



Volume One

# Operating Budget

City of Scottsdale, Arizona  
Adopted FY 2012/13 Budget



## INSTRUCTIONS FOR NAVIGATING IN ANNUAL BUDGET PDF FILES

- **Bookmarks** for major sections are provided in the navigation pane on the left. Click on the bookmark to jump directly to that section.
- If a “+” sign is at the left of a bookmark, click on the “+” to bring up subheadings.
- All pages are linked to the **Table of Contents**. To jump to a specific page or subsections from the Table of Contents, put the pointer finger on the title or page number within and click the mouse.
- Click the “**Table of Contents**” blue text located at the top right hand corner of any page or click the Table of Contents bookmark on the left to return to the Table of Contents at any time.



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 Operating Budget, Volume One  
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# The City of Scottsdale

A report to our citizens - Fiscal Year 2011/12



## About Scottsdale

The voters elect a mayor and six council members to govern Scottsdale. The Mayor is W.J. “Jim” Lane and City Council members are Lisa Borowsky, Suzanne Klapp, Linda Milhaven, Robert Littlefield, Ron McCullagh and Dennis Robbins. The City Council directly hires six officers to advise them on policy issues and run day-to-day operations. They are Acting City Manager Dan Worth, City Attorney Bruce Washburn, City Auditor Sharron Walker, City Clerk Carolyn Jagger, City Treasurer David N. Smith and Presiding City Judge Joseph Olcavage.

Scottsdale has an estimated 217,965 residents, and is the sixth largest city in Arizona and the 92nd largest city in the United States. The city encompasses 184.5 square miles, which stretches 31 miles from north to south. The largest employer is Scottsdale Healthcare with 6,378 employees; other large employers include Mayo Clinic, General Dynamics, the Scottsdale Unified School District and the City of Scottsdale. The city employed 2,172 full-time and 292 part-time workers as of June 30, 2012.

## Strategic Goals and Selected Highlights



### Advance Transportation

- Completed construction of Pima Road improvements between Thompson Peak and Pinnacle Peak roads
- Completed construction of Scottsdale Road streetscape and Cross Cut Canal path improvements



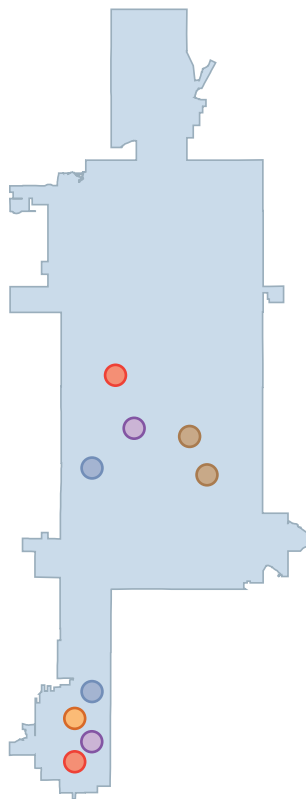
### Value Scottsdale's Unique Lifestyle and Character

- Implemented rebate program encouraging exterior modification and additions to homes
- Amended Zoning Ordinance to implement Greater Airpark, Downtown and Southern Scottsdale character area plans



### Seek Sustainability

- Refunded \$83 million of bonds, saving \$8.0 million of debt service over the life of the bonds
- Identified approximately \$3.5 million in savings and/or revenue enhancement through internal audits



### Preserve Meaningful Open Space

- Added 4,400 acres of land to the Scottsdale McDowell Sonoran Preserve
- Opened Cavalliere Park park in the Troon North area



### Enhance Neighborhoods

- Renovated Civic Center Library, including a new computer lab, library shop and café
- Completed construction of two new fire stations at Eldorado Park and Cactus Acres



### Support Economic Vitality

- Approved construction for expanded Tony Nelssen Equestrian Center at Westworld
- Attracted 18,000 people to downtown Scottsdale for the new Spring Training Festival

*Note: The strategic goals are the same as the major divisions of the voter-approved 2001 General Plan and are the six guiding principles developed through CityShape 2020. They are not listed in priority order.*




















































# How are we doing?

## Scottsdale Statistics Fiscal Year End

2010

2011

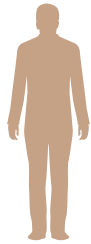
2012

	Acres of land acquired for the McDowell Sonoran Preserve	399 	2,001 	4,419 
	Annual attendance at parks, community centers and libraries (in millions)	8.6 	8.9 	8.5 
	Charges resolved by City Court	113,382 	108,003 	100,929 
	Responses by the Fire Department to calls for emergency services	23,996 	25,586 	26,344 
	Average Fire Dept. response time to calls for emergency services (in minutes)	4:28 	4:22 	4:18 
	Total crimes per thousand (Scottsdale Uniform Crime Report, Part 1)	29.6 	31.9 	32.8 
	Average Police Department response time to emergency calls (in minutes)	5:01 	4:57 	5:11 
	Drinking Water Supplied (million gallons per day)	68.4 	67.9 	69.2 
	Homes serviced by residential refuse collections	79,006 	79,508 	79,787 
	New jobs created in targeted industries	731 	450 	1,465 
	Average hotel occupancy rate	58% 	59% 	70% 
	Total citywide transit ridership (in millions)	3.1 	2.5 	2.5 
	Scottsdale Airport takeoffs & landings	156,896 	136,089 	146,058 
	Maintained landscaped medians and rights of way (in millions of square feet)	17.0 	23.2 	23.5 
	Maintained city facilities (in millions of square feet)	2.9 	3.0 	3.0 

## How do we compare with our neighbors?

### Population

Source: Arizona Office of Employment and Population Statistics



Phoenix  
1,451,970



Mesa  
441,160



Chandler  
238,381



Glendale  
227,446



Scottsdale  
217,965



Gilbert  
213,519



Tempe  
162,503



Peoria  
155,754

### Property Tax Rate per \$100 assessed value

Source: City Budget Offices  
As of July 1st, 2012



Tempe  
\$2.14



Glendale  
\$1.90



Phoenix  
\$1.82



Peoria  
\$1.44



Chandler  
\$1.27



Scottsdale  
\$1.23



Gilbert  
\$1.15



Mesa  
\$0.51

### Local Retail Sales Tax Rate

Source: City Budget Offices  
As of Aug. 1, 2012, only on items costing \$5,000 or less



