area, and parking lot. Land was dedicated in 1987 and \$87,000 provided by the developer to design master plan. *Funding Sources: Contributions and General Fund Transfer.*

**Large Water Meter Retrofitting** - Design and repair ten existing water meters, size 3-inch and larger. *Funding Source: Water Charges.*

**Library Computer Upgrade** - Replace 150 VT terminals with PC's for PC based ALPHA system and add ADA terminals. Install CD-ROM network to allow multiple users access to CD-ROM based reference resources. *Funding Source: General Fund Transfer.*

**Lighting and Electrical Improvements** - Provide lighting and electrical improvements to parks, volleyball and basketball courts, and ramadas. *Funding Source: General Fund Transfer.*

**Los Arcos Transit Center** - Funding is provided to purchase land in the vicinity of Scottsdale Road and McDowell Road for the future transit system transfer project. The future facility is planned to be one of the integral components of the Scottsdale mass transit system. *Funding Source: Transportation Privilege Tax.*

**Lost Dog Wash** - Control sheet flooding on the Lost Dog Wash alluvial fan through structural engineering measures including upstream dams and/or channelization. *Funding Sources: Contributions and 1989 General Obligation Bonds.*

**Mainframe Migration** - Migrate all application systems from the UNISYS 1100/92 mainframe system to an open systems platform. *Funding Source: Municipal Property Corporation Bonds.*

**Marshall Way Corridor Street Enhancement** - Street enhancements to the three-fourths mile long Marshall Way corridor linking the Waterfront and Fashion Square to Downtown's specialty retail districts and new transportation center. The project is a vital link connecting various downtown activity centers. ISTE grant funds are being applied for. *Funding Source: General Fund Transfer.*

**Master Plan Street Concept Studies** - Conduct studies to determine the impact of major street and related intersection improvement projects at locations throughout the city. Studies to include a significant public participation program to provide an opportunity for citizen involvement. *Funding Source: Transportation Privilege Tax.*

**Master Plan Update** - Perform water, wastewater, and water quality master plan updates every two years to provide recommendations of capital projects. *Funding Sources: Wastewater Development Fees, Water Development Fees, and Water Resources Development Fees.*

**Master Well Site Study** - Provide an in-depth well site study to determine the best locations for new well sites to serve as a back-up water supply. *Funding Source: Water Development Fees.*

**Materials Flow Management** - Install one 3M staff workstation and frictionless tables at the Civic Center Library to reduce repetitive materials handling by staff and increase turnaround time for returned materials. *Funding Source: General Fund Transfer.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**McCormick Parkway Street Light Conductor and Pole Replacement** - Replace street light electrical conductors on McCormick Parkway from Scottsdale Road to Hayden Road and replace street light poles and fixtures to meet current illumination standards. *Funding Source: General Fund Transfer.*

**McCormick Railroad Park Stillman Station** - Design and construct a scaled-down replica of the Clifton Railroad Station, construct new loading platform, and relocate the playground. *Funding Source: Municipal Property Corporation Bonds.*

**McDonald Drive - Scottsdale Road to Pima Road** - Improvements to McDonald Drive between Scottsdale Road and Pima Road. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax.*

**McDowell Interceptor Sewerline - Scottsdale Road and McDowell Road** - Design and construct a relief sewer in the intersection of Scottsdale Road and McDowell Road. *Funding Source: Wastewater Charges.*

**McDowell Mountain Land Acquisition** - Acquire land for the McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving plants and wildlife, and providing public access to the McDowell Mountains. *Funding Sources: McDowell Mountain Preserve Privilege Tax and Scottsdale Preserve Authority Bonds.*

**McDowell Mountain Ranch Park** - This phase of the project will include a restroom/concession building located by the existing ballfields, two lighted soccer fields, parking, landscape and irrigation. *Funding Source: General Fund Transfer.*

**Medium Intensity Taxiway Lights - Grant Match** - Install medium intensity taxiway lights and signs to enhance the safety of aircraft using taxiway Bravo during night or foul weather. *Funding Source: Transportation Privilege Tax.*

**Miller Road Trunk Sewer - Earll Drive to Roosevelt Street** - Design and construct a relief sewer in Miller Road from Earll Drive to Roosevelt Street. The preliminary size of the sewer is 18-inches. *Funding Source: Wastewater Development Fees.*

**Mountain Preserve Improvements** - Variety of public improvements to McDowell Mountain Preserve designed to facilitate visitor access of the area. Specific improvements are to be determined. *Funding Source: Municipal Property Corporation Bonds.*

**Multi-use Path Improvements** - Provide needed multi-user path improvements at several locations as identified in the Bike Path Improvement Study. *Funding Source: General Fund Transfer.*

**Municipal Services Vehicles** - Purchase of three automated sideloaders for residential solid waste collection and one rear loader for brush removal. *Funding Source: Municipal Property Corporation Bonds.*

**Museum Purchase** - Purchase the theater on Civic Center Mall and improve the adjacent mall area. Theater to be converted to a contemporary arts museum by the Scottsdale Cultural Council. *Funding Source: Loan Repaid by IMAX Revenue.*

**Mustang Transit Center** - Purchase land to be used for the future transit center. The building project is anticipated to be funded by a Federal grant and the land purchase will be the City's matching portion. This transit center will perform the same functions as the Loloma Transit Center and will be located in the vicinity of Mustang Library. *Funding Source: Transportation Privilege Tax.*



## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Neighborhood Capital Improvement Program** - Assist neighborhoods, on a matching basis, to finance neighborhood improvements such as streetlights, sidewalks, and undergrounding of utilities. *Funding Source: General Fund Transfer.*

**Neighborhood Enhancement Matching Funds** - To provide matching funds for neighborhood enhancement projects such as utility undergrounding. The proposed use of matching funds is to be approved by City Council and shall not exceed 10 percent of the project cost or \$500,000, whichever is less. *Funding Source: General Fund Transfer.*

**Neighborhood Focused Housing Demonstration** - Purchase and renovate one home each year in a mature neighborhood. Showcase the renovated home and provide plans and assistance in obtaining building permits to encourage neighborhood redevelopment. *Funding Source: General Fund Transfer.*

**Neighborhood ID City Contribution** - Facilitate neighborhood improvement districts for the installation of public infrastructure such as water, sewer, paving, drainage improvements, and undergrounding of power lines. *Funding Source: General Fund Transfer.*

**Neighborhood Traffic Control** - A two part program to control traffic on residential streets. Part one is a program to directly control speeding via citizen assistance with speed notification boards, radar guns with warning letters, and speed cameras. Part two is street improvements for traffic calming. *Funding Source: Transportation Privilege Tax.*

**New Meters at SRP Well Sites** - Design and install new meters and station upgrades at eight SRP well sites. *Funding Source: Water Charges.*

**90<sup>th</sup> Street Study Area** - Investigate and analyze the impact of the Pima Freeway and the 90<sup>th</sup> Street interchange on the street system bounded by the Pima Freeway, 96<sup>th</sup> Street, Shea Boulevard, and Via Linda. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax.*

**91<sup>st</sup> Avenue WWTP** - Provide for capital expansion, modifications and improvements at the 91<sup>st</sup> Avenue Wastewater Treatment Plant. *Funding Sources: Wastewater Development Fees and Wastewater Charges.*

**96<sup>th</sup> Street - Doubletree to Mountain View Sewerline** - Design and construct an 8-inch sewerline in 96<sup>th</sup> Street between Mountain View Road and Doubletree Ranch Road. *Funding Source: Wastewater Development Fees.*

**96<sup>th</sup> Street - Shea Boulevard to Sweetwater Boulevard** - Complete 96<sup>th</sup> Street to major collector street standards by finishing existing half-street improvements. *Funding Source: Transportation Privilege Tax.*

**North Area Basin Master Plans** - Provide detailed master planning for approximately five major drainage basins north of the CAP canal to ensure that a logical and consistent drainage network is constructed by future development. These master plans will assume that the Desert Greenbelt "backbone" System is in place and will plan drainage networks which feed into that system or are independent from the Desert Greenbelt. *Funding Source: General Fund Transfer.*

**Northsite Transit Center** - Purchase land to be used for the future transit center. The building project is anticipated to be funded by a Federal grant and the land purchase will be the city's matching portion. This transit center will perform the same functions as the Loloma Transit Center and will be located in the vicinity of the Pima Freeway and Frank Lloyd Wright Boulevard. *Funding Source: Transportation Privilege Tax.*

**NPDES and Drainage Utility Study** - Investigate and implement a program to finance federal and state mandates related to storm water runoff and the Clean Water Act, as well as maintenance, repair and upgrade of the existing drainage system within the city. Nation Pollutant Discharge Elimination System (NPDES) requirements are mandated as part of the Federal Clean Water Act. *Funding Source: 1989 General Obligation Bonds.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**One Civic Center Expansion** - Enclose ground level parking area of the One Civic Center building to provide additional office space. *Funding Source: General Fund Transfer.*

**104<sup>th</sup> Street Storm Drain - Cactus Road to Cholla Drive** - This area is bounded by 100<sup>th</sup> Street on the west, 105<sup>th</sup> Street on the east, Cactus Road on the north, and Cholla Dr./Shea Blvd. on the south. This project will construct a combination of storm drains and drainage channel improvements, as identified in Scottsdale's Master Storm Water Plan, to provide capacities to handle the 10-year storm level. *Funding Source: General Fund Transfer.*

**104<sup>th</sup> Street - Desert Cove to Larkspur Drive** - Complete half-street improvements to finish minor collector street standard. *Funding Source: Transportation Privilege Tax.*

**104<sup>th</sup> Street - Doubletree to Shea Sewerline** - Design and construct an 8-inch sewerline in 104<sup>th</sup> Street between Doubletree Ranch Road and Shea Boulevard. *Funding Source: Wastewater Development Fees.*

**104<sup>th</sup> Street - Shea to Cactus Sewerline** - Design and construct an 8-inch sewerline in 104<sup>th</sup> Street between Cholla Road and Cactus Road. *Funding Source: Wastewater Development Fees.*

**Paiute Neighborhood Center Renovation** - Renovate the last of the structures of the Paiute Neighborhood Center site to create a fully functioning community center. The site was purchased in 1993/94 and has been systematically renovated. *Funding Source: General Fund Transfer.*

**Permanent Booster Station - 70<sup>th</sup> Street and Lone Mountain Road** - Replace temporary 1,000 gallon per minute booster station with a permanent 2,400 gallon per minute booster pump station. *Funding Source: Water Development Fees.*

**Pima Acres ID** - Paving and drainage improvements for the Pima Acres sub-division in north Scottsdale. *Funding Source: Special Assessment Bonds.*

**Pima Freeway - Aesthetics** - Design and implement aesthetic enhancements for the Pima Freeway. *Funding Source: Transportation Privilege Tax.*

**Pima Freeway Drainage - Scottsdale Road to Pima Road** - Construction of a detention basin and drainage channel upstream and downstream of the Pima Freeway between Scottsdale Road and Pima Road. *Funding Source: General Fund Transfer.*

**Pima Freeway - Frontage Roads** - Construct two one-way frontage roads (two lanes each) in the Pima Freeway corridor. *Funding Source: Transportation Privilege Tax.*

**Pima Freeway - Native Plant Salvage** - Salvage native plants from the Outer Loop alignment between Scottsdale and Pima Roads. These native plants will be used for landscaping on other City projects. *Funding Source: Transportation Privilege Tax.*

**Pima Freeway - Scottsdale Road to Pima Road** - Construct the Pima Outer Loop Freeway between Scottsdale Road and Pima Road. *Funding Source: Short Term Contract.*

**Pima Multi-use Path - Inner Circle to Via Linda** - Construction of a 10 foot multi-use path on the west side of Pima Road will complete a missing link to the pathway which exists between these two points. *Funding Source: Transportation Privilege Tax.*

**Pima Road and Happy Valley Intersection** - Reconstruct the intersection to provide through traffic and eliminate the off-set intersection. *Funding Source: Transportation Privilege Tax.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Pima Road Sewer - Via Linda to Cholla** - Design and construct a relief sewer in Pima Road from Via Linda to Cholla. The preliminary size of the sewer is 27-inches. *Funding Source: Wastewater Development Fees.*

**Pima Road - Hualapai to Deer Valley Road** - Construct Pima Road to major arterial standards of four lanes expandable to six lanes. *Funding Sources: Contributions and Transportation Privilege Tax.*

**Pima Road - McDowell Road to Via Linda** - Widen Pima Road to a minor arterial section consisting of two lanes in each direction, and a raised center median. Buffer the west side of Pima Road with sound wall and landscaping. *Funding Sources: Contributions and 1992 General Obligation Bonds.*

**Pima Road - Outer Loop to Hualapai Drive** - Construct four new lanes from the Pima Freeway interchange at Pima Road to Hualapai Drive. *Funding Source: Transportation Privilege Tax.*

**Pima Road Desert Greenbelt** - Construct detention basins at Happy Valley Road, Deer Valley Road and Union Hills Drive, channel improvements from ¼ mile north of Jomax Road to the Union Hills Basin, and a storm drain outlet from the Union Hills Basin to the Tournament Players Club desert golf course. *Funding Sources: Contributions, 1989 General Obligation Bonds, and Special Assessment Bonds.*

**Pima Road - Union Hills to Pinnacle Peak Waterline** - Design and construct a 24-inch water transmission pipeline under Pima Road between Union Hills Road and Pinnacle Peak Road. *Funding Source: Water Development Fees.*

**Pinnacle Peak Mountain Park** - Design and build a park in the Pinnacle Peak Mountain area. Improvements to the area will include trail improvements, parking, restrooms, and an office building. *Funding Source: General Fund Transfer.*

**Pinnacle Peak Waterline Replacement** - Replace existing 6 and 8-inch PVC waterlines with 12 and 16-inch ductile iron pipe waterlines along Pinnacle Peak Road between Scottsdale Road and Pima Road and on Hayden Road between Pinnacle Peak Road and Happy Valley Road. *Funding Source: Water Development Fees.*

**Playground Equipment Replacement** - Replace playground equipment at existing parks. *Funding Source: General Fund Transfer.*

**Police Criminal Justice Automated System** - Purchase automated fingerprint identification system (AFIS) that is interactive with local, regional, and state identification databases; install an automated Police Records Management System (RMS); and replace existing Police Computer Aided Dispatch (CAD). *Funding Source: RICO.*

**Police RMS/AFIS Enhancements** - The police department is currently implementing the Records Management System (RMS) and Automated Fingerprint Identification System (AFIS) which automate critical police functions. During the design and implementation, numerous enhancements were identified which would increase the efficiency and effectiveness of the police department. These enhancements range in complexity from the addition of a single data element captured in a database, to the integration of imaging to capture and retrieve documents and photographs related to a case or a person. *Funding Source: General Fund Transfer.*

**Police Training Facility, Phase 2** - Design and construct a joint police and fire training building at the current facility site to include two classrooms, covered ramada and bleachers, restroom facilities, SWAT training area and associated site work. *Funding Source: General Fund Transfer.*