Glendale  
2.90%



Phoenix  
2.00%



Tempe  
2.00%



Peoria  
1.80%



Mesa  
1.75%



Scottsdale  
1.65%



Chandler  
1.50%



Gilbert  
1.50%

### Monthly Residential Utility Bill

Source: City of Tempe. Typical water, garbage and sewer charges as of January 2012



Mesa  
\$101.58



Phoenix  
\$93.25



Glendale  
\$92.75



Peoria  
\$83.00



Scottsdale  
\$80.92



Tempe  
\$76.58



Gilbert  
\$69.42

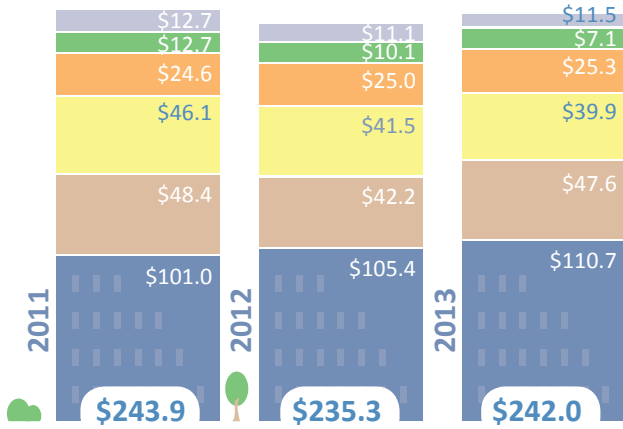


Chandler  
\$67.67

# What does it cost to run the City of Scottsdale and how were those costs paid for?

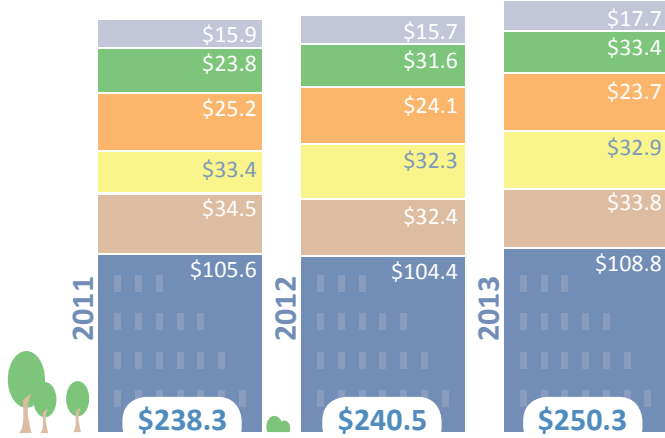
The General Fund is the primary operating fund of the City. It exists to account for many of the resources used to pay for the services traditionally associated with cities. The City's financial statements are audited annually by an independent auditor. Complete financial information can be found on our website at [www.ScottsdaleAZ.gov/finance](http://www.ScottsdaleAZ.gov/finance).

Source by Category (in millions)



- **Transfers in from other funds** - (3%) Charges to other city funds.
- **Franchise fees and in-lieu taxes** - (5%) Taxes charged on revenues from utility and cable companies for use of city-owned property.
- **Property taxes** - (10%) Taxes collected on residential and commercial properties.
- **Service charges and other revenues** - (16%) Licensing fees and charges to citizens and businesses to receive city services and programs.
- **Intergovernmental taxes** - (20%) The city receives a percentage of state revenues.
- **Business and Sales Taxes** - (46%) Local sales and use taxes collected on retail, restaurant, hotel, auto sales and construction.

Use by Category (in millions)

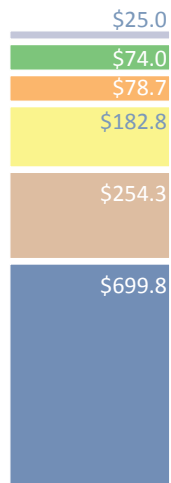


- **Public Works** - (7%) Includes funding to maintain city facilities.
- **Community & Economic Development** - (9%) Includes planning, neighborhoods, transportation, and WestWorld.
- **General Government** - (13%) Administrative services including information technology, human resources, charter and elected officials.
- **Transfers out to other funds and other** - (13%) Authorized transfers to other funds and for debt service and capital projects.
- **Community Services** - (14%) Parks, libraries, pools, recreation, senior centers.
- **Public Safety** - (43%) Fire and police department operations.

Sources over/ (under) Uses	\$5.6	\$(5.2) †	\$(8.4) †
<b>Total Ending Fund Balance</b>	<b>\$44.6</b>	<b>\$39.4</b>	<b>\$31.1</b>

† Unreserved fund balance used to fund one-time City Council initiatives. The unreserved fund balance represents accumulated surpluses of prior years.

## The General Fund is the city's largest operating fund, but there are five other funds that make up the total adopted budget of \$1,285 million\*.



- **Internal Service Funds** - (2%) used on a cost-reimbursement basis to provide fleet, computer replacement, health care and risk services.
- **Special Revenue Funds** - (6%) from specific revenue sources that are legally restricted for specific purposes such as transportation.
- **Debt Service Funds** - (6%) accounts for the payment of long-term debt principle and interest.
- **Enterprise Funds** - (14%) used to run business-type operations such as water, wastewater, solid waste and aviation.
- **General Fund** - (20%) the primary operating fund of the city which accounts for traditional local government services.
- **Capital Project Fund** - (52%) used to acquire or construct major facilities including buildings, roads and water infrastructure.

\* Amount reflects the maximum budget authority available including contingencies/ reserves and excluding transfers between funds.

## Challenges Moving Forward

The adopted budget for the fiscal year that began July 1, 2012 stabilizes the city's spending, maintains the excellent level of service Scottsdale residents enjoy, reinvests in the city workforce and supports new projects such as the Tony Nelssen Equestrian Center at WestWorld, while also investing one-time savings in critical capital maintenance upkeep needs.

General Fund revenues are expected to increase by \$15 million or almost 7 percent, a positive trend that continues from the previous year. Division operating expenditure increases have been contained to \$10 million or 5 percent – many of those increases are necessary to cover rising costs over which the city has little control.

The capital improvement plan invests \$21 million of general fund dollars (or \$363 million all funds) in a variety of key infrastructure improvements citywide to maintain and improve the backbone of the city's service delivery systems.

The one-time savings created by keeping operating expenses below revenues in past years allows us to dedicate an additional \$5.3 million to the capital program to address critical maintenance and upkeep needs at parks, pools and other city facilities.

We are interested if you have comments or suggestions regarding how we can lower costs or improve services. In addition, please let us know if you like this report, or if there is any other information you would like to see included next year.

Please contact the City Manager's Office to provide your comments.

City Manager's Office  
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Scottsdale, AZ 85251  
480.312.2800  
480.312.2738 fax  
feedback@ScottsdaleAZ.gov

Images: Page 1: George "Doc" Cavalliere Park;  
Page 4: "The Bell, The Flower, and The Wash" by Ilan Averbuch; George "Doc" Cavalliere Park;  
Pima Road Streetscape

## What are our priorities for Fiscal Year 2012/13?



- Acquire 6,400 acres of land from the State Land Department for inclusion in the Preserve
- Complete construction of the Brown's Ranch Trailhead, including the Jane Rau Interpretive Trail
- Increase fire prevention activities in adjoining neighborhoods to reduce risk of Preserve fires
- Initiate first phase of access control, signage, trails and restoration in recently acquired Preserve lands



- Deliver cardiac arrest patients with a pulse to emergency room doors at or better than the national average
- Implement program encouraging enhanced design of exterior modifications & additions in R1-7 district
- Review and modify the code enforcement abatement process to improve timeliness and cost recovery
- Improve pre-screening process to increase numbers of low-income residents receiving direct assistance



- End long distance shipping of Granular Activated Carbon and begin reactivating at new local facility
- Build system to streamline tracking of police officer applicants through the personnel process
- Complete software development for work orders, asset management and maintenance of radio systems
- Replace compressed natural gas fueling station at Via Linda facility to increase reliability



- Implement cooperative marketing plan for Airport, Airpark and WestWorld with aviation stakeholders
- Begin construction and recruit new events for the expanded Tony Nelssen Equestrian Center at WestWorld
- Continue amending Zoning Ordinance to improve regulatory efficiency while protecting neighborhoods
- Enhance tax base through new development and jobs Downtown, and on Bell & McDowell road corridors



- Maintain paved street system at an average condition index rating of 70 on an 100 point scale
- Initiate Airport Master Plan to evaluate future airport development and aviation-related uses in the Airpark
- Complete final design and initiate construction of Northsight Extension between Hayden & Frank Lloyd Wright
- Update Freeway Improvement Plan to improve access to WestWorld and the Bell Road corridor



- Process text amendments to implement Greater Airpark, Downtown & Southern Scottsdale area plans
- Continue General Plan public outreach with the objective to complete a draft update by April 2013



This report provides a snapshot of information available in the budget and comprehensive annual financial report documents which are available at:

[www.ScottsdaleAZ.gov/finance](http://www.ScottsdaleAZ.gov/finance)