**Police Vehicle Computer Program** - Replace existing mobile data network and mobile data terminals in the police patrol vehicles. *Funding Source: RICO.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Pressure Reducing Valve Stations** - Design and construct modifications to 19 existing pressure-reducing valve stations and install one new station at Thunderbird and Hayden Roads. *Funding Source: Water Charges.*

**Public Services Building Remodel** - Remodel the Public Services building including some required demolition, interior renovation and furnishings. *Funding Source: General Fund Transfer.*

**Radio Telemetry** - Construct radio telemetry facilities at new and existing water and wastewater facilities. This will improve operational efficiency by controlling and monitoring water and wastewater facilities from a central location. *Funding Sources: Wastewater Charges and Water Charges.*

**Rawhide Wash Desert Greenbelt** - Construct a major regional flood control system between Scottsdale and Pima Roads from Pinnacle Peak Road to Dynamite Boulevard. *Funding Sources: Contributions, 1989 General Obligation Bonds, and Special Assessment Bonds.*

**Reata Pass Detention Outlet Channel** - Construct channel improvements downstream from the Troon North Park and detention basins which replace an existing facility. These improvements route the outflow from the new detention facility away from existing downstream structures. *Funding Source: 1989 General Obligation Bonds.*

**Reata Pass/Beardsley Wash Desert Greenbelt** - Construct channels and detention basins in the area from 96<sup>th</sup> Street to the McDowell Mountains north of the CAP Canal to Pinnacle Peak. *Funding Sources: Contributions, 1989 General Obligation Bonds, and Special Assessment Bonds.*

**Redevelopment and Urban Design Studio** - Purchase and renovate office space for the Redevelopment and Urban Design Studio. *Funding Source: General Fund Transfer.*

**Regional Wastewater Reclamation Plant** - Design and construct the first phase (4.5 - 6.0 million gallons per day) of a regional 24 MGD wastewater reclamation plant in north central Scottsdale. *Funding Source: Wastewater Development Fees.*

**Remodel Water/WW Operations Building** - Design and renovate office space at the Water and Wastewater Operations Building. *Funding Source: Other.*

**Renovations to City Hall, Phase II** - Renovations to the City Hall facility including recarpeting, repair to ceilings, and renovation to the KIVA meeting space. Additionally new race ways to support changes in audio/visual technologies shall be installed to better communicate public issues to the Council and Commissions. *Funding Source: General Fund Transfer.*

**Replacement of STX Radios** - Replace 239 portable radios assigned to the Police Department. This project staggers the purchase of new radios over 5 years. *Funding Source: General Fund Transfer.*

**Reservoir Rehabilitation Study** - Conduct rehabilitation studies on existing reservoirs to determine repair/replacement needs. *Funding Source: Water Charges.*

**Residuals Sewerline** - Design and construct a 24-inch sewerline from the Water Campus at Union Hills and Pima to Via Linda and Pima. This project will be built with the Pima Freeway project. *Funding Source: Wastewater Development Fees.*

**Risk Management Information System Replacement** - Replace the current DOS-based risk management information system with the updated Windows-based system. Neither the vendor nor the City plan to support DOS-based technology. *Funding Source: General Fund Transfer.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Sampling Stations** - Purchase and install 130 dedicated sampling stations over a 2-year period for compliance water quality sampling. *Funding Source: Water Development Fees.*

**Scottsdale Livery** - Design and construct a facility to accommodate horse drawn carriages, and the Scottsdale Police Mounted Patrol, including storage for up to four carriages, a police beat office, and a restroom designed to serve the users of the facility. The facility will be located in the Downtown Old Town district. *Funding Source: General Fund Transfer.*

**Scottsdale Papago Streetscape** - The streetscape provides enhanced landscaping and pedestrian areas along Scottsdale road, from Thomas to McKellips and along McDowell Road from 64<sup>th</sup> Street to Granite Reef. The design concept consists of two Elements, A and B; "A" occurs at the bus stops and includes seatwalls, landscaping and transit amenities. "B" consists of clusters of trees and shrubs. The estimate also includes integrated public art. *Funding Transfer: General Fund Transfer.*

**Scottsdale Road - McKellips to Roosevelt Sewerline** - Design and construct a relief sewer in Scottsdale Road between McKellips Road and Roosevelt Road. The preliminary size of the sewer is 8-inches. *Funding Source: Wastewater Charges.*

**Scottsdale Road - Oak to Thomas Sewerline** - Design and construct a relief sewer in Scottsdale Road between Oak Street and Thomas Road. *Funding Source: Wastewater Charges.*

**Scottsdale Road - Frank Lloyd Wright Boulevard to Outer Loop** - Construct Scottsdale Road to full major arterial street standards, including curb, gutter, sidewalk, median, and drainage improvements. *Funding Sources: Contributions and Transportation Privilege Tax.*

**Scottsdale Road - Indian Bend Road to Gold Dust Road** - Widen the majority of the west side of Scottsdale Road between Indian Bend and Gold Dust Roads to provide three lanes southbound including curb, gutter, sidewalk, and a landscaped median. Relocate 69 KV power lines. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax.*

**Scottsdale Road - Mercer to Sweetwater** - Construct two new lanes on Scottsdale Road to complete the six lane major arterial. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax.*

**Scottsdale Road Relief Sewer** - Design and construct relief sewers at various locations throughout the city. *Funding Source: Wastewater Development Fees.*

**Sewer Collection System Rehabilitation** - Televising approximately 740,000 linear feet of 8-inch to 15-inch sewer to determine rehabilitation requirements. Repair and replace sewer lines based on the results. *Funding Source: Wastewater Charges.*

**Sewer Oversizing** - Oversize sewer facilities to Master Plan standard. *Funding Source: Wastewater Development Fees.*

**Shea Boulevard - 124<sup>th</sup> Street to 144<sup>th</sup> Street** - Construction has been completed from 124<sup>th</sup> to 136<sup>th</sup> Street. Widen Shea Boulevard from 136<sup>th</sup> Street to 144<sup>th</sup> Street to the planned cross-section of 88 feet with raised median, curb, gutter, and sidewalk. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax.*

**Sidewalk Improvements** - Install sidewalks in pedestrian-oriented areas (new schools, transit routes, etc.) where none currently exist. *Funding Source: General Fund Transfer.*

**68<sup>th</sup> Street Footbridge** - The completion of a footbridge designed to screen the new SRP gate structure located on the Arizona Canal just east of 68<sup>th</sup> Street in the Downtown Waterfront District. The footings and piers are already in place. An art component will be included in the design. *Funding Source: General Fund Transfer.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**68<sup>th</sup> Street - Osborn to Indian School Waterline** - Design and construct a 20-inch water transmission main on 68<sup>th</sup> Street from Osborn Road to Indian School Road. *Funding Source: Water Charges.*

**64<sup>th</sup> Street - McDowell Road to Indian School Road** - Widen 64<sup>th</sup> Street to a major collector cross-section between McDowell and Thomas Roads, buffer Hy-View neighborhood with a sound wall and landscaping, and extend 64<sup>th</sup> Street from Thomas Road to Indian School Road. *Funding Source: Transportation Privilege Tax.*

**Skateboard Park** - Design and construct a facility consisting of a low-impact bowl structure with street skating amenities such as asphalt, concrete, and block for skateboarding. *Funding Source: General Fund Transfer.*

**Southwest Scottsdale Flood Control** - Install a combination of detention basins and storm drains focusing on the Oak Street, Osborn Road and 64<sup>th</sup> Street corridors to mitigate flooding of homes and to improve area-wide drainage conditions. *Funding Source: General Fund Transfer and 1989 General Obligation Bonds.*

**SRP Filtration Plant Waterline** - Construct 36-inch diameter pipe from the SRP Filtration Plant to the Zone 1 water distribution system. *Funding Sources: Water Development Fees and Water Charges.*

**SRP Water Treatment Plant** - Design and construct a water treatment plant to treat the city's SRP allocation. The preliminary size is 23 million gallons per day. *Funding Sources: Water Development Fees and Water Charges.*

**Stonegate Park** - Design and build a 24 acre equestrian/neighborhood park at 120<sup>th</sup> Street south of Shea Boulevard to include lighted arena, parking, restrooms, control building, children's play area and trails. *Funding Source: General Fund Transfer.*

**Stonegate Waterline - 116<sup>th</sup> Street South of Shea** - Design and construct a 12-inch waterline in the Stonegate subdivision in order to upgrade the water pressure in this area. *Funding Source: Water Charges.*

**Stormwater Management Improvements** - Provide as-needed drainage improvements which address localized drainage and flooding problems. Previously identified as Drainage Corrections. *Funding Sources: General Fund Transfer and 1989 General Obligation Bonds.*

**Street Overlay** - Overlay Pima Road from Pinnacle Peak Road to Dynamite. *Funding Source: Capital Contingency.*

**Take Home Vehicle Program** - This project is to establish a take home patrol vehicle program in the interest of increasing police visibility (and visible reassurance), providing deterrence and enhancing neighborhoods at risk. The program will provide a personally assigned, fully marked police vehicle to each patrol officer who resides in the city and chooses to participate in the program. *Funding Source: General Fund Transfer.*

**Terminal Access Road and Parking Lot - Grant Match** - Construct a circulation loop at the end of Airport Drive to provide for a two-lane one-way traffic loop which will connect back onto Butherus, and pave adjacent land to provide additional parking. *Funding Source: General Fund Transfer.*

**Thomas Road Sewerline - 64<sup>th</sup> Street to 68<sup>th</sup> Street** - Design and construct a relief sewer in Thomas Road between 64<sup>th</sup> Street and 68<sup>th</sup> Street. *Funding Source: Wastewater Charges.*

**Thomas Road - 68<sup>th</sup> Street to 70<sup>th</sup> Street Waterline** - Design and construct a 24-inch waterline under Thomas Road from 68<sup>th</sup> Street to 70<sup>th</sup> Street. *Funding Source: Water Charges.*

**Thompson Peak Parkway - CAP Canal Crossing** - Construct an additional canal crossing to serve the rapidly developing area north of the CAP canal and east of Pima Road. *Funding Sources: Capital Contingency, Contributions, 1989 General Obligation Bonds and Transportation Privilege Tax.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Thompson Peak Parkway Waterline** - Design and construct a 16-inch waterline along the Thompson Peak Parkway bridge. The approximate length of this waterline is 3,000 feet. *Funding Source: Water Development Fees.*

**Traffic Bottleneck Removal Projects** - Provide street improvements at several locations within the city that range from adding an exclusive right-turn lane to providing a continuous left-turn lane. *Funding Source: Transportation Privilege Tax.*

**Traffic Management Program** - Purchase and install a comprehensive system of automated traffic counting and video observation of traffic movement to reduce traffic congestion and delays through improved signal timing. *Funding Source: Transportation Privilege Tax.*

**Traffic Signal Program** - Design plans, acquire materials, and install equipment for new and modified traffic signals. *Funding Source: Transportation Privilege Tax.*

**Trail Development/Acquisition** - A proactive trail program to help establish key trail linkages, by allowing the city to pursue trail corridor acquisitions. *Funding Source: General Fund Transfer.*

**Training Room Furnishings - SCA** - Replace furnishings in the second floor training room of the Scottsdale Center For the Arts. *Funding Source: General Fund Transfer.*

**Union Hills - Scottsdale to CAP WTP Waterline** - Design and construct a 36-inch water pipeline under Union Hills Road from Scottsdale Road east to the CAP Water Treatment Plant. *Funding Source: Water Development Fees.*

**Upgrade Airport Gates** - Upgrade airport gates to provide improved security. *Funding Source: General Fund Transfer.*

**Utility Sleeve Crossings - Outer Loop** - Install steel sleeves at strategic locations, such as bridges, in the route of the Pima Parkway Outer Loop. *Funding Source: Water Development Fees.*

**Via De Ventura Street Light Conductor and Pole Replacement** - Replace street light electrical conductors on Via de Ventura from Via de Lago to Pima Road. Street light poles and fixtures along the roadway will be replaced to meet current illumination standards. *Funding Source: General Fund Transfer.*

**Vista Del Camino Park Improvements** - Repair the spillway at McKellips Lake, construct a concrete (rip rap) border around McKellips Lake to prevent erosion, add a large picnic ramada, and complete the bike trail on the west side of the park. *Funding Source: 1989 General Obligation Bonds.*

**Wastewater Reclamation Plant, Phase 2** - Design and construct Wastewater Reclamation Plant portion of Phase 2 of the Water Campus. Phase 2 will provide 4 million gallons per day of wastewater treatment and water reclamation to meet growing wastewater flows. *Funding Source: Wastewater Development Fees.*

**Water Oversizing** - Oversize water facilities to master plan standard. *Funding Source: Water Development Fees.*

**Water Quality Compliance Laboratory** - Design and construct a water quality compliance laboratory at the Water Campus. This laboratory will be utilized to analyze the majority of Water Quality (including CPM/IS, Gainey Ranch WWTP, CAP WTP samples), Wastewater Quality (Pretreatment, NHLW, Local Limits), Stormwater, and Superfund environmental samples. This equipment, with the appropriate staffing, has the ability to analyze the majority of the required compliance drinking water samples and virtually all of the wastewater samples. *Funding Sources: Wastewater Charges and Water Charges.*

**Water Rights Acquisition** - Acquire, transport, treat, and manage new water resources required by developments within the city's water service area, through recharge to and recovery from underground aquifers. *Funding Source: Water Resources Development Fees.*

## **CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS**

**Waterfront Attraction** - Underground utilities, reconfigure canal banks, and partner with private development to provide a water-based major destination attraction in the Downtown area. *Funding Sources: Municipal Property Corporation Bonds and Transient Occupancy Tax.*

**Waterfront Footbridge - West** - Construct a footbridge linking the Waterfront with the Fifth Avenue area. *Funding Source: General Fund Transfer.*

**Waterfront Park** - Design and construct interim park improvements in the Waterfront area. *Funding Source: General Fund Transfer.*

**Waterfront Transit Bridge** - This bridge will carry transit vehicles across the Arizona Canal between the Waterfront and Stetson Drive. This project is one of three bridges planned for the Waterfront project. The scope includes the bridge, pedestrian underpasses, land acquisition, and landscape enhancements and linkages to the City's loop drive. *Funding Source: General Fund Transfer.*

**Waterline Replacements** - Design and construct waterline repair/replacement projects at various locations throughout the city to upgrade the water system to acceptable standards. *Funding Source: Water Charges.*

**Well Site Treatment** - Conduct studies necessary to comply with the Safe Drinking Water Act. *Funding Source: Water Charges.*

**Well Sites** - Design and construct new wells and upgrade existing wells at locations determined through the Master Well Site Study. *Funding Source: Water Development Fees.*

**WRP Associated Collection System** - Construct collection and pumping facilities required to intercept and convey sewer flows to the approved regional wastewater reclamation plant in north central Scottsdale. *Funding Source: Wastewater Development Fees.*

**Zone 11 Reservoir - Dixileta and 108<sup>th</sup> Street** - Design and construct a 4 million gallon reservoir at Dixileta and 108<sup>th</sup> Street. *Funding Source: Water Development Fees.*

**Zone 11 to 13 Pump Station - Dixileta and 102<sup>nd</sup> Street** - Design and construct a 10 million gallon per day water pump station at Dixileta and 102<sup>nd</sup> Street. *Funding Source: Water Development Fees.*

**Zone 11 Transmission Main - Dixileta/92<sup>nd</sup> Street to 108<sup>th</sup> Street** - Design and construct a water transmission pipeline under Dixileta Road from 92<sup>nd</sup> Street to 108<sup>th</sup> Street. The pipeline size varies from 24 inches to 30 inches. *Funding Source: Water Development Fees.*

**Zone 5 to 7 Pump Station - Pima and Deer Valley** - Design and construct a 10 million gallon per day water pump station at Pima and Deer Valley Roads. *Funding Source: Water Development Fees.*

**Zone 9 to 11 Pump Station - Dixileta and 92<sup>nd</sup> Street** - Design and construct a 10 million gallon per day water pump station at Dixileta and 92<sup>nd</sup> Street. *Funding Source: Water Development Fees.*

**Zone 9 to 11 Transmission Main - Dixileta/Pima to 92<sup>nd</sup> Street** - Design and construct a 30-inch water transmission pipeline on Dixileta Road between Pima and 92<sup>nd</sup> Street. *Funding Source: Water Development Fees.*

**Zone 2 Pump Station** - Design and construct a 10 million gallon per day pump station in conjunction with the Zone 2 reservoir project. *Funding Source: Water Development Fees.*

**Zone 2 Reservoir - 110<sup>th</sup> Street and Mountain View** - Design and construct a 4.0 million gallon reservoir in the vicinity of 110<sup>th</sup> Street and Mountain View Road. *Funding Source: Water Development Fees.*



Projects are prioritized based on City Critical Objectives and Strategies, department priorities, anticipated funding sources, and the International City Management Association (ICMA) Project Prioritization Matrix as adjusted for the City of Scottsdale. The ICMA Prioritization Criteria were obtained from Capital Projects: New Strategies for Planning, Management, and Finance, Copyright 1989, pp 85-87.

**PROJECT PRIORITIZATION CRITERIA**

1. **Capital Costs** - These represent the annual total costs, including future year capital costs. Also to be considered is whether the proposed project will reduce future capital costs, for example, a rehabilitation project that averts a more expensive, subsequent replacement, and the extent of such savings.
2. **Annual Costs** - The expected change in operation and maintenance costs. Operating departments provide year-by-year estimates of the additional costs or reductions likely in the operating budget because of the new project. Also to be considered is changes in revenues which may be affected by a project, for example, the loss in property taxes incurred when private land is used for a capital project.
3. **Health and Safety Effects** - This criterion includes health-related environmental impacts like reductions/increases in traffic accidents, injuries, deaths, sickness due to poor water quality, health hazards due to sewer problems, etc.
4. **Community and Citizen Benefits** - Economic impacts such as property values, the future tax base, added jobs, income to citizens, changes in business income, and the stabilization (or revitalization) of neighborhoods. Such impacts may apply more to capital projects related to growth and expansion than to infrastructure maintenance although deteriorating structures can adversely affect business.
5. **Environmental, Aesthetic, and Social Effects** - A catch-all criterion for other significant quality-of-life-related impacts, this includes community appearance, noise, air and water pollution effects, households displaced, damage to homes, effect on commuters, changes in recreational opportunities, etc.
6. **Distributional Effects** - Estimates of the number and type of persons likely to be affected by the project and nature of the impact -- for instance, explicit examination of project impact on various geographical areas; on low-moderate income areas; and on specific target groups. Equity issues are central here -- who pays, who benefits, and the social goals of the jurisdiction.
7. **Public Perception of Need** - This criterion refers to project assessment of (a) the extent of public support; (b) interest group advocacy and/or opposition.
8. **Feasibility of Implementation** - This element is a measure of (a) special implementation problems (e.g., physical or engineering restraints) and (b) compatibility with the General Plan.
9. **Implication of Deferring the Project** - Deferring capital projects is tempting for hard-pressed governments but an estimate of the possible effects, such as higher future costs and inconvenience to the public, provides valuable guidance in proposal assessment.
10. **Uncertainty of Information Supplied** - Amount of uncertainty and risk - For each proposal, each of the above criteria will have associated with it some degree of uncertainty as to cost estimates, effect on service quality, or impact of new procedures. When substantial uncertainties exist regarding any of the evaluation criteria for any proposal, the City should consider estimating, at least in broad terms, the amount of uncertainty -- probability of occurrence -- and the magnitude of the likely negative consequences. Few cities generate such information but even "educated guesses" are useful here.

11. Effect on Interjurisdictional Relationships - Possible beneficial/adverse effects on relationships with other jurisdictions or quasi-governmental agencies in the area constitute this criterion. Such effects, e.g., waste disposal via landfills in other jurisdictions, are likely to require special regional coordination and could impair the proposal's attractiveness.
12. City critical objective - If a capital project directly addresses a City critical objective, the relative attractiveness of that project increases.

After the priority list of projects is completed, the list will be reviewed from two more viewpoints: (1) Does the list stand an "intuitive check"? Do projects fall in the priority order that was "anticipated"?; and (2) Are there any linkages between projects? Are any projects related to each other geographically, or otherwise, such that having them accomplished concurrently would be advantageous? What about sequencing or timing? Are any projects dependent on the completion of other projects? Adjustments to the priority list may be necessary dependent on this final review.





## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>General Government</b>				
Full-time	124	133	154	157
Part-time	11	11	19	19
FTE	130.7	138.5	167.4	170.4
<b>Police</b>				
Full-time	387	407	424	436
Part-time	3	3	5	5
FTE	388.7	408.1	426.1	438.1
<b>Financial Services</b>				
Full-time	112	114	121	122
Part-time	5	5	3	3
FTE	115.0	116.9	123.0	124.0
<b>Transportation</b>				
Full-time	33	33	35	35
Part-time	4	4	3	3
FTE	36.4	35.4	37.4	37.4
<b>Community Services</b>				
Full-time	268	278	284	289
Part-time	383	396	422	424
FTE	404.9	424.9	437.9	444.2
<b>Information Systems</b>				
Full-time	52	52	52	53
Part-time	1	1	1	1
FTE	52.8	52.8	52.8	53.8
<b>Planning and Development</b>				
Full-time	125	128	143	144
Part-time	6	5	3	3
FTE	130.1	132.1	145.8	146.8
<b>Water Resources</b>				
Full-time	77	78	95	119
Part-time	1	1	1	1
FTE	77.8	78.7	95.8	119.8
<b>Municipal Services</b>				
Full-time	174	175	177	178
Part-time	4	4	3	3
FTE	178.0	178.3	179.3	180.3
<hr/>				
<b>Total Authorized Full-time Positions</b>	<b>1,352</b>	<b>1,398</b>	<b>1,485</b>	<b>1,533</b>
<b>Total Authorized Part-time Positions</b>	<b>418</b>	<b>430</b>	<b>460</b>	<b>462</b>
<b>Total Authorized FTEs</b>	<b>1,514.4</b>	<b>1,565.7</b>	<b>1,665.5</b>	<b>1,714.8</b>
<hr/>				
<b>Total Grant Funded Full-time Positions</b>	<b>24</b>	<b>24</b>	<b>41</b>	<b>41</b>
<b>Total Grant Funded Part-time Positions</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>
<b>Total Miscellaneous Full-time Positions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Total Grant Funded and Miscellaneous FTEs</b>	<b>37.6</b>	<b>37.6</b>	<b>55.2</b>	<b>55.2</b>

## AUTHORIZED PERSONNEL/POSITIONS

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>GENERAL GOVERNMENT</b>				
<b>01010 Legislative</b>				
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
Total FTE	10.0	10.0	10.0	10.0
<b>01030 City Clerk</b>				
Administrative Secretary	1	1	1	1
City Clerk	1	1	1	1
City Clerk Assistant I	1	1	2	2
City Clerk Assistant II	2	2	2	2
Deputy City Clerk	1	1	1	1
Technical Coordinator	1	1	1	1
City Clerk Aide*	1	1	1	1
Total Full-time	7	7	8	8
Total Part-time*	1	1	1	1
Total FTE	7.5	7.3	8.5	8.5
<b>01050 City Attorney</b>				
Administrative Assistant		1	1	1
Administrative Secretary	1	1	1	1
Assistant City Attorney	9	9	9	9
City Attorney	1	1	1	1
City Prosecutor	1	1	1	1
Clerk Typist				1
Deputy City Attorney	1	1	1	1
Law Clerk		1	1	1
Legal Assistant		2	4	4
Legal Secretary	3	4	5	5
Office Coordination Assistant		1	1	1
Office Coordination Manager	1	1	1	1
Prosecutor I	6	6	7	7
Secretary	2	3	3	3
Victim Assistance Advocate			1	1
Victims Assistance Notification Clerk			1	1
Victims Assistance Program Administrator		1	1	1
Clerk Typist*	1	1	1	1
Deputy City Attorney*	1	1	1	1
Total Full-time	25	33	39	40
Total Part-time*	2	2	2	2
Total FTE	26.7	34.0	40.2	41.2
<b>01070 City Auditor</b>				
Administrative Assistant	1	1	1	1
Assistant City Auditor	2	2	2	2
Audit Technician	1	1		

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>01070 City Auditor (Continued)</b>				
City Auditor	1	1	1	1
Internal Auditor	1	1	3	3
Senior Auditor	1	1	1	1
Total Full-time	7	7	8	8
Total FTE	7.0	7.0	8.0	8.0
<b>01080 Court</b>				
Accountant			1	1
Administrative Secretary	1	1	1	1
Associate City Judge	2	2	2	2
Case Management Coordinator				1
City Judge	1	1	1	1
Court Collection Specialist	1	1		
Court Services Director	1	1	1	1
Court Services Representative	14	14	16	17
Court Services Supervisor	2	2	2	2
Court Systems Analyst	1	1	1	1
Hearing Officer			1	1
Senior Court Services Representative	6	6	5	5
Court Security Guard*	3	3	3	3
Hearing Officer*			1	1
Total Full-time	29	29	31	33
Total Part-time	3	3	4	4
Total FTE	30.3	30.3	33.4	35.4
<b>01110 City Manager</b>				
Administrative Assistant		1	1	1
Administrative Secretary	1	1	1	1
Assistant City Manager	2	2	3	3
Assistant to the City Manager	1	1	1	1
City Manager	1	1	1	1
Executive Assistant	1	1	1	1
Executive Secretary	2	2	2	2
Management Assistant	1	1	1	1
Administrative Assistant*	1	1		
Total Full-time	9	10	11	11
Total Part-time*	1	1	-	-
Total FTE	9.6	10.6	11.0	11.0
<b>01120 Communications and Public Affairs</b>				
Administrative Secretary	1	1	1	1
Communications and Public Affairs Officer	1	1	1	1
Media Relations Manager			1	1
Public Affairs Manager	1	1	1	1
Public Information Coordinator	4	4	4	4
Senior Graphic Designer	1	1	1	1
Public Information Coordinator*	1	1	1	1
Total Full-time	8	8	9	9
Total Part-time*	1	1	1	1
Total FTE	8.7	8.6	9.7	9.7

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>01121 Citycable 7</b>				
Video Production Assistant	1	1	1	1
Video Production Manager	1	1	1	1
Video Production Specialist	1	1	1	1
Video Production Assistant*			1	1
Total Full-time	3	3	3	3
Total Part-time*	-	-	1	1
Total FTE	3.0	3.0	3.5	3.5
<b>01130 Intergovernmental Relations</b>				
Government Relations Coordinator	1	1	1	1
Government Relations Director	1	1	1	1
Administrative Secretary*	1	1	1	1
Total Full-time	2	2	2	2
Total Part-time*	1	1	1	1
Total FTE	2.7	2.7	2.7	2.7
<b>01140 Human Resources</b>				
Employee Programs Manager	1	1	1	1
Human Resources Analyst	4	4	6	6
Human Resources Director	1	1	1	1
Human Resources Representative	4	4	4	4
Resource Development Coordinator	1	1	1	1
Work/Life Associate	1	1	1	1
Work/Life Coordinator	1	1	1	1
Work/Life Diversity Officer	1	1	1	1
Work/Life Specialist	1	1	1	1
Human Resources Analyst*			1	1
Work/Life Associate*	1	1	1	1
Total Full-time	15	15	17	17
Total Part-time*	1	1	2	2
Total FTE	15.8	15.5	18.5	18.5
<p>The Human Resources Program is assigned 60 positions to be used as fill-ins when employees are unavailable to work. They are not included in the part-time position count. These undesignated positions are available to any program that can justify the need for a temporary worker and has funds available in their budget.</p>				
<b>01143 Quality Resources Management</b>				
Organizational Effectiveness Administrator	1	1		
Quality Resources Analyst	3	3	3	3
Quality Resources Manager	1	1	1	1
Total Full-time	5	5	4	4
Total FTE	5.0	5.0	4.0	4.0
<b>01144 Office of Strategic Initiatives</b>				
Administrative Secretary	1	1	1	1
Contract Officer	1	1	1	1
General Manager	2	2	1	1
Organizational Effectiveness Administrator			1	1



## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>01144 Office of Strategic Initiatives (Continued)</b>				
Endowment Officer*	1	1	1	1
Total Full-time	4	4	4	4
Total Part-time*	1	1	1	1
Total FTE	4.4	4.5	4.0	4.0
<b>01152 Westworld Facility</b>				
Administrative Assistant			1	1
Administrative Secretary			1	1
Clerk Typist			1	1
Facilities Manager			1	1
Maintenance Worker III			2	2
Operations Coordinator			1	1
Senior Account Clerk			1	1
Maintenance Worker I *			6	6
Total Full-time			8	8
Total Part-time*			6	6
Total FTE			13.9	13.9
<b>Department Total Full-time</b>	<b>124</b>	<b>133</b>	<b>154</b>	<b>157</b>
<b>Department Total Part-time*</b>	<b>11</b>	<b>11</b>	<b>19</b>	<b>19</b>
<b>Department Total FTEs</b>	<b>130.7</b>	<b>138.5</b>	<b>167.4</b>	<b>170.4</b>
<b>POLICE</b>				
<b>02100 Chief of Police</b>				
Administrative Secretary	1	1	1	1
Deputy Police Chief	1	1	1	1
Executive Assistant Police Chief	1	1	1	1
Executive Secretary	1	1	1	1
Police Analyst	3	1	1	1
Police Chief/Director of Public Safety	1	1	1	1
Police Lead Detention Officer	1	1		
Total Full-time	9	7	6	6
Total FTE	9.0	7.0	6.0	6.0
<b>02200 Uniformed Services</b>				
Parking Control Checker	1	1	1	1
Police Aide	24	27	26	27
Police Captain	2	3	3	3
Police Lieutenant	7	7	7	7
Police Officer	139	146	148	157
Police Sergeant	19	19	19	20
Secretary	2	2	2	2
Wrangler*	3	3	3	3
Total Full-time	194	205	206	217
Total Part-time*	3	3	3	3
Total FTE	195.7	206.1	207.1	218.1