# Guiding Scottsdale Forward

An Introduction to Our Leadership

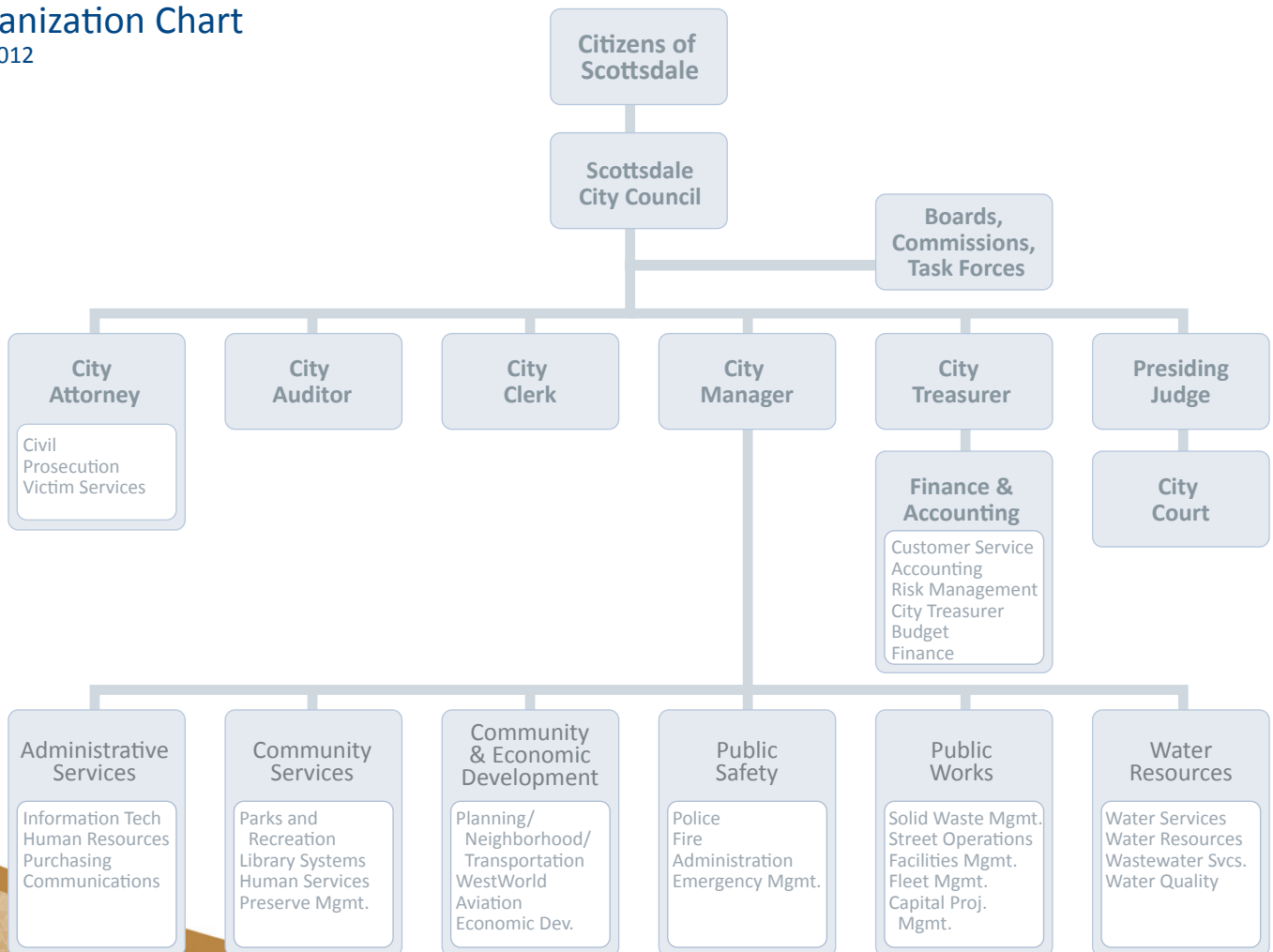
## About Scottsdale

The City Council is the governing body for Scottsdale. The council consists of the mayor and six council members who are elected to represent the city at large and serve overlapping, four-year terms. These seven citizens oversee the operations of city government and set policy, approve programs, appropriate funds, enact laws, select charter officers, and appoint residents to serve on advisory bodies. The mayor is the chair of the Scottsdale City Council and presides over its meetings, which are typically held on Tuesdays in the City Hall Kiva Forum located at 3939 N. Drinkwater Boulevard in downtown Scottsdale.

The City Council hires six officers to advise them on policy issues and run day-to-day operations. They are collectively known as the charter officers, because their positions are spelled out in the City Charter, a voter-approved document which describes the organization and authority of city government in Scottsdale. These positions are the city attorney, city auditor, city clerk, city manager, city treasurer and presiding city judge. The city manager provides executive leadership over six divisions and the executive directors who are hired to lead those divisions. As a whole, the city employed 2,172 full-time and 292 part-time workers as of June 30, 2012.

## Organization Chart

July 2012



# Scottsdale City Council



## Mayor W. J. "Jim" Lane

Mayor W. J. "Jim" Lane served for four years on the Scottsdale City Council beginning in June 2004, and began his first term as Mayor in January 2009. Mayor Lane currently represents the city as a member of the Flinn Foundation Arizona Bioscience Roadmap Steering Committee. He is the immediate past president and a member of the Arizona Municipal Water Users Association, a member of the Executive Committee of the League of Arizona Cities and Towns, and a member of the Maricopa Association of Governments Executive Committee, Regional Council, Chair of the Transportation Policy Committee, and Economic Development Committee. Mayor Lane also serves on the Scottsdale Leadership Advisory Board. Mayor Lane has owned and operated businesses in construction, mining, computer technology, telecommunications and regional aviation. He currently owns the financial consulting company of Chatham Hill Group LLC. Mayor Lane is also an Adjunct Professor of Business and Accounting at Scottsdale Community College. He holds a Bachelor of Science degree in Accounting from Saint Joseph's University in Philadelphia.

[jlane@ScottsdaleAZ.gov](mailto:jlane@ScottsdaleAZ.gov), 480-312-2466



## Councilwoman Lisa Borowsky

Councilwoman Lisa Borowsky began her first term on the Scottsdale City Council in January 2009. Councilwoman Borowsky, an attorney, has limited her practice to civil litigation since being admitted to the State Bar of Arizona in 1994. The majority of her legal career has focused primarily on community association representation, specifically related to construction issues. She founded Borowsky Law in 2006, where she focuses on settlement-oriented representation. She has a broad background in real estate, real estate law, extensive complex civil litigation experience and serves regularly as a court appointed arbitrator. Today she is a Partner with law firm Davis Miles McGuire Gardner and a member of the Arizona State Bar, Construction Law Section and Maricopa County Bar Association. A native of the Valley, Councilwoman Borowsky completed her undergraduate degree at Arizona State University and her law degree at St. John's University School of Law.

[lborowsky@ScottsdaleAZ.gov](mailto:lborowsky@ScottsdaleAZ.gov), 480-312-2302



## Councilman Ron McCullagh

Councilman Ron McCullagh began his first term on the Scottsdale City Council in June 2004, and was reelected to a second term starting in January 2009. Councilman McCullagh has lived in Scottsdale for the past 19 years. His career experience includes six years as a university professor and 20 years as a businessman in the financial services industry. Now retired, he is past president of Valley Citizens League and serves or has served on the boards of Scottsdale Leadership, Scottsdale Sister Cities, Scottsdale Rotary Club and the District 8 Republican Executive Committee. He also serves on the SUSD Grants Subcommittee and the Scottsdale Area Chamber of Commerce Public Policy Committee. He is a member of the Scottsdale Leadership Class XVIII, Arizona Town Hall and the Arizona Tax Research Association. He holds bachelor's and master's degrees in business from the University of North Dakota, and a Ph.D. in business administration from the University of Florida.

[rmccullagh@ScottsdaleAZ.gov](mailto:rmccullagh@ScottsdaleAZ.gov), 480-312-7401



**Councilwoman  
Suzanne Klapp**

Councilwoman Suzanne Klapp began her first term on the Scottsdale City Council in January 2009. She has 37 years of broad management experience in manufacturing, distribution and retail operations. She began her career with the Whirlpool Corp. where she worked for 14 years in a variety of staff and

operations management positions in marketing, internal and external communications, human resources, production and material control. She moved to Scottsdale in 1998 and since then has owned custom framing retail stores in Scottsdale and Phoenix. Councilwoman Klapp is active in the Scottsdale Area Chamber of Commerce, Rotary Club of Pinnacle Peak, Women of Scottsdale, and Legislative District 8 Republican Committee. She is a graduate of Valley Leadership and is on the Advisory Board of Scottsdale Leadership. Councilwoman Klapp serves on the MAG Domestic Violence Council and the City Council's Audit Subcommittee. She holds a Bachelor of Arts in English and Journalism from the University of Evansville and a Master of Business Administration from Southern Methodist University.

**sklapp@ScottsdaleAZ.gov, 480-312-7402**



**Councilman  
Robert W. Littlefield**

Councilman Robert W. Littlefield began his first term on the Scottsdale City Council in June 2002, was reelected to a second term beginning in June 2006, and to a third term beginning in January 2011. He is the founder and president of NetXpert Systems, Inc., a Scottsdale-based computer company. He also is a commercial pilot and flight

instructor. Councilman Littlefield has been involved in a variety of civic, youth and professional organizations. He served 11 years as a board member in the Arcadia Scottsdale United Soccer Club and 20 years working with Scottsdale's kids as a youth soccer and baseball coach and is still an active soccer referee. He is a former director of the Arizona Software & Internet Association, a member of the American Legion and an Eagle Scout. A Vietnam combat veteran, Councilman Littlefield served in the U.S. Army from 1968 to 1970 and in the Arizona Army National Guard from 1971 to 1974. Councilman Littlefield holds a bachelor's degree in engineering from Arizona State University.