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>02201 Photo Enforcement</b>				
Police Lieutenant			1	1
Total Full-time			1	1
Total FTE			1.0	1.0
<b>02400 Investigative Services</b>				
Clerk Typist	3	4	4	4
Deputy Police Chief	1	1	1	1
Police Aide	2	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 Lieutenant	2	2	2	2
Police Officer	51	54	54	54
Police Pawn Clerk	1	1	2	2
Police Sergeant	6	6	7	7
Secretary	1	1	1	1
Total Full-time	72	75	77	77
Total FTE	72.0	75.0	77.0	77.0
<b>02500 Administrative Services</b>				
Clerk Typist	1	1	2	2
Crime Laboratory Manger	1	1	1	1
Criminalist I			1	1
Criminalist II	1	1	1	1
Fingerprint Technician	4	4	4	4
Police Administrative Services Director	1	1	1	1
Police Aide	8	8	8	8
Police Crime Lab Technician	1	1	1	1
Police Crime Scene Specialist Supervisor	1	1	1	1
Police Detention Manager	1	1	1	1
Police Detention Officer	16	16	16	16
Police Detention Supervisor	2	2	3	3
Police Forensic Photographer	1	1	1	1
Police Latent Print Examiner II	1	1	1	1
Police Lead Latent Print Examiner	1	1	1	1
Police Property and Evidence Custodian	2	2	2	2
Police Property and Evidence Manager	1	1	1	1
Police Records and I.D.Manager	1	1	1	1
Police Records Supervisor	4	4	5	5
Police Support Specialist	15	15	20	20
Secretary	1	1	1	1
Total Full-time	64	64	73	73
Total FTE	64.0	64.0	73.0	73.0
<b>02501 Planning - Computer Maintenance</b>				
Police Analyst		2	2	2
Police Planning Manager		1	1	1
Senior Analyst/Systems			1	1
Systems Analyst II			1	2

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>02501 Planning-Computer Maintenance (Continued)</b>				
Intern*			2	2
Total Full-time		3	5	6
Total Part-time			2	2
Total FTE		3.0	6.0	7.0
<b>02502 Police Special Services Unit</b>				
Police Logistics Technician		1	1	1
Police Special Services Manager		1	1	1
Service Support Worker			1	1
Total Full-time		2	3	3
Total FTE		2.0	3.0	3.0
<b>02600 Communications</b>				
Police Communications Dispatcher	21	23	23	23
Police Communications Manager	1	1	2	2
Police Communications Supervisor	6	6	5	5
Total Full-time	28	30	30	30
Total FTE	28.0	30.0	30.0	30.0
<b>02700 Professional Standards</b>				
Police Aide	1	1	1	1
Police Captain	1	1	1	1
Police Officer	7	7	5	5
Police Personnel Specialist	1	2	2	2
Police Personnel Technician	1	1	1	1
Police Sergeant	6	6	6	6
Polygraph Examiner	1	1	1	1
Secretary	1	1		
Total Full-time	19	20	17	17
Total FTE	19.0	20.0	17.0	17.0
<b>02701 Training Division</b>				
Police Officer			3	3
Police Sergeant			1	1
Secretary			1	1
Total Full-time			5	5
Total FTE			5.0	5.0
<b>02800 Emergency Services</b>				
Emergency Management Officer	1	1	1	1
Total Full-time	1	1	1	1
Total FTE	1.0	1.0	1.0	1.0
<p>The Police Department is assigned 10 reserve positions to be used as fill-ins to maintain staffing during shortages, assisting with major emergencies, and providing adequate staffing for special events. These positions are not included in the part-time count.</p>				
<b>Department Total Full-time</b>	<b>387</b>	<b>407</b>	<b>424</b>	<b>436</b>
<b>Department Total Part-time*</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>5</b>
<b>Department Total FTEs</b>	<b>388.7</b>	<b>408.1</b>	<b>426.1</b>	<b>438.1</b>

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>FINANCIAL SERVICES</b>				
<b>03000 Financial Service Administration</b>				
Administrative Secretary	1	1	1	1
Financial Services Coordinator	1	1	1	1
Financial Services Specialist	1	1	1	1
General Manager, Financial Services	1	1	1	1
Total Full-time	4	4	4	4
Total FTE	4.0	4.0	4.0	4.0
<b>03100 Accounting and Budget</b>				
Account Clerk	3	5	4	4
Accounting Coordinator	3	4	4	4
Accounting and Budget Director	1	1	1	1
Accounting Manager	1	1	1	1
Accounting Technician	5	5	5	5
Administrative Secretary	1	1	1	1
Budget Analyst	1	1	1	1
Budget Manager	1	1	1	1
CIP Coordinator	1	1	1	1
Office Coordination Manager	1	1	1	1
Payroll Specialist			3	3
Senior Account Clerk	7	7	5	5
Systems Analyst II			1	1
Senior Account Clerk*	2	2	2	2
Total Full-time	25	28	29	29
Total Part-time*	2	2	2	2
Total FTE	26.4	29.3	30.5	30.5
<b>03300 Risk Management</b>				
Administrative Secretary	1	1	1	1
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	1	1	1	1
Senior Account Clerk	1	1	1	1
Total Full-time	7	7	7	7
Total FTE	7.0	7.0	7.0	7.0
<b>03410 Purchasing</b>				
Bid and Contract Assistant	1	1	1	1
Bid and Contract Specialist	2	2	2	2
Buyer	4	4	3	3
Purchasing Clerk	4	2	2	2
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

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>03410 Purchasing (Continued)</b>				
Secretary	1	1	1	1
Senior Buyer	1	1	1	1
Total Full-time	18	16	15	15
Total FTE	18.0	16.0	15.0	15.0
<b>03420 Stores</b>				
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
Total FTE	5.0	5.0	5.0	5.0
<b>03430 Graphics</b>				
Forms Management/Graphics 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
Total FTE	4.0	4.0	4.0	4.0
<b>03440 Mail</b>				
Mail Service Courier	3	3	3	3
Total Full-time	3	3	3	3
Total FTE	3.0	3.0	3.0	3.0
<b>03510 Tax and License</b>				
Clerk Typist			1	1
Customer Service/Tax Audit Director	1	1	1	1
Customer Service Manager	1	1	1	1
Customer Service Representative	4	4	6	6
Customer Service Technician	1	1	1	1
License Inspector	2	2	2	2
Tax Auditor	1	1	1	1
Clerk Typist *	1	1		
Total Full-time	10	10	13	13
Total Part-time*	1.0	1.0		
Total FTE	10.5	10.6	13.0	13.0
<b>03540 Revenue Recovery</b>				
Customer Service Assistant	2	2	3	3
Revenue Collector	3	3	3	3
Revenue Recovery Manager	1	1	1	1
Senior Revenue Collector	1	1	1	1
Systems Integrator	2	2	2	2
Clerk Typist*	1	1		
Total Full-time	9	9	10	10
Total Part-time*	1	1		
Total FTE	9.7	9.5	10.0	10.0

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>03550 Meter Reading</b>				
Lead Water Meter Reader	1	1	1	1
Meter Reader Manager	1	1	1	1
Water Audit Technician			1	1
Water Meter Reader	8	9	9	10
Total Full-time	10	11	12	13
Total FTE	10.0	11.0	12.0	13.0
<b>03560 Solid Waste Billing</b>				
Customer Service Assistant			1	1
Office Worker			1	1
Total Full-time			2	2
Total FTE			2.0	2.0
<b>03562 Water Billing</b>				
Administrative Secretary	1	1	1	1
Customer Service Assistant	1	1	1	1
Customer Service Manager	1	1	1	1
Customer Service Representative	5	5	5	5
Customer Service Technician	1	1	1	1
Total Full-time	9	9	9	9
Total FTE	9.0	9.0	9.0	9.0
<b>03590 Tax Audit</b>				
Property Tax Auditor	1	1	1	1
Secretary	1	1	1	1
Senior Tax Auditor	4	4	5	5
Tax Audit Manager	1	1	1	1
Tax Auditor	1	1		
Tax/Accounting Intern*	1	1	1	1
Total Full-time	8	8	8	8
Total Part-time	1	1	1	1
Total FTE	8.4	8.5	8.5	8.5
<b>Department Total Full-time</b>	<b>112</b>	<b>114</b>	<b>121</b>	<b>122</b>
<b>Department Total Part-time*</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>3</b>
<b>Department Total FTE</b>	<b>115.0</b>	<b>116.9</b>	<b>123.0</b>	<b>124.0</b>

### **TRANSPORTATION**

<b>04000 Transportation Administration</b>				
Engineering Technician II	1	1	1	1
General Manager Transportation	1	1	1	1
Graphics Designer	1	1		
Office Coordination Manager	1	1	1	1

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>04000 Transportation Administration (Continued)</b>				
Secretary	2	2	2	2
Secretary*	1	1	1	1
Total Full-time	6	6	5	5
Total Part-time*	1	1	1	1
Total FTE	6.9	6.8	6.0	6.0
<b>04100 Airport</b>				
Administrative Secretary	1	1	1	1
Airport Director	1	1	1	1
Airport Maintenance Technician	1	1	1	1
Airport Operations Coordinator	1	1	1	1
Airport Operations Specialist			1	1
Airport Specialist			1	1
Management Analyst	1	1	1	1
Senior Airport Maintenance Technician	1	1	1	1
Airport Operations Specialist*	3	3	2	2
Total Full-time	6	6	8	8
Total Part-time*	3	3	2	2
Total FTE	8.5	7.6	9.4	9.4
<b>04200 Transit</b>				
Bicycle Coordinator	1	1	1	1
Transit Coordinator	1	1	1	1
Transit Manager	1	1	1	1
Transit Planner	1	1	1	1
Total Full-time	4	4	4	4
Total FTE	4.0	4.0	4.0	4.0
<b>04300 Traffic Engineering</b>				
Signal Systems Analyst	2	2	2	2
Traffic Engineering Analyst	2	2	2	2
Traffic Engineering Director	1	1	1	1
Traffic Engineering Technician	2	2	3	3
Traffic Engineering Technician Supervisor	1	1	1	1
Total Full-time	8	8	9	9
Total FTE	8.0	8.0	9.0	9.0
<b>04400 Transportation Planning</b>				
Public Works Planner	6	6	6	6
Senior Public Works Planner	2	2	2	2
Transportation Planning Director	1	1	1	1
Total Full-time	9	9	9	9
Total FTE	9.0	9.0	9.0	9.0
<b>Department Total Full-time</b>	<b>33</b>	<b>33</b>	<b>35</b>	<b>35</b>
<b>Department Total Part-time*</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>
<b>Department Total FTE</b>	<b>36.4</b>	<b>35.4</b>	<b>37.4</b>	<b>37.4</b>

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>COMMUNITY SERVICES</b>				
<b>05000 Community Services Administration</b>				
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
Total FTE	3.0	3.0	3.0	3.0
<b>05002 Marketing/Sponsorship</b>				
Marketing and Sponsorship Coordinator	1	1	1	1
Total Full-time	1	1	1	1
Total FTE	1.0	1.0	1.0	1.0
<b>05003 Community Services Advisors</b>				
Human Services Planner/Grant Manager	1	1	1	1
Recreation Manager	1	1	1	1
Recreation Operations Manager	1	1	1	1
Total Full-time	3	3	3	3
Total FTE	3.0	3.0	3.0	3.0
<b>05200 Community Maintenance &amp; Recreation Administration</b>				
Administrative Secretary	2	2	2	2
Office Coordination Manager	1	1	1	1
Parks and Recreation Director	1	1	1	1
Safety/Training Officer	1	1	1	1
Secretary	1	1	1	1
Service Area Manager	2	2	3	3
Clerk Typist*			1	1
Total Full-time	8	8	9	9
Total Part-time*			1	1
Total FTE	8.0	8.0	9.3	9.3
<b>05201 Landscape Contracts</b>				
Landscape Contract Specialist	1	1	1	1
Total Full-time	1	1	1	1
Total FTE	1.0	1.0	1.0	1.0
<b>05203 Trails</b>				
Parks/Trails Planner	1	1	1	1
Parks Design Intern*	1	1	1	1
Total Full-time	1	1	1	1
Total Part-time*	1	1	1	1
Total FTE	1.7	1.5	1.6	1.6
<b>05210 Aquatics</b>				
Pool Manager	2	2	2	2
Senior Recreation Coordinator	1	1	1	1



## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>05210 Aquatics (Continued)</b>				
Assistant Pool Manager*	10	10	10	10
Lifeguard/Instructor*	63	63	69	69
Pool Manager*	1	1	1	1
Total Full-time	3	3	3	3
Total Part-time*	74	74	80	80
Total FTE	24.7	25.8	27.0	27.0
<b>05211 McCormick Railroad Park - Home Program</b>				
Facility Office Worker	1	1	1	1
Maintenance Worker I	1	1	1	1
Maintenance Worker II	1	1	1	1
Maintenance Worker III	1	1	1	1
Recreation Leader III	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
Recreation Leader I*	4	4	4	4
Recreation Leader II*	3	3	3	3
Total Full-time	6	6	6	6
Total Part-time*	7	7	7	7
Total FTE	10.7	8.9	8.5	8.5
<b>05215 Trades</b>				
Facilities Management Coordinator	1	1	1	1
Maintenance Technician I	1	1	1	1
Maintenance Technician II	5	5	5	5
Maintenance Worker II	1	1	1	1
Service Area Manager	1	1	1	1
Total Full-time	9	9	9	9
Total FTE	9.0	9.0	9.0	9.0
<b>05216 Water Systems</b>				
Aquatics Maintenance Coordinator	1	1	1	1
Aquatics Maintenance Technician	4	4	4	4
Total Full-time	5	5	5	5
Total FTE	5.0	5.0	5.0	5.0
<b>05217 Sprinkler Maintenance</b>				
Maintenance Technician I	1	1	1	1
Sprinkler Technician	5	5	5	5
Total Full-time	6	6	6	6
Total FTE	6.0	6.0	6.0	6.0
<b>05220 Adult Sports</b>				
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
Total FTE	3.7	6.3	4.6	4.6

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>05221 Sports - Liaison</b>				
Senior Recreation Coordinator	1	1	1	1
Total Full-time	1	1	1	1
Total FTE	1.0	1.0	1.0	1.0
<b>05222 Baseball - Indian School</b>				
Maintenance Worker II	1	1	1	1
Maintenance Worker III	1	1	1	1
Parks Laborer*	4	4	4	4
Total Full-time	2	2	2	2
Total Part-time*	4	4	4	4
Total FTE	4.7	5.8	5.7	5.7
<b>05224 Civic Center Complex</b>				
Maintenance Technician II	1	1	1	1
Maintenance Worker I	2	2	2	2
Maintenance Worker II	4	4	5	5
Maintenance Worker III	1	1	1	1
Service Area Manager	1	1	1	1
Service Support Worker			1	1
Total Full-time	9	9	11	11
Total FTE	9.0	9.0	11.0	11.0
<b>05225 Club SAR</b>				
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
Total FTE	2.6	3.2	3.3	3.3
<b>05226 Stadium Operations</b>				
Maintenance Worker II	2	2	2	2
Stadium Coordinator	1	1	1	1
Clerk Typist*	1	1		
Stadium Operations Worker *	1	1	1	1
Total Full-time	3	3	3	3
Total Part-time*	2	2	1	1
Total FTE	4.2	4.0	3.8	3.8
<b>05230 Cactus Park</b>				
Maintenance Worker II	1	1	1	1
Maintenance Worker III	1	1	1	1
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	4	4	4	4
Total Part-time*	9	9	9	9
Total FTE	9.0	9.5	8.2	8.2

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>05231 Indian School Park</b>				
Maintenance Worker II	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader III	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*	12	12	12	12
Total FTE	7.7	7.7	7.9	7.9
<b>05232 Scottsdale Ranch Park</b>				
Maintenance Worker II	1	1	2	2
Maintenance Worker III	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Recreation Leader I*	4	4	4	4
Recreation Leader II*	6	6	6	6
Total Full-time	4	4	5	5
Total Part-time*	10	10	10	10
Total FTE	9.6	9.6	10.6	10.6
<b>05233 Special Interest - Home Program</b>				
Recreation Leader III	3	3	3	3
Senior Recreation Coordinator	1	2	1	1
Clerk Typist*	1	1	1	1
Recreation Leader II*	1	1	1	1
Total Full-time	4	5	4	4
Total Part-time*	2	2	2	2
Total FTE	4.9	8.7	5.0	5.0
<b>05234 Special Interest - Summer</b>				
Recreation Leader II*	6	6	6	6
Recreation Leader III*	1	1	1	1
Total Part-time*	7	7	7	7
Total FTE	3.4	2.7	1.6	1.6
<b>05235 Special Interest - Facility Reservations</b>				
Facility Reservations Clerk	1	1	1	1
Clerk Typist*	1	1	1	1
Total Full-time	1	1	1	1
Total Part-time*	1	1	1	1
Total FTE	1.8	1.8	1.5	1.5
<b>05240 Chaparral Park</b>				
Maintenance Worker II	3	3	3	3
Maintenance Worker III	1	1	1	1
Recreation Coordinator	1	1		

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>05240 Chaparral Park (Continued)</b>				
Recreation Leader III	1	1		
Recreation Leader I*	3	3	3	3
Recreation Leader II*	8	8	3	3
Total Full-time	6	6	4	4
Total Part-time*	11.0	11.0	6.0	6.0
Total FTE	12.1	12.2	7.5	7.5
<b>05241 Eldorado Park</b>				
Maintenance Worker I	2	2	2	2
Maintenance Worker II	1	1	1	1
Maintenance Worker III	1	1	1	1
Recreation Leader II	1	1	1	1
Recreation Leader III	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
Recreation Leader I*	3	3	3	3
Recreation Leader II*	6	6	7	7
Total Full-time	7	7	7	7
Total Part-time*	9	9	10	10
Total FTE	13.5	13.6	13.7	13.7
<b>05242 Mountain View Park</b>				
Maintenance Worker I			1	1
Maintenance Worker II	1	1	1	1
Maintenance Worker III	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader II	1	1	1	1
Recreation Leader III	1	1	1	1
Recreation Leader I*	3	3	3	3
Recreation Leader II*	5	5	5	5
Total Full-time	5	5	6	6
Total Part-time*	8	8	8	8
Total FTE	9.4	10.3	11.3	11.3
<b>05243 Neighborhood Parks</b>				
Recreation Leader II	1	1	1	1
Recreation Leader III	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
Recreation Leader II*	13	12	12	12
Total Full-time	3	3	3	3
Total Part-time*	13	12	12	12
Total FTE	10.8	9.9	8.0	8.0
<b>05244 Number One Clubs</b>				
Recreation Leader I*	1	1	3	3
Recreation Leader II*	2	2	6	6
Recreation Leader III*			1	1
Total Part-time*	3	3	10	10
Total FTE	0.4	0.7	2.1	2.1

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>05245 Youth Sports - Elementary</b>				
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
Total FTE	2.8	6.6	2.9	2.9
<b>05246 Youth Sports - Middle School</b>				
Recreation Leader III	1	1	1	1
Recreation Leader I*	7	7	7	7
Recreation Leader II*	29	29	29	29
Total Full-time	1	1	1	1
Total Part-time*	36	36	36	36
Total FTE	5.0	4.0	3.0	3.0
<b>05247 Vista del Camino Recreation</b>				
Maintenance Worker I	1	1	1	1
Maintenance Worker II	1	1	1	1
Maintenance Worker III	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader II	1	1	1	1
Recreation Leader III	1	1	1	1
Recreation Leader I*	4	4	5	5
Recreation Leader II*	6	6	8	8
Total Full-time	6	6	6	6
Total Part-time*	10	10	13	13
Total FTE	11.6	11.1	12.4	12.4
<b>05248 Horizon Park Community Center</b>				
Maintenance Worker I			1	1
Maintenance Worker II	1	1	1	1
Maintenance Worker III	1	1	1	1
Recreation Leader III		1	1	1
Senior Recreation Coordinator			1	1
Service Support Worker			1	1
Maintenance Worker I*	2	2	2	4
Recreation Leader I*		4	4	4
Recreation Leader II*		7	9	7
Total Full-time	2	3	6	6
Total Part-time*	2	13	15	15
Total FTE	2.0	10.4	13.4	13.4
<b>05249 McDowell Mountain Ranch Park</b>				
Maintenance Worker II				1
Maintenance Worker III		1	1	1
Total Full-time		1	1	2
Total FTE		1.0	1.0	2.0

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>05250 Adapted Recreation Services</b>				
Recreation Coordinator			1	1
Recreation Leader III			1	1
Recreation Leader II*			5	5
Total Full-time			2	2
Total Part-time*			5	5
Total FTE			4.7	4.7
<b>05270 Medians and Right-of-Way</b>				
Maintenance Supervisor	2	2	2	2
Maintenance Worker I	3	3	3	3
Maintenance Worker II	8	8	6	6
Sprinkler Technician	2	2	4	5
Total Full-time	15	15	15	16
Total FTE	15.0	15.0	15.0	16.0
<b>05271 Downtown Improvement Districts</b>				
Maintenance Worker I	1	1		
Maintenance Worker II	1	1	2	2
Total Full-time	2	2	2	2
Total FTE	2.0	2.0	2.0	2.0
<b>05280 Mechanical Maintenance</b>				
Contracts Coordinator	1	1	1	1
Facility Maintenance Director	1	1	1	1
Facility Management Coordinator	1	1	1	1
Maintenance Electrician	4	5	5	5
Maintenance HVAC Technician	5	5	5	5
Maintenance Plumber	2	2	2	2
Total Full-time	14	15	15	15
Total FTE	14.0	15.0	15.0	15.0
<b>05281 General Building Maintenance</b>				
Administrative Assistant	1	1	1	1
Citizen Service Representative	1	1	1	1
Maintenance Manager	1	1	1	1
Maintenance Painter	2	2	2	2
Maintenance Technician I	1	1	1	1
Maintenance Technician II	6	6	6	6
Total Full-time	12	12	12	12
Total FTE	12.0	12.0	12.0	12.0
<b>05283 Custodial</b>				
Custodian	13	12		
Facilities Contract Coordinator	4	4	4	4
Custodian*	1			
Clerk Typist*	-	1	1	1
Total Full-time	17	16	4	4
Total Part-time*	1	1	1	1
Total FTE	18.0	16.8	4.8	4.8

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>05299 Special Interest</b>				
Recreation Specialist*	95	95	95	95
Total Part-time*	95	95	95	95
Total FTE	9.6	1.0	13.4	13.4
<b>05300 Human Services Administration</b>				
Human Services Director/Adv to City Manager	1	1	1	1
Recreation Manager	1	1	1	1
Resource Development Specialist*			1	1
Secretary*			1	1
Total Full-time	2	2	2	2
Total Part-time*			2	2
Total FTE	2.0	2.0	2.8	2.8
<b>05301 Vista del Camino Social Services</b>				
Human Services Manager	1	1	1	1
Human Services Specialist	3	3	4	4
Information and Referral Worker	2	2	3	3
Food Bank Courier*	1	1	1	1
Total Full-time	6	6	8	8
Total Part-time*	1	1	1	1
Total FTE	6.8	6.8	8.8	8.8
<b>05302 Youth Services</b>				
Human Services Manager	1	1	1	1
Human Services Specialist	2	2	3	3
Secretary	1	1	1	1
Youth Employment Specialist	1	1	1	1
Human Services Counselor*	1	1		
Total Full-time	5	5	6	6
Total Part-time*	1	1		
Total FTE	5.3	5.5	6.0	6.0
<b>05303 Paiute Neighborhood Center</b>				
Human Services Specialist	1	1	1	1
Information and Referral Worker			1	1
Recreation Coordinator	1	1	1	1
Recreation Leader III			1	1
Service Support Worker			1	1
Recreation Leader I*				2
Recreation Leader II*			3	3
Total Full-time	2	2	5	5
Total Part-time*			3	5
Total FTE	2.0	2.0	6.4	7.7
<b>05304 Senior Center - Civic Center</b>				
Human Services Manager	1	1	1	1
Human Services Specialist			1	1
Recreation Coordinator	1	1	1	1
Recreation Leader III	1	1	1	1
Social Services Coordinator	1	1	1	1
Human Services Specialist*	1	1		

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>05304 Senior Center - Civic Center (Continued)</b>				
Information and Referral Worker*	1	1	1	1
Recreation Leader II*	4	4	4	4
Total Full-time	4	4	5	5
Total Part-time*	6	6	5	6
Total FTE	7.2	7.7	9.0	9.6
<b>05305 Senior Center - Via Linda</b>				
Human Services Specialist				1
Recreation Coordinator	1	1	1	1
Recreation Leader III			1	1
Social Services Coordinator	1	1	1	1
Human Services Specialist*	1	1	1	
Information/Referral Worker*	1	1	1	1
Recreation Leader II*	3	3	3	3
Total Full-time	2	2	3	4
Total Part-time*	5	5	5	4
Total FTE	4.7	4.8	6.0	6.4
<b>05307 Community Assistance Office</b>				
Accounting Supervisor			1	1
Family Self Sufficiency Specialist				1
Housing Development Specialist			1	1
Total Full-time			2	3
Total FTE			2.0	3.0
<b>05601 Library - Director</b>				
Administrative Secretary	1	1	1	1
Library Director	1	1	1	1
Total Full-time	2	2	2	2
Total FTE	2.0	2.0	2.0	2.0
<b>05602 Library - Systems</b>				
Graphic Design Associate	1	1	1	1
Graphics Designer	1	1	1	1
Librarian	2	2	3	3
Library Aide	3	3	3	3
Library Assistant I	4	4	2	2
Library Coordinator	3	3	1	1
Library Courier	2	2	2	2
Library Manager	1	1	1	1
Library Systems Analyst	1	1		
Secretary	1	1	1	1
Senior Account Clerk	1	1	2	2
Senior Library Coordinator	1	1	1	1
Total Full-time	21	21	18	18
Total FTE	21.0	21.0	18.0	18.0



## AUTHORIZED PERSONNEL/POSITIONS

	<i>Actual</i> 1995/96	<i>Adopted</i> 1996/97	<i>Adopted</i> 1997/98	<i>Approved</i> 1998/99
<b>05605 Library Systems Team</b>				
Library Coordinator			2	2
Library Systems Analyst			2	2
Library Technology/Planning Support Coord			1	1
Total Full-time			5	5
Total FTE			5.0	5.0
<b>05640 Civic Center Library - Services</b>				
Librarian	6	6	6	6
Library Aide	2	2	1	1
Library Assistant I	6	6	7	7
Library Assistant III	3	3	3	3
Library Coordinator	3	3	3	3
Library Manager	1	1	1	1
Secretary	1	1	1	1
Service Support Worker	1	1	1	1
Librarian*	2	2	2	2
Library Aide*	5	5	9	9
Library Assistant I*	3	3	2	2
Library Page*	14	14	13	13
Total Full-time	23	23	23	23
Total Part-time*	24	24	26	26
Total FTE	38.7	38.6	38.7	38.7
<b>05660 Library Extension Services</b>				
Librarian	6	6	5	5
Library Aide	4	4	5	5
Library Assistant I	3	3	3	3
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
Library Aide*	3	3	2	2
Library Assistant I*	2	2	3	3
Library Page*	8	8	8	8
Office Worker*	1	1	1	1
Total Full-time	19	19	19	19
Total Part-time*	14	14	14	14
Total FTE	28.1	27.9	28.1	28.1
<b>05661 Mustang Library</b>				
Librarian			1	1
Total Full-time			1	1
Total FTE			1.0	1.0

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>05670 Palomino Library</b>				
Librarian	3	3	3	3
Library Aide	3	4	2	2
Library Assistant I	2	2	2	2
Library Coordinator	1	1	1	1
Secretary	1	1	1	1
Library Aide*	3	3	3	3
Library Page*	4	4	4	4
Total Full-time	10	11	9	9
Total Part-time*	7	7	7	7
Total FTE	14.2	16.0	13.8	13.8
<b>05680 Arabian Library</b>				
Librarian		2	2	3
Library Aide			1	1
Library Assistant I		2	1	1
Library Coordinator		1	1	1
Secretary		1	1	1
Library Aide*			2	2
Library Page*		3	3	3
Total Full-time		6	6	7
Total Part-time*		3	5	5
Total FTE		7.5	9.5	10.5
<b>Department Total Full-time</b>	<b>268</b>	<b>278</b>	<b>284</b>	<b>289</b>
<b>Department Total Part-time*</b>	<b>383</b>	<b>396</b>	<b>422</b>	<b>424</b>
<b>Department Total FTEs</b>	<b>404.9</b>	<b>424.9</b>	<b>437.9</b>	<b>444.2</b>
<b>INFORMATION SYSTEMS</b>				
<b>06000 Information Systems Administration</b>				
Chief Information Officer	1	1	1	1
Total Full-time	1	1	1	1
Total FTE	1.0	1.0	1.0	1.0
<b>06010 Communications Services</b>				
Administrative Officer	1	1	1	1
Communications Specialist	1	1	1	1
Communications Technician I	2	2		
Customer Support Representative	1	1	1	1
Enterprise Manager	1	1	1	1
Enterprise Network Engineer	3	3	3	3
Information Systems Technician	1	1	1	1
Network Engineer			1	1
Senior Information Systems Technician	2	2	4	4
Total Full-time	12	12	13	13
Total FTE	12.0	12.0	13.0	13.0