**rlittlefield@ScottsdaleAZ.gov, 480-312-7840**



**Councilwoman  
Linda Milhaven**

Councilwoman Linda Milhaven began her first term on the Scottsdale City Council in January 2011. She has served in numerous volunteer capacities including Chair of the Board of Trustees of the Scottsdale Cultural Council, Chair of the Board of the Scottsdale Area Chamber of Commerce

and Chair of the Board of the Better Business Bureau. She was a member of Class VIII of Scottsdale Leadership and in 2009 earned their Frank B. Hodges Alumni Achievement Award. She returned to the area to make Scottsdale her home in 1989. As part of her 30-year banking career, she was a community bank president in Scottsdale from 1993 to 2005. She graduated from Paradise Valley High School. She holds a Bachelor of Arts degree in Psychology from Wellesley College and a Masters in Business Administration from Columbia University.

**lmilhaven@ScottsdaleAZ.gov, 480-312-7454**



**Councilman  
Dennis Robbins**

Councilman Robbins began his second term on the Scottsdale City Council in January 2011. He first served on the council from 1996 to 2000. He was born and raised in Scottsdale, where his family grew up across the street from former Mayor Herb Drinkwater. Today, Dennis Robbins is a businessman who owns auto repair franchises in Mesa, Phoenix and Scottsdale.

He has been active in various community organizations including serving as a former commissioner on the Board of Adjustment; past president and Charros life member; graduate of Scottsdale Leadership, Class 7; past president of the Scottsdale Education Foundation; served on the council and building committee of the La Casa de Cristo Lutheran Church; and a member of the National Federation of Business, the Scottsdale Chamber of Commerce and the State Bar of Arizona. He graduated from Chaparral High School, California Lutheran University and attended Pacific Lutheran Theological Seminary before graduating from Pepperdine School of Law in 1990.

**d Robbins@ScottsdaleAZ.gov, 480-312-2468**

## Charter Officers



**Dan Worth**  
Acting City Manager  
dworth@ScottsdaleAZ.gov  
480-312-2800



**Bruce Washburn**  
City Attorney  
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**Sharron Walker**  
City Auditor  
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**Carolyn Jagger**  
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**David N. Smith**  
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**Joseph Olcavage**  
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## Executive Directors



**Brad Hartig**  
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**Terry Welker**  
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**Bill Murphy**  
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**Marshall Brown**  
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**Alan Rodbell**  
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**Paul Katsenes**  
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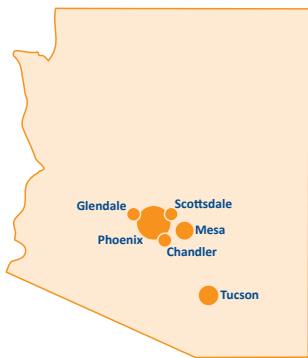
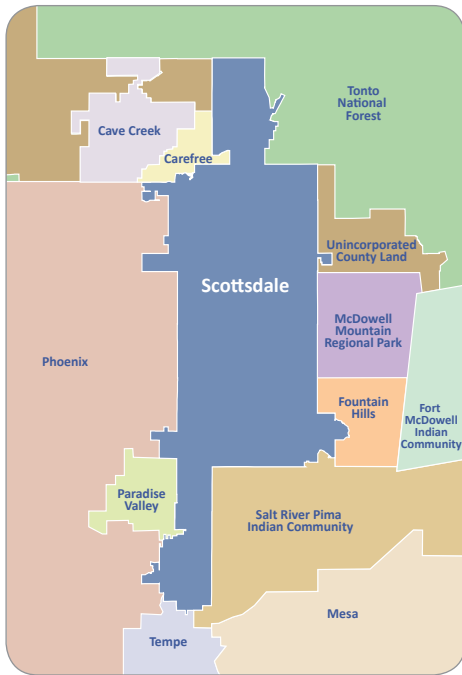


**Derek Earle**  
Public Works (Acting)  
dearle@ScottsdaleAZ.gov  
480-312-2776



# Scottsdale By The Numbers

## A Demographic Summary



### Location

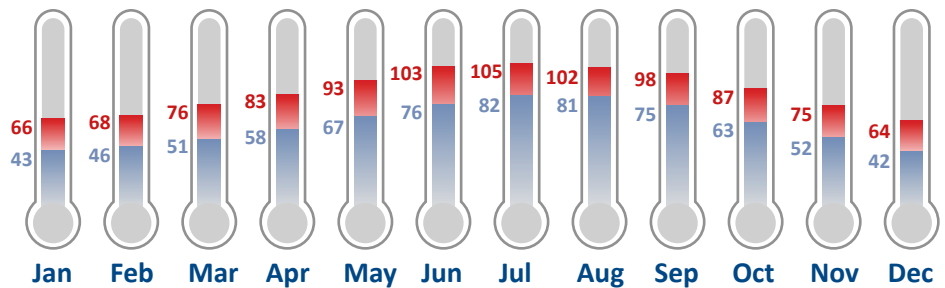
Scottsdale is located in Maricopa County, Arizona. The city covers an area of 184.5 square miles; 31 miles from north to south, and 11.4 miles at its widest point. Neighboring communities include Phoenix and Paradise Valley to the west, Tempe to the south; the Salt River Pima-Maricopa Indian Community and Fountain Hills to the east, and Cave Creek and Carefree to the north.

Scottsdale is also bordered by the Tonto National Forest and unincorporated county land, including the McDowell Mountain Regional Park. Scottsdale's elevation varies from a low of 1,150 feet to 4,877 feet, and at Scottsdale Airport is 1,510 feet above sea level.

### Climate

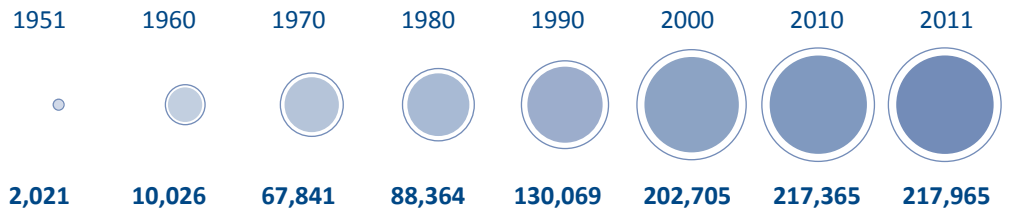
Scottsdale averages 7.7 inches of rainfall per year, with the average monthly minimum and maximum temperatures ranging throughout the year from 42°F in December to 105°F degrees in July.