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>06020 Applications Development</b>				
Administrative Secretary	1	1	1	1
Applications Development Director	1	1	1	1
Applications Project Leader			1	1
Data Base Coordinator				1
Enterprise Systems Integrator			3	3
Information Systems Support Manager			1	1
Information Systems Training Coordinator	1	1	1	1
Programmer Analyst	9	9	4	4
Senior Analyst/Applications	4	4	2	2
Senior Programmer Analyst	2	2	3	3
Customer Support Representative Assistant*	1	1	1	1
Total Full-time	18	18	17	18
Total Part-time*	1	1	1	1
Total FTE	18.8	18.8	17.8	18.8
<b>06030 Computer Operations</b>				
Computer Operator	6	6	4	4
Data Conversion Operator II	1	1	1	1
Information Systems Support Manager	1	1	1	1
Senior Customer Support Rep	1	1	1	1
Senior Information Systems Technician			2	2
Total Full-time	9	9	9	9
Total FTE	9.0	9.0	9.0	9.0
<b>06040 Systems Support</b>				
Enterprise Technologist	1	1	1	1
Senior Analyst/Systems	1	1	1	1
Total Full-time	2	2	2	2
Total FTE	2.0	2.0	2.0	2.0
<b>06050 Geographic Information Systems Support</b>				
Enterprise Manager	1	1	1	1
Enterprise Network Engineer	1	1	1	1
Enterprise Systems Integrator	3	3	3	3
Senior Information Systems Technician	2	2	2	2
Senior Analyst/Applications	2	2	2	2
Total Full-time	9	9	9	9
Total FTE	9.0	9.0	9.0	9.0
<b>06060 Advanced Technology</b>				
Advanced Technology Director	1	1	1	1
Total Full-time	1	1	1	1
Total FTE	1.0	1.0	1.0	1.0
<b>Department Total Full-time</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>53</b>
<b>Department Total Part-time*</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total FTEs</b>	<b>52.8</b>	<b>52.8</b>	<b>52.8</b>	<b>53.8</b>

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>PLANNING AND DEVELOPMENT</b>				
<b>07300 Community Planning</b>				
Administrative Secretary	1	1	1	1
Community Planner	4	4	4	4
Community Planning Administrator	1	1	1	1
Neighborhood Services Liaison		1	1	1
Records Manager	1	1	1	1
Secretary	1	1	1	1
Senior Community Planner	3	3	3	3
Senior Planner	2	2	3	3
Administrative Secretary*	1	1		
Associate Planner*			1	1
Total Full-time	13	14	15	15
Total Part-time*	1	1	1	1
Total FTE	13.6	14.8	15.8	15.8
<b>07310 Citizen Services</b>				
Citizen Service Center Coordinator	1	1	1	1
Citizen Services Specialist	4	5	5	6
Service Support Worker			2	2
Total Full-time	5	6	8	9
Total FTE	5.0	6.0	8.0	9.0
<b>07320 Environmental Management</b>				
Administrative Assistant			1	1
Environmental Consultant	1	1	1	1
Environmental Coordinator	1	1	1	1
Environmental Planner	1	1	1	1
Recycling Specialist			1	1
Secretary*	1	1		
Total Full-time	3	3	5	5
Total Part-time*	1	1		
Total FTE	3.7	3.8	5.0	5.0
<b>07400 Redevelopment &amp; Urban Design</b>				
Administrative Secretary	1	1	1	1
Redevelopment Administrator	1	1	1	1
Redevelopment Planner	2	2	2	2
Redevelopment Specialist	1	1	1	1
Secretary	1	1	1	1
Senior Redevelopment Planner	3	3	3	3
Total Full-time	9	9	9	9
Total FTE	9.0	9.0	9.0	9.0
<b>07505 Zoning Enforcement</b>				
Code Enforcement Assistant	1	1	1	1
Code Inspection Supervisor	1	1	1	1
Code Inspector	5	5	5	5
Secretary	1	1	1	1
Total Full-time	8	8	8	8
Total FTE	8.0	8.0	8.0	8.0

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>07510 Development Services</b>				
Associate Planner	1	1	1	1
Building Plans Reviewer	1	1	1	1
Development Services Director	1	1	1	1
Development Services Representative	4	5	5	5
Development Services Supervisor	1	1	1	1
Sign Inspector	2	2	2	2
Development Services Representative*	1			
Total Full-time	10	11	11	11
Total Part-time*	1			
Total FTE	11.0	11.0	11.0	11.0
<b>07515 Development Services Records</b>				
Engineering Technician I	1	1	2	2
Information Systems Coordinator	1	1	1	1
Engineering Technician I*	1	1		
Total Full-time	2	2	3	3
Total Part-time*	1	1		
Total FTE	2.7	2.8	3.0	3.0
<b>07600 Inspection Services Administration</b>				
Citizen Services Assistant	2	2	2	2
Development Technician	1	1	1	1
Inspection Services Director	1	1	1	1
Office Coordination Manager	1	1	1	1
Citizen Services Assistant*	1	1	1	1
Total Full-time	5	5	5	5
Total Part-time*	1	1	1	1
Total FTE	6.1	5.8	6.0	6.0
<b>07605 Building Inspection</b>				
Building Inspection Manager	1	1	1	1
Building Inspection Supervisor	2	2	2	2
Building Inspector	8	8	10	10
Total Full-time	11	11	13	13
Total FTE	11.0	11.0	13.0	13.0
<b>07610 Field Engineering</b>				
Field Engineering Manager	1	1	1	1
Public Works Inspection Supervisor	2	2	2	2
Public Works Inspector	7	7	7	7
Total Full-time	10	10	10	10
Total FTE	10.0	10.0	10.0	10.0
<b>07615 Survey Unit</b>				
Field Engineering Manager	1	1	1	1
Survey Technician II	2	2	2	2
Total Full-time	3	3	3	3
Total FTE	3.0	3.0	3.0	3.0

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>07620 Planning Inspection Unit</b>				
Planning Inspection Manager	1	1	1	1
Planning Inspector	2	2	2	2
Total Full-time	3	3	3	3
Total FTE	3.0	3.0	3.0	3.0
<b>07700 Project Review Administration</b>				
Administrative Secretary	1	1	1	1
Civil Engineer	2	2	2	2
Community Development Administrator	1	1	1	1
Office Coordination manager	1	1	1	1
Planner	1	1	1	1
Project Coordination Director	1	1	1	1
Project Coordination Manager	3	3	3	3
Secretary			1	1
Senior Planner	3	3	5	5
Senior Development Planner	1	1	1	1
Zoning and Design Manager	1	1	1	1
Total Full-time	15	15	18	18
Total FTE	15.0	15.0	18.0	18.0
<b>07705 Office Coordination</b>				
Administrative Secretary	1	1		
Development Technician	1	1	1	1
Planning Assistant	2	2	3	3
Secretary			1	1
Planning Assistant*	1	1		
Secretary*			1	1
Total Full-time	4	4	5	5
Total Part-time*	1	1	1	1
Total FTE	5.0	4.9	6.0	6.0
<b>07710 Final Plans</b>				
Associate Planner	2	2	3	3
Building Coordination Manager	1	1	2	2
Building Plans Reviewer	3	3	3	3
Civil Engineer	1	1	2	2
Civil Plans Reviewer	4	4	4	4
Engineering Coordination Manager	1	1	1	1
Planner	1	1	1	1
Planning Coordination Manager	1	1	1	1
Plans Coordinator	1	1	1	1
Project Review Director	1	1	1	1
Senior Building Plans Reviewer	1	1	1	1
Senior Civil Plans Reviewer	1	1	1	1
Total Full-time	18	18	21	21
Total FTE	18.0	18.0	21.0	21.0

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual</i> 1995/96	<i>Adopted</i> 1996/97	<i>Adopted</i> 1997/98	<i>Approved</i> 1998/99
<b>07800 Office of Economic Development</b>				
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
Total FTE	4.0	4.0	4.0	4.0
<b>07900 Preservation</b>				
Community Planner	1	1	1	1
Preservation Director	1	1	1	1
Total Full-time	2	2	2	2
Total FTE	2.0	2.0	2.0	2.0
<b>Department Total Full-time</b>	<b>125</b>	<b>128</b>	<b>143</b>	<b>144</b>
<b>Department Total Part-time*</b>	<b>6</b>	<b>5</b>	<b>3</b>	<b>3</b>
<b>Department Total FTEs</b>	<b>130.1</b>	<b>132.1</b>	<b>145.8</b>	<b>146.8</b>
 <b>WATER RESOURCES</b>				
<b>09010 Administration - Water</b>				
Administrative Secretary	1	1	1	1
General Manager Water Resources	1	1	1	1
Water Financial Analyst	1	1	1	1
Water Resources Planning Advisor	1	1	2	2
Secretary*	1	1	1	1
Total Full-time	4	4	5	5
Total Part-time*	1	1	1	1
Total FTE	4.8	4.7	5.8	5.8
<b>09100 Water Operations Administration</b>				
Citizen Service Representative	2	2	2	2
Customer Service Representative			1	1
Water Operations Technician	1	1	1	1
Water Resource Analyst	2	2	4	4
Water Resources Director	1	1	1	1
Total Full-time	6	6	9	9
Total FTE	6.0	6.0	9.0	9.0
<b>09105 Water Conservation</b>				
Customer Service Representative			1	1
Water Conservation Program Representative	1	1	2	2
Water Conservation Specialist			1	1
Total Full-time	1	1	4	4
Total FTE	1.0	1.0	4.0	4.0

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>09110 Water Distribution</b>				
Senior Water Service Worker	15	15	15	15
Water Distribution Field Coordinator	1	1	1	1
Water Service Worker	14	14	15	15
Water/Wastewater Distribution Manager	1	1	1	1
Water/Wastewater Distribution Supervisor	2	2	2	2
Water/Wastewater Field Representative	4	4	4	4
Total Full-time	37	37	38	38
Total FTE	37.0	37.0	38.0	38.0
<b>09115 Water Production</b>				
Cross Connection Controls Specialist	1	1	1	1
Telemetry Controls Specialist	1	2	2	3
Water Electrical Technician	1			
Water Electrician	1	1	1	1
Water Electronic Technician	2	2	2	2
Water Maintenance Technician I	3	4	4	4
Water Maintenance Technician II	2	2	2	2
Water Operations Technician			1	1
Water Production Supervisor	1	1	1	1
Water/Wastewater Production Manager	1	1	1	1
Total Full-Time	13	14	15	16
Total FTE	13.0	14.0	15.0	16.0
<b>09125 CAP Treatment Plant</b>				
Senior Water Plant Operator			1	1
Water Treatment Plant Operator			1	3
Total Full-time			2	4
Total FTE			2.0	4.0
<b>09150 Wastewater Reclamation</b>				
Senior Water Plant Operator	1	1	1	1
Wastewater Plant Operator	2	2	2	2
Total Full-time	3	3	3	3
Total FTE	3.0	3.0	3.0	3.0
<b>09160 Planet Ranch</b>				
Equipment Mechanic	1	1	1	1
Water Resources Analyst	1	1	1	1
Total Full-time	2	2	2	2
Total FTE	2.0	2.0	2.0	2.0
<b>09170 Advanced Water Treatment</b>				
Instrumentation Specialist				1
Clerk Typist				1
Water Treatment Plant Operator			1	2
Senior Water Plant Operator				1
Total Full-time			1	5
Total FTE			1.0	5.0



## AUTHORIZED PERSONNEL/POSITIONS

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>09180 Water Campus Wastewater Reclamation</b>				
Maintenance Worker I				1
Senior Water Plant Operator				3
Water Maintenance Technician II			1	1
Water Plant Lab Technician/Operator				1
Water Treatment Plant Manager			1	1
Water Treatment Plant Operator			2	5
Total Full-time			4	12
Total FTE			4.0	12.0
<b>09185 Pumpback System</b>				
Water Maintenance Technician				2
Total Full-time				2
Total FTE				2.0
<b>09200 Water Quality</b>				
Water Quality Engineering Technician			1	1
Water Quality Manager	1	1	1	1
Water Quality Specialist	1	1		
Water Resources Analyst	1	1	2	2
Water Resources Director	1	1	1	1
Total Full-time	4	4	5	5
Total FTE	4.0	4.0	5.0	5.0
<b>09210 Wastewater Quality</b>				
Water Quality Engineering Technician			1	1
Water Quality Specialist	1	1		
Water Resources Analyst	1	1	1	1
Total Full-time	2	2	2	2
Total FTE	2.0	2.0	2.0	2.0
<b>09240 Engineering - Water</b>				
Administrative Secretary	1	1	1	1
Water Quality Engineering Technician	1	1	1	1
Water Resources Engineer	3	3	3	3
Total Full-time	5	5	5	5
Total FTE	5.0	5.0	5.0	5.0
<b>09260 Water Laboratory</b>				
Inorganic Chemist				2
Laboratory Manager				1
Microbiologist				1
Organic Chemist				2
Quality Control Chemist				1
Total Full-time				7
Total FTE				7.0
<b>Department Total Full-time</b>	<b>77</b>	<b>78</b>	<b>95</b>	<b>119</b>
<b>Department Total Part-time*</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total FTEs</b>	<b>77.8</b>	<b>78.7</b>	<b>95.8</b>	<b>119.8</b>

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>MUNICIPAL SERVICES</b>				
<b>10000 Municipal Services Administration</b>				
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
Total FTE	3.0	3.0	3.0	3.0
<b>10200 Capital Project Management</b>				
Asset Management Coordinator	1	1	1	1
Citizen Service Assistant	1	1	1	1
Civil Designer	1	1	1	1
Civil Engineer	1	1	1	1
Construction Coordinator	1	1	1	1
Office Coordination Manager	1	1	1	1
Project Budget Analyst	1	1	1	1
Project Manager	6	6	6	6
Public Works Project Coordinator	3	3	3	3
Right-of-Way Agent	1	1	1	1
Right-of-Way and Design Manager	1	1	1	1
Senior Project Manager	2	2	2	2
Senior Right-of-Way Agent	1	1	1	1
Water Campus Project Director	1	1	1	1
Total Full-time	22	22	22	22
Total FTE	22.0	22.0	22.0	22.0
<b>10300 Solid Waste Management Admin Services</b>				
Administrative Secretary	1	1	1	1
Citizen Service Representative	2	2	2	2
Solid Waste Director	1	1	1	1
Total Full-time	4	4	4	4
Total FTE	4.0	4.0	4.0	4.0
<b>10310 Residential Collection Services Administration</b>				
Equipment Operator I	10	10	10	10
Equipment Operator II	8	8	8	8
Equipment Operator III	23	23	23	23
Recycling Specialist	1	1		
Solid Waste Field Supervisor	3	3		
Solid Waste Manager	2	2		
Solid Waste Systems Coordinator			1	1
Solid Waste Service Coordinator			3	3
Solid Waste Program Representative	2	2	3	3
Equipment Operator I*	3	3	3	3
Solid Waste Program Representative*	1	1		
Total Full-time	49	49	48	48
Total Part-time*	4	4	3	3
Total FTE	53.0	52.3	50.3	50.3