### Average Daily Maximum and Minimum Temperatures



Source: Western Regional Climate Center, Scottsdale Airport Weather Station, Nov. 2001-Dec. 2008

### Scottsdale's Population Growth

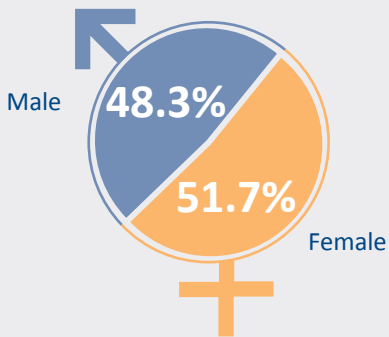


Source: U.S. Census, Population Division; State of Arizona Office of Employment and Population Statistics (2011)

### Population

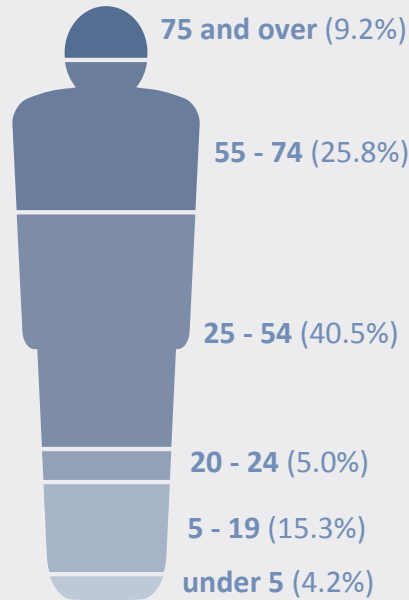
Scottsdale is the sixth largest city in Arizona and the 92nd largest city in the United States.

# Scottsdale and its residents



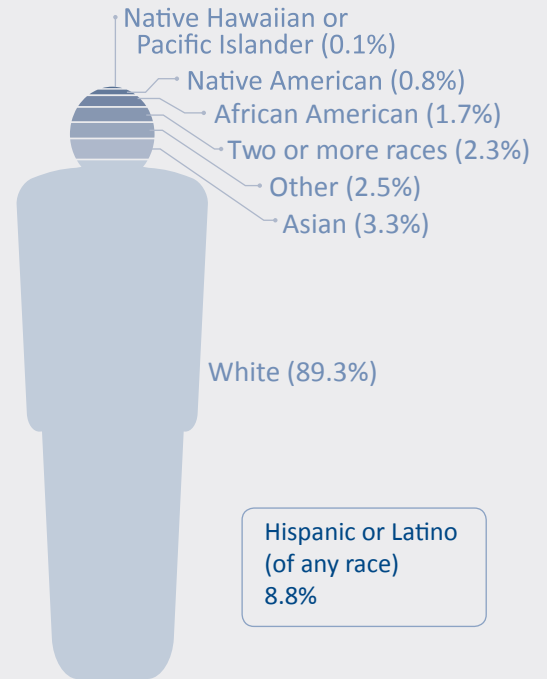
## Gender

Source: U.S. Census Bureau, 2010 Census



## Age Composition

Source: U.S. Census Bureau, 2010 Census

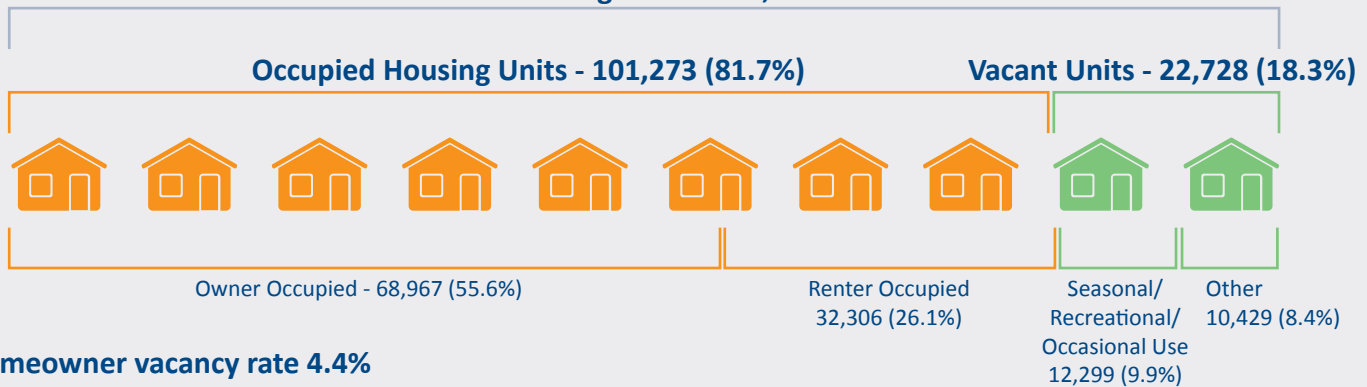


## Race and Ethnic Origin

Source: U.S. Census Bureau, 2010 Census

## Housing Occupancy Source: U.S. Census Bureau, 2010 Census

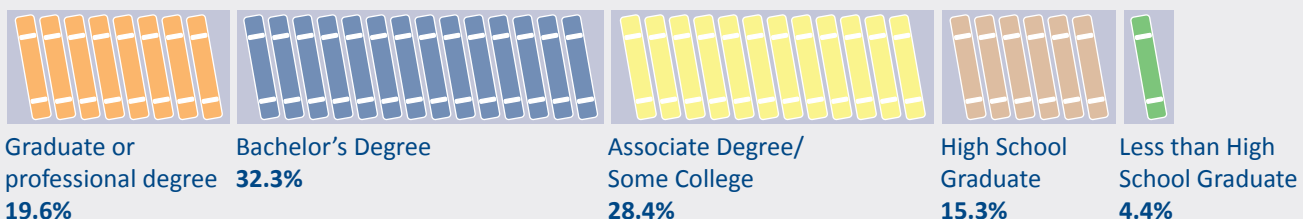
**Total Housing Units - 124,001**



**Homeowner vacancy rate 4.4%**

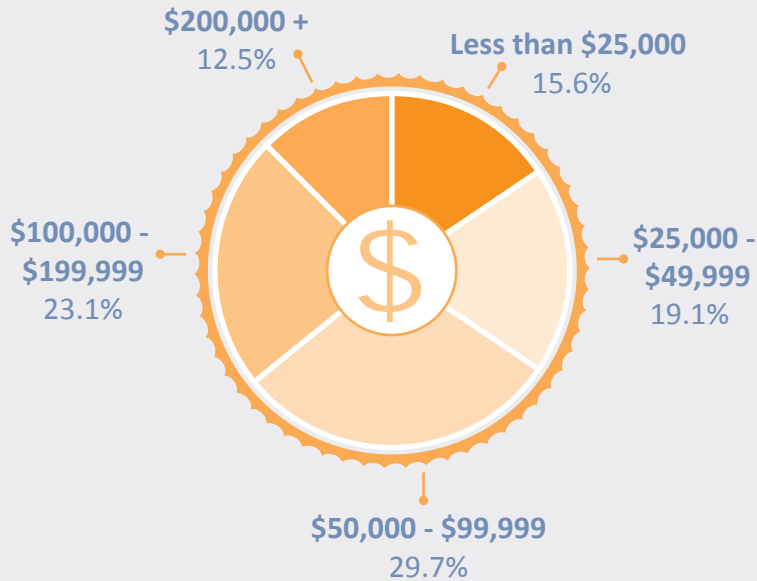
**Rental vacancy rate 11.4%**

## Educational Attainment Source: U.S. Census Bureau, 2006-2010 American Community Survey



## Household Income Distribution

Source: U.S. Census Bureau, 2006-2010 American Community Survey

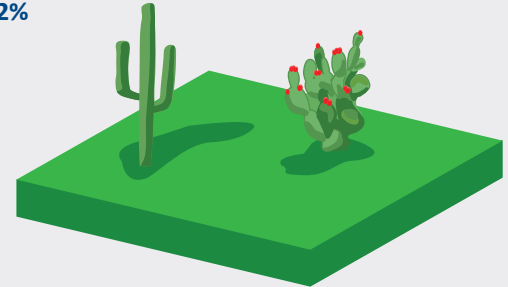


**Median Household Income \$71,564**  
**Mean Household Income \$109,796**

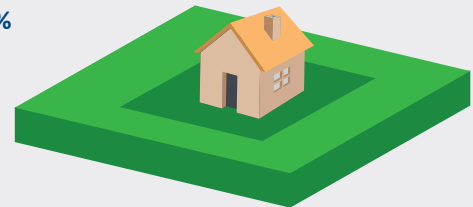
## General Plan Land Use

Source: Scottsdale Community & Economic Development Division

Undeveloped/Open Space\*  
**48.2%**



Residential  
**45.4%**



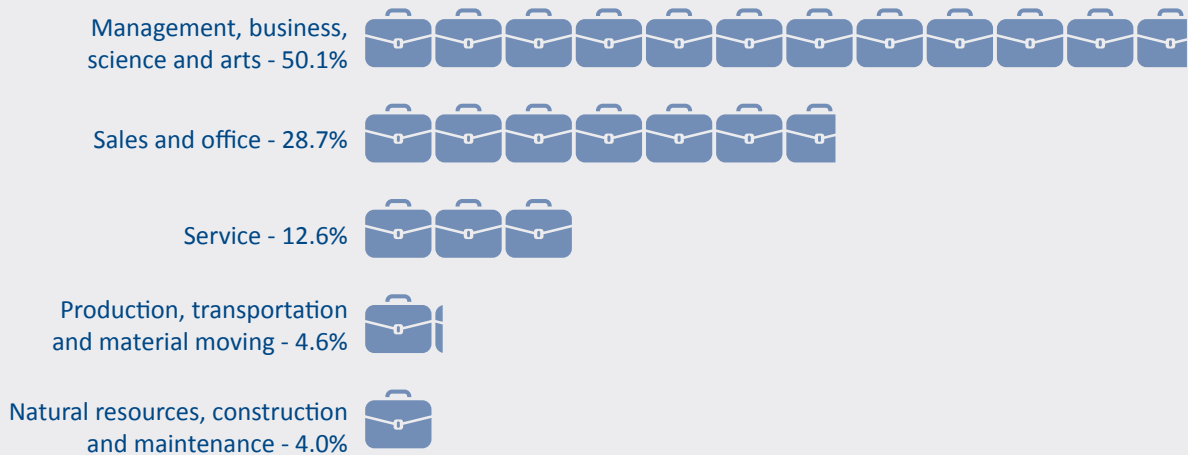
Commercial/Industrial  
**6.4%**



\*includes street right-of-ways, parks, golf courses, open-space preserves

## Occupational Composition

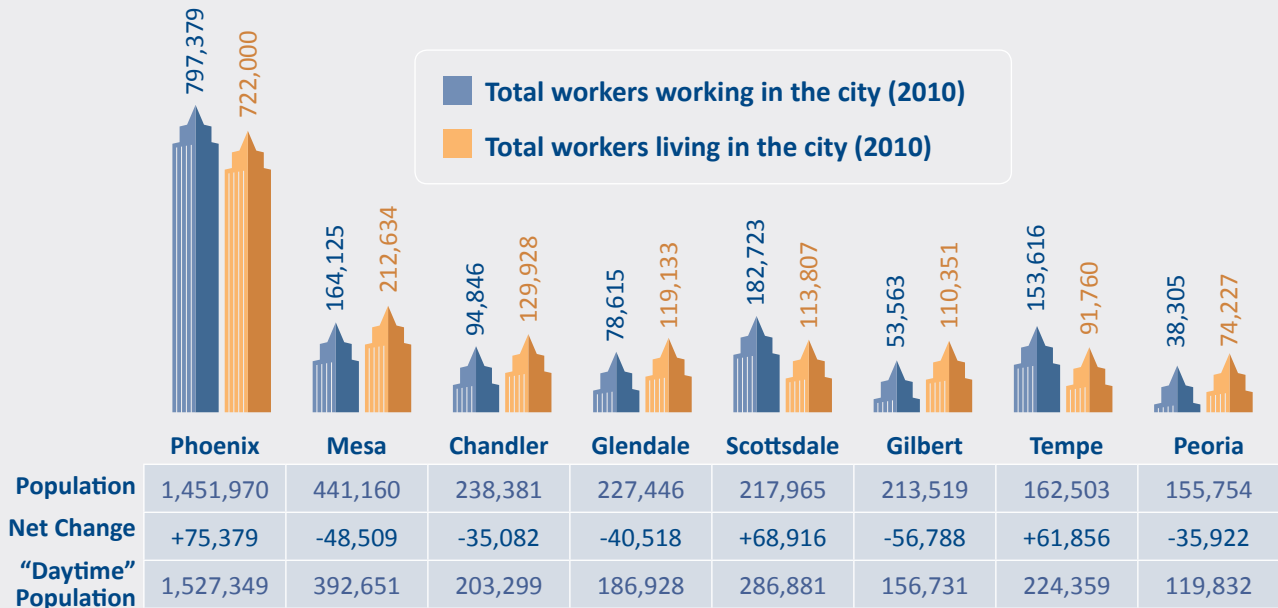
Source: U.S. Census Bureau, 2006-2010 American Community Survey





## Estimated Daytime Population

Source: U.S. Census Bureau, 2006-2010 American Community Survey



## Median Housing Value

Source: U.S. Census Bureau, 2010 Census



More demographic information is available in the comprehensive annual financial report document which is available at:

[www.ScottsdaleAZ.gov/finance](http://www.ScottsdaleAZ.gov/finance)





# Scottsdale Through The Years

## A Community Profile

### Scottsdale Today

Scottsdale is a city steeped in superlatives, scenery and the Western spirit. Minutes from some of the state's finest shopping and dining, mountain lions still roam rugged desert canyons. Ranches, hiking trails and cowboy bars share elbow room with five-star resorts, acclaimed art galleries and international fashion shows.

Our residents enjoy a quality of life that attracts visitors from around the world. The city is home to 125 golf courses, 220 tennis courts, dozens of parks and hundreds of miles of bike paths and hiking trails.

Many of those amenities occur along the Indian Bend Wash Greenbelt, a lush system of lakes and open space. The greenbelt runs from Scottsdale's southern boundary, through the heart of the city and transitions into a trails system serving the Scottsdale McDowell Sonoran Preserve.



The preserve encompasses some of the most scenic desert lands and mountains in Arizona and includes hundreds of miles of trails, including the award-winning Bajada Nature Trail, for explorers of all skill levels. Even those with limited mobility may experience the wonders of the desert. Ultimately the preserve is planned to span about 34,000 acres – about one-third the city's land mass.

While the preserve offers unspoiled nature and Old West solitude, Scottsdale's eclectic downtown districts serve up buzz, bustle and sophistication. This blending of urban cool and natural beauty attracts more than just those pursuing the good life.

Businesses find Scottsdale a great place to thrive, too. The Scottsdale Airpark is the second largest employment center in Arizona boasting about 48,000 employees in more than 2,000 businesses.





SkySong, located just a few miles south of downtown, is a high tech innovation center designed to help companies grow by providing services and programs offered or facilitated by Arizona State University.

Scottsdale business also means tourism. More than 8 million people visit Scottsdale annually generating an economic impact of \$3.7 billion. Scottsdale is home to some of the finest resort and hotel properties in the world, from the upscale Four Seasons and Princess to the trendy “W” in downtown.

During winter and spring, Scottsdale becomes the special events capital of Arizona. The TPC Scottsdale plays host to the PGA’s Waste Management Phoenix Open, the best attended golf tournament in the world. The WestWorld special events complex hosts the Barrett-Jackson Collector Car Auction and some of the

largest equestrian events in the nation including the Scottsdale All-Arabian. In March, Scottsdale Stadium is the spring training home of the San Francisco Giants. The unique urban environment and nearby events such as the Scottsdale Arts Festival attract thousands of visitors annually.



### Scottsdale’s Historic Roots

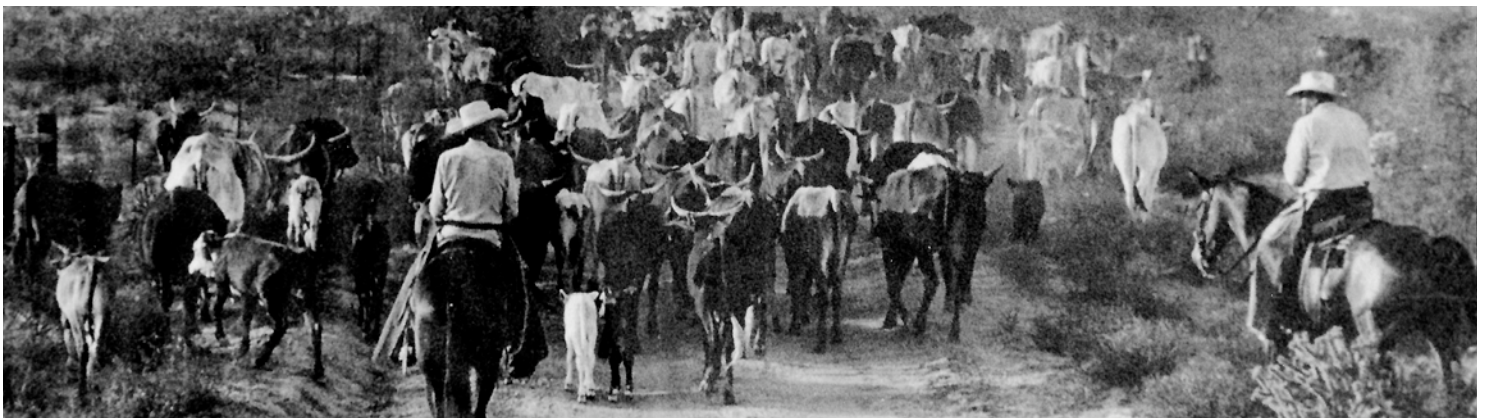
In 1888, Army Chaplain Winfield Scott, upon his retirement from the Army, visited the Valley of the Sun and subsequently made a down payment on a section of land. Scott’s purchase and subsequent farming of the land would eventually lead to the historic development of the town that is now modern day Scottsdale.

Like other Arizona cities and towns, the provision of a reliable water supply was critical to sustaining the community after its initial settlement by Chaplain Winfield Scott. Completion of the