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual</i> 1995/96	<i>Adopted</i> 1996/97	<i>Adopted</i> 1997/98	<i>Approved</i> 1998/99
<b>10320 Support Services Administration</b>				
Container Repairer	2	2	2	2
Equipment Operator III	3	3	3	3
Solid Waste Service Coordinator			1	1
Total Full-time	5	5	6	6
Total FTE	5.0	5.0	6.0	6.0
<b>10330 Commercial Collection Services Admin</b>				
Equipment Operator III	8	9	9	9
Solid Waste Service Coordinator	1	1	1	1
Total Full-time	9	10	10	10
Total FTE	9.0	10.0	10.0	10.0
<b>10400 Field Services Administration</b>				
Citizen Service Representative	1	1	1	1
Field Services Director	1	1	1	1
Total Full-time	2	2	2	2
Total FTE	2.0	2.0	2.0	2.0
<b>10410 Traffic Signals</b>				
Field Services Technical Manager	1	1	1	1
Maintenance Technician I			1	1
Traffic Signal Electronic Technician	2	2	2	2
Traffic Signal Supervisor	1	1	1	1
Traffic Signal Technician I	5	5	5	6
Traffic Signal Technician II	2	2	2	2
Total Full-time	11	11	12	13
Total FTE	11.0	11.0	12.0	13.0
<b>10420 Signs and Markings</b>				
Maintenance Supervisor	1	1	1	1
Maintenance Technician I	2	2	2	2
Maintenance Worker II	5	5	5	5
Total Full-time	8	8	8	8
Total FTE	8.0	8.0	8.0	8.0
<b>10430 Street Cleaning</b>				
Equipment Operator III	1	1	1	1
Motor Sweeper Operator	6	6	6	6
Total Full-time	7	7	7	7
Total FTE	7.0	7.0	7.0	7.0
<b>10440 Asphalt and Maintenance</b>				
Contracts Coordinator	1	1	1	1
Maintenance Worker II	4	4	4	4
Total Full-time	5	5	5	5
Total FTE	5.0	5.0	5.0	5.0

## **AUTHORIZED PERSONNEL/POSITIONS**

	<i>Actual 1995/96</i>	<i>Adopted 1996/97</i>	<i>Adopted 1997/98</i>	<i>Approved 1998/99</i>
<b>10450 Shoulder and Drainage</b>				
Equipment Operator II	1	1	1	1
Equipment Operator III	6	6	6	6
Maintenance Supervisor	1	1	1	1
Total Full-time	8	8	8	8
Total FTE	8.0	8.0	8.0	8.0
<b>10600 Fleet Management Administration</b>				
Buyer			1	1
Citizen Service Representative	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	5	5
Total FTE	4.0	4.0	5.0	5.0
<b>10606 Fleet Management Day Shift</b>				
Equipment Mechanic	8	8	8	8
Equipment Service Worker	1	1	1	1
Equipment Service Writer	1	1	1	1
Fleet Supervisor	1	1	1	1
Total Full-time	11	11	11	11
Total FTE	11.0	11.0	11.0	11.0
<b>10607 Fleet Management Weekend Shift</b>				
Equipment Mechanic	7	7	7	7
Equipment Service Worker	1	1	1	1
Fleet Supervisor	1	1	1	1
Total Full-time	9	9	9	9
Total FTE	9.0	9.0	9.0	9.0
<b>10609 Fleet Management Night Shift</b>				
Equipment Mechanic	8	8	10	10
Equipment Service Worker	3	3	1	1
Fleet Supervisor	1	1	1	1
Total Full-time	12	12	12	12
Total FTE	12.0	12.0	12.0	12.0
<b>10610 Fleet Management Parts Supply</b>				
Equipment Parts Specialist I	4	4	4	4
Senior Equipment Parts Specialist	1	1	1	1
Total Full-time	5	5	5	5
Total FTE	5.0	5.0	5.0	5.0
<b>Department Total Full-time</b>	<b>174</b>	<b>175</b>	<b>177</b>	<b>178</b>
<b>Department Total Part-time*</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>
<b>Department Total FTEs</b>	<b>178.0</b>	<b>178.3</b>	<b>179.3</b>	<b>180.3</b>

## **AUTHORIZED PERSONNEL/POSITIONS**

		<i>Actual</i> 1995/96	<i>Adopted</i> 1996/97	<i>Adopted</i> 1997/98	<i>Approved</i> 1998/99
<b>GRANT FUNDED POSITIONS</b>					
<b>POLICE</b>					
36027	Police Lieutenant	1	1	1	1
36516	Police Officer			1	1
36517	Police Officer	6	6	6	6
36529	Police Officer	5	5	5	5
36532	Police Officer			5	5
36532	Police Sergeant			2	2
36533	Police Officer			1	1
36533	Police Crisis Intervention Specialist			1	1
36536	Prosecutor I			1	1
36536	Police Aide			3	3
36536	Police Teleserve Specialist			2	2
	Subtotal Grant Funded Full-time	12	12	28	28
<b>COMMUNITY SERVICES</b>					
32335	CDBG Specialist	1	1	1	1
32398	Administrative Secretary	1	1	1	1
32398	CDBG Specialist	2	2	3	3
32398	Community Assistance Manager	1	1	1	1
34000	Occupancy Specialist	3	3	3	3
34000	Section 8 Contract Technician	1	1	1	1
38046	Machinist	1	1	1	1
38046	Railroad Maintenance Coordinator	1	1	1	1
38046	Railroad Service Worker	1	1	1	1
32341	Family Self-Sufficiency Specialist*			1	1
38046	Railroad Engineer*	3	3	3	3
38047	Recreation Leader II*	1	1	1	1
38048	Recreation Leader I*	1	1	1	1
38048	Recreation Leader II*	1	1	1	1
36901	Home Meals Coordinator*	1	1	1	1
36901	Information/Referral Worker*	1	1	1	1
	Subtotal Grant Funded Full-time	12	12	13	13
	Subtotal Grant Funded Part-time*	8	8	9	9
	<b>Total Grant Funded Full-time</b>	<b>24</b>	<b>24</b>	<b>41</b>	<b>41</b>
	<b>Total Grant Funded Part-time*</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>
	<b>Total Grant Funded FTE</b>	<b>27.6</b>	<b>27.6</b>	<b>45.2</b>	<b>45.2</b>

## **AUTHORIZED PERSONNEL/POSITIONS**

		<i>Actual</i>	<i>Adopted</i>	<i>Adopted</i>	<i>Approved</i>
		<i>1995/96</i>	<i>1996/97</i>	<i>1997/98</i>	<i>1998/99</i>
<b>MISCELLANEOUS POSITIONS</b>					
<b>RECLAIMED WATER DISTRIBUTION SYSTEM</b>					
57990	Water Resources Engineer	1	1	1	1
57991	Water Maintenance Technician I	1	1	1	1
	Total Full-time	2	2	2	2
<b>Total Reclaimed Water Distribution System</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>SCOTTSDALE WATER SERVICE CO., INC.</b>					
57999	Citizen Service Representative	1	1	1	1
57999	Water Electrical Technician	1	1	1	1
57999	Water Plant Lab Tech/Operator	1	1	1	1
57999	Water Treatment Plant Manager	1	1	1	1
57999	Water Treatment Plant Operator	4	4	4	4
	Total Full-time	8	8	8	8
<b>Total Scottsdale Water Service Co, Inc.</b>		<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Total Miscellaneous Full-time</b>		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>



The Scottsdale Citizen Survey is conducted annually to gain insight in to trends in citizen satisfaction with the services the city provides, as well as how citizens feel the City is doing in general, what they like most about living here, and what they like least about living here. The results are used to assist in organizational performance assessment, help establish budget priorities, and as a guide for ongoing strategic planning efforts.

Results of the survey are valid at the 95% confidence level, meaning that if the survey were conducted 100 times, the same results would occur 95 times. The sampling error is plus or minus 5%, meaning if 95% indicated satisfaction, the actual percentage ranges between 90% and 100%.

The survey was conducted by O'Neil Associates, Inc., under the direction of Michael J. O'Neil, Ph.D. Dr. O'Neil has considerable experience in designing, conducting, and analyzing survey research projects, and has overseen hundreds of research projects in Arizona for a wide range of clients.

### **OVERALL SATISFACTION WITH SERVICES**

Survey respondents were asked "Overall, do you thing the City is doing a very good, good, poor, or very poor job of providing services to you?" The results, compared to prior years are:

<b>RATING</b>	<b>1993</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>
Very Good	32%	36%	41%	38%
Good	62%	61%	57%	57%
Total	94%	97%	98%	95%
Poor/Very Poor	5%	2%	2%	4%
Don't Know	1%	1%	0%	1%
Total	6%	3%	2%	5%

The percentage of residents who rated the City services good or very good has remained very high over the years, with only slight variations from year to year. These differences are not significant and could simply be explained by the sampling error of plus or minus 5 percent.



**RATINGS OF SELECTED CITY SERVICES**

Citizens were then asked to rate specific services using the same scale - very good, good, poor or very poor. The total percentages of those responding very good and good are tabulated below and compared to prior years. Results are listed in the order asked in the survey.

<b>CITY SERVICE</b>	<b>1993</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>
Libraries	96%	98%	99%	98%
Recreation Programs	92%	96%	96%	96%
Emergency Medical	94%	98%	99%	97%
Fire Services	95%	98%	98%	98%
Parks/Open Space	93%	96%	97%	96%
Planning/Zoning	66%	74%	71%	63%
Police	87%	91%	95%	94%
Water and Sewer	81%	85%	85%	89%
Drainage Control	58%	69%	78%	78%
Residential Refuse/Garbage Collection	88%	94%	95%	92%
Traffic Flow/Signalization	65%	64%	68%	61%
Bus/Dial-A-Ride	47%	48%	62%	46%
Street Maintenance	77%	81%	87%	87%
Community Arts-Cultural Programs	93%	97%	95%	95%
Recycling Services	n/a	56%	44%	79%

The 1996 survey results continue to show that citizens are generally satisfied with city provided services. Since the sampling error is + or - 5%, only variations of 5% or more from the previous year are considered true indications of a change in satisfaction. Of particular note, recycling services shows a 35% increase in satisfaction when compared to 1995. This is likely due to the recent implementation of curbside recycling program. The slight decrease in satisfaction with refuse collection (from 95% to 92%), may be reflective of the decrease in refuse collection service to accommodate recycling service one day each week.

**WHAT PEOPLE LIKE MOST ABOUT LIVING IN SCOTTSDALE**

Citizens were asked to identify what they like most about living in Scottsdale. This was an open-ended question, with no topic suggested by the interviewer. Responses compared to the prior year were:

<b>CHARACTERISTIC</b>	<b>1995</b>	<b>1996</b>
Cleanliness	14%	21%
Location/Convenience	17%	17%
Parks/Open space/Libraries/Arts	10%	10%
Friendly People/Small Town	8%	9%
Atmosphere/Ambiance	18%	8%
Weather	9%	7%
City Government/Services	5%	6%
Safe environment/ Police & Fire services	10%	5%
Everything	0%	3%
Schools	2%	2%
Neighborhood	0%	2%
All Other/Don't Know	6%	10%

**WHAT PEOPLE LIKE LEAST ABOUT LIVING IN SCOTTSDALE**

Citizens were also asked what they consider to be the major problem facing the City. This was also an open-ended question. Responses were:

<b>CHARACTERISTIC</b>	<b>1995</b>	<b>1996</b>
Growth/Development	28%	33%
Traffic Flow	24%	24%
Crime/Gangs/Drugs	8%	8%
Planning/Zoning	6%	8%
Transit/Bus Service	3%	4%
Environmental/Recycling	5%	2%
Deterioration	0%	2%
All Others	9%	9%
None Mentioned	14%	10%

**PRIORITY ISSUES - HISTORICAL PERSPECTIVE**

<b>ISSUE</b>	<b>1993</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>
Growth	12%	14%	28%	33%
Traffic	18%	33%	24%	24%
Crime	26%	20%	8%	8%
Planning/Zoning	6%	8%	6%	8%

Growth continues to be the top problem named by this year's survey respondents, while traffic flow, a closely related concern, remained second.

**NEIGHBORHOODS**

Last year, for the first time, respondents were asked to think about the neighborhood in which they live, and rate the quality of life as better, "about the same" or "worse" over the past few years. Following is a comparison of the results of the past two years.

<b>QUALITY</b>	<b>1995</b>	<b>1996</b>
Better	22%	22%
About the same	64%	61%
Worse	14%	17%

Demographics of the sample show that of the 17% (68 respondents) who in 1996 said the quality of life in their neighborhood had gotten worse, a higher percentage occurred in the area south of Indian School Road.

**CONCLUSIONS**

The survey suggests special attention should be given to the following:

**Growth.** The percentage of citizens concerned with growth has increased from 12% in 1993 to 33 percent in 1996. Responses varied from too much growth/development to uncontrolled growth and too many people. Another 8 percent of the sample cited planning and zoning as the biggest problem.

**Transportation.** Survey results continue to show transportation as the second biggest problem. Although the percentage (24%) has remained constant for 1995 and 1996, the survey shows a lower rate of satisfaction with traffic flow and signalization (down from 68 percent to 61 percent).

**Transit/Bus Service.** Citizen satisfaction with bus service & dial-a-ride has declined from 62 percent in 1995 to 46 percent in 1996. When asked to name the biggest problem facing Scottsdale, 4 percent name lack of public transportation compared with 3 percent in 1995.

**Deterioration.** Although a relatively small number of respondent (1.5 percent of the sample) named deterioration as the City's biggest problem, this is the first year it has been mentioned. All comments were directed toward the Los Arcos and downtown areas. A further indication is seen in the increase of resident responding that their neighborhood has gotten worse over the past few years.

**DEMOGRAPHICS OF THE SAMPLE**

The survey is based on a sample of 400 adult City of Scottsdale residents selected by employing a random digit dialing sampling. Each respondent was interviewed by telephone during the period August 17 - 26. Following is the composition of the sample.

**Registered To Vote:**

84% of those polled are registered voters

**Number of Years a Scottsdale Resident:**

27% less than 5 years

34% 5 to 14 years

39% 15 years or more

**Geographical Location:**

30% South of Indian School Road

18% Between Indian School and Indian Bend

51% North of Indian Bend

**Own or Rent:**

82% Own

18% Rent

**Age:**

13% 18-30 years

28% 31-45 years

36% 46-64 years

24% 65 years of older

**Sex:**

50% Female

50% Male

**Education:**

23% High School or less

31% At least 2 full years of college

29% Bachelor's degree

17% Post graduate degree

**INTERVIEW QUESTIONNAIRE**

1. First, I would like to list some of the services the City of Scottsdale provides for its citizens. As I describe each one please rate the service as very good, good, poor, or very poor. If you don't have an opinion just tell me and I'll go onto the next one. Let's start with:

	Very Good	Good	Poor	Very Poor	Don't Know
Library Services	_____	_____	_____	_____	_____
Recreational Programs	_____	_____	_____	_____	_____
Emergency Medical Services	_____	_____	_____	_____	_____
Fire Services	_____	_____	_____	_____	_____
Parks and Open Spaces	_____	_____	_____	_____	_____
Planning and Zoning	_____	_____	_____	_____	_____
Police Services	_____	_____	_____	_____	_____
Water and Sewer Services	_____	_____	_____	_____	_____
Drainage Control	_____	_____	_____	_____	_____
Residential Refuse or Garbage Collection	_____	_____	_____	_____	_____
Traffic Flow and Signalization	_____	_____	_____	_____	_____
Transportation and Bus Services	_____	_____	_____	_____	_____
Street Maintenance	_____	_____	_____	_____	_____
Community Arts and Cultural Programs	_____	_____	_____	_____	_____
Recycling Services	_____	_____	_____	_____	_____

2. Overall, do you think the City is doing a (1) very good (2) good (3) poor or (4) very poor job providing services to you? (5) don't know
3. Overall, how satisfied are you living in Scottsdale? Would you say you are (1) very satisfied (2) generally satisfied (3) somewhat dissatisfied or (4) very dissatisfied? (5) don't know
4. What do you like most about living in Scottsdale?
5. What do you think is the major problem facing the City of Scottsdale?
6. Thinking about the neighborhood in which you live, would you say that the quality of life over the past few years has gotten better, stayed the same, or gotten worse?
7. Are you registered to vote? (1) yes (2) no
8. How many years have you lived in the City of Scottsdale?
9. Which of these groups includes your age? (1)18-30(2)31-45 (3)46-64(4)65 or older? (5) refused
10. Which of these categories includes the number of years of formal education you have completed? (1) high school or less (2) some college (3) college grad (4) post grad degree
11. Do you (1) own or (2) rent your home?
12. Do you live (1) North or (2) South of Indian Bend Road?
13. Gender: (1) male or (2) female

ORDINANCE NO. 3021

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, 1997, AND ENDING JUNE 30, 1998, 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 19, 1997, 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 2, 1997, 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 16, 1997, 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, 1997, and ending June 30, 1998, 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 1997/98.

**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.

**SECTION 4.** Schedules A through F of the Adopted Budget are as follows:

**APPENDIX****BUDGET ADOPTION ORDINANCE****SCHEDULE A****City of Scottsdale  
Specific Budget Appropriations  
Fiscal Year 1997/198**

	<b>Operating Budget</b>	<b>Capital Budget</b>	<b>Other Fiscal Activity</b>	<b>Total Activity</b>
Operating Budget				
General Government	\$13,435,070			\$13,435,070
Police	33,493,188			33,493,188
Financial Services	11,481,179			11,481,179
Transportation	7,195,002			7,195,002
Community Services	32,669,425			32,669,425
Information Systems	5,953,948			5,953,948
Planning & Development	16,114,181			16,114,181
Fire	11,852,341			11,852,341
Water Resources	27,470,380			27,470,380
Municipal Services	28,434,691			28,434,691
Internal Service Fund Offsets	(13,582,854)			(13,582,854)
Operating Contingency	1,811,568			1,811,568
Debt Service	59,994,114			59,994,114
Reserves/Carryover	24,923,386			24,923,386
Capital Improvements				
Capital Improvements		\$447,154,600		447,154,600
CIP Contingency		35,994,200		35,994,200
Other Fiscal Activity				
Grants			\$11,908,286	11,908,286
Designated Funds			3,768,815	3,768,815
Groundwater Treatment Facility			2,844,429	2,844,429
Reclaimed Water Distr System			3,977,631	3,977,631
Total Fiscal Activity	\$261,245,619	\$483,148,800	\$22,499,161	\$766,893,580

ORDINANCE NO. 3025

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, 1998.

**WHEREAS**, by the provisions of the City Charter and State law, an ordinance is required to set the property tax levy for fiscal year 1997/98.

**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, 1998, and the allowable tort liability claims. The estimate of the maximum allowable levy is \$9,902,565. 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 \$18,283,172 for the purpose of providing a bond interest and redemption fund for General Obligation Bond debt service for the fiscal year ending June 30, 1998.

**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.



**APPENDIX****GRANT AND TRUST ACTIVITY**

*Trust and 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 non-expendable trusts. Trust and agency funds are budgeted in aggregate under "Other Fiscal Activity". Following is a listing of the estimated amounts to be expended during the biennial budget cycle.

<b>TRUST NAME</b>	<b>PURPOSE</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
Court Enhancement Fund	Enhance City Court facilities and operations	\$250,000	\$250,000
Crime Laboratory	Partial funding for a forensic chemist position through a partnership with Paradise Valley	50,600	45,500
DARE and Other Educational Programs	Use of donations to assist in educational programs	20,000	25,000
Employee Benefits	Payment of sick leave to employees upon retirement or death	300,000	300,000
Energy Efficiency Improvements	Funding for energy efficiency improvements within City facilities - funded through the electrical savings from prior improvements	85,000	73,000
Fine Arts	Purchase of art in public places	345,000	295,000
H. L. Lazarus Memorial	Refurbish Civic Center Library's periodical room and purchase of materials	786	825
Innovation Fund	Provide City departments with initial funding for innovation projects for which there is a future cost savings	8,000	10,000
Kachina Junior Open	Sponsorship of USTA sanctioned tennis tournament	2,500	2,500
Library Book Sales	Purchase of library materials with proceeds of donated book sales	108,000	128,000
Library Endowment Trust	Purchase of books, furniture, and equipment for the Library System	10,003	10,503
Library Gifts Memorial	Purchase of library materials and outside services	15,648	17,213
McCormick Park Train	McCormick Railroad train operation funded through ticket sales	171,294	178,058
McCormick Concessions	McCormick Railroad Park concession operation funded through concession sales	61,028	61,998
McCormick Carousel	McCormick Railroad Park carousel operation funded through ticket sales	46,551	47,412

**APPENDIX****GRANT AND TRUST ACTIVITY**

<b>TRUST NAME</b>	<b>PURPOSE</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
McCormick Park	Use of donated funds for enhancements at McCormick Railroad Park	\$80,000	\$88,500
Newhall McDowell Arabian	Purchase of library materials at Arabian Library located at McDowell Mountain Ranch	4,000	7,000
Paper to Trees	Purchase of trees for Scottsdale parks	2,000	2,000
Parks Enhancement	Use of donated funds for park enhancement	15,100	18,000
Police Donations	Donated funds to defray costs of police operations	25,000	30,000
Pride in Scottsdale	Keep America Beautiful and Take Pride in Scottsdale expenditures	5,000	5,000
RICO Funds - State & Federal	Use of funds from seized property to fund police activities	500,000	500,000
Special Recreation	Provide recreation and special needs programs for disabled citizens	25,000	25,000
Scottsdale Cares	Use of donated funds for community support agencies	130,000	130,000
Tag A Tagger	Reward providers of information relating to graffiti and other vandalism	5,000	5,000
Victims Assistance	Provide aid to crime victims	3,305	3,465
Contingency	Provide contingent budget authority	1,000,000	1,000,000
<b>Total Trust Activity</b>		<b>\$3,268,815</b>	<b>\$3,258,974</b>

**APPENDIX****GRANT AND TRUST ACTIVITY**

*Grant Funds* - are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Grant funds are budgeted in aggregate under "Other Fiscal Activity". Following is a listing of the estimated amounts to be expended during the biennial budget cycle. Budgeted activity may include grants not yet awarded.

<b>GRANT NAME</b>	<b>PURPOSE</b>	<b>ADOPTED 1997/98</b>	<b>APPROVED 1998/99</b>
AT/PTI Ct#960185	Commercialization of stormwater system, advanced technology	\$18,000	
Crim Just Enhance Fund	Purchase of surveillance camera	30,000	30,000
CMAQ - Bike Routes	Provide funding for construction and improvement of bike lanes	10,000	
CMAQ - N. Pima #1	Provide funding for construction and improvement of bike lanes	250,000	
CMAQ - N. Pima #2	Provide funding for construction and improvement of bike lanes	200,000	
COPS Ahead	Hire new officers for community policing efforts	54,188	17,155
COPS More '96	Provide salaries for community policing efforts	260,246	199,579
COPS Universal	Provide salaries for bicycle patrol unit	86,243	13,984
COPS Universal, Phase II	Provide salaries for community policing efforts	207,628	128,130
DARE Officer	Fund salaries for DARE program	27,344	3,365
DEA Task Force	Fund salaries for DEA Task Force officers		10,000
Domestic Violence Action	Development of Domestic Violence Action team	74,740	9,836
Downtown Transit Center	Construction of Loloma Transit Center	200,000	
Econ Dev Info Ctr (EDIC)	Fund workshops and other library activities	1,000	1,000
FTA Bus Stop Impr x038	Construction of bus stop shelters	86,000	
FTA Bus Stop Impr x040	Construction of bus stop shelters	66,800	
Gang Task Force	Fund anti-gang programs and personnel	463	
Grant-In-Aid - Library	Provide funding for Library staff training	4,211	4,632
Home Delivered Meals	Delivery of meals for home bound seniors	34,080	37,038
ISTEA Project	Construction of Waterfront Pedestrian Bridge	500,000	
Justice Integration	Police, Court & Prosecutor computer system	400,000	400,000

**APPENDIX****GRANT AND TRUST ACTIVITY**

<i>GRANT NAME</i>	<i>PURPOSE</i>	<i>ADOPTED 1997/98</i>	<i>APPROVED 1998/99</i>
Rey West Acquisition	Airport land acquisition	\$482,500	\$482,500
Land Acq - Fed #012	Acquire future Airport development land	350,000	350,000
Lighting Rehab - Fed #011	Rehabilitate Airport lighting system	236,362	
MURLS - Recurring	Purchase of applied science library books	17,500	21,875
NASA Remote Sensing	Provide funding for remote sensing project	397,000	
NASA NSAP	NASA science applications	446,000	
Noise Study - Fed #010	Provide funding for Airport Noise Study	25,340	
Pavement Preservation	Construction of Airport facility improvements	25,317	
Police Officer Standards and Training (POST)	Salary reimbursement for officers assigned to Arizona POST	75,497	81,039
Property Acquisition	Provide funding to acquire Airport property	750,000	750,000
Runway Lights - Fed #07	Reconstruction of Airport runway lighting sys.	136,001	
Runway Lights #N353	Reconstruction of Airport runway lighting sys	11,148	
School Resource Officer	Provide salaries for School Resource Officer at Scottsdale Schools	142,000	142,000
Storage Tank Inspection	Funds for inspection of leaking underground storage tanks		4,500
Taxiway Lighting/Signage	Impr of Airport taxiway lighting and signage	36,713	
Terminal Phase II - Fed 09	Expansion of Airport Terminal building	23,492	
Troops to Cops	Provide funding for Police training	1,000	1,000
Victims Assistance - AG	Provide funding for Victim's Asst Advocate	25,000	27,000
Victims Assist - VOCA	Provide assistance to crime victims and witnesses	17,000	17,500
Victims Rights - Police	Victim's rights implementation assistance prog	4,210	
Victims Assistance	Provide funding for Program Notification Clerk	35,000	35,000
Contingency	Provide contingent budget authority	2,000,000	4,000,000
<b>Total Grant Activity</b>		<b>\$7,748,023</b>	<b>\$6,767,133</b>

**APPENDIX****CIP COMPLETED PROJECTS**

<b>COMPLETION DATE</b>	<b>PROJECT TITLE</b>	<b>COST</b>
07/96	PC Replacement	\$438,142
07/96	Pima Road Buffering/Indian School to Chaparral	1,449,000
07/96	Traffic Bottlenecks (6th Year)	75,227
10/96	Airport Terminal Sewer Line	27,642
10/96	PRV Station Upgrade - Phase II	213,131
10/96	Via Linda Senior Center Parking Addition	80,168
10/96	Waterfront Parking and Right of Way	4,592,537
11/96	Welisite 84 Abandonment	15,602
11/96	Troon Bypass Sewer	1,407,972
12/96	Booster Station #83/90th Street and Frank Lloyd Wright Blvd	680,497
12/96	Hayden Rd Relief Sewer/Pima-Via Linda and Hayden	3,515,757
12/96	McDowell Road Widening/Granite Reef to Pima	2,516,999
12/96	North Scottsdale Auto Mall	613,710
12/96	Pima Road Buffering/Filmore to McDowell	555,519
01/97	Chaparral Park Special Needs Facility	116,306
01/97	Greenway/Hayden Road Extension Bridges	7,949,413
01/97	Paiute/Aztec Parks Lighted Basketball Courts	40,000
02/97	Scottsdale Waterline Replacements	205,494
03/97	Horizon Park Community Center	2,186,168
03/97	Scottsdale Road/pinnacle Peak to Dove Valley	2,645,931
04/97	Corporation Yard Office Renovation	46,957
05/97	Granite Reef Wash Stabilization	98,000
05/97	Downtown Loloma Transit Center	2,945,612
05/97	Zone 3 Tank East & 120th Street	5,551,953
06/97	Atlas System Upgrade	740,778
06/97	McDowell Mountain Arabian Library	293,700
06/97	McDowell Mountain Center	991,300
06/97	Open System Environment Development	3,332,664
	Total	<u>\$43,326,179</u>

**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.

**Budget Target** - Budget Targets are prepared for each department based upon a five-year revenue forecast, availability and use of reserves, current service level costs conservatively adjusted for salary and benefit increases, commodity costs adjusted for inflation and expected operating cost impacts of new capital project infrastructure. Departments are then required to prepare five-year expenditure and biennial budget plans not to exceed the forecasted targets.

**Biennial Budget** - A budget plan for two consecutive years. Arizona Statute requires and annual budget adoption; consequently, the second year of the City of Scottsdale's Biennial Budget will be reviewed and a formal adoption made in the second year.

**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 \$2,500 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 the 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.

**Carryover** - Carryover represents encumbered and committed funds carried forward to the next fiscal year budget.

**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, CFDs 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.

**Contractual Services** - 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, Water Resources, etc.

**Encumbrance** - Encumbrance includes obligations in the form of purchase orders, contracts, or other commitments. They cease to be encumbrances when paid, canceled, or when the actual liability is set up.

**Encumbrance Rebudgets** - The balance of unliquidated purchase commitments 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 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. Examples of enterprise funds are those for the water and sewer utility, airport, and solid waste.

**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 fleet management 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 specific services.

**Five-Year Financial Plan** - 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.

**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.

**Full Time Staffing Equivalent (FTSE)** - A more comprehensive calculation than FTE including contractual hours and staff overtime.

**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 (secondary portion). 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. Improvement District debt is paid for by a compulsory levy (special assessment) 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.

**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.

**Intergovernmental Revenues** - Revenues levied by one government but shared on a predetermined basis with another government or class of governments.



**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.

**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).

**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.

**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.

**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.

**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.

**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.

**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.



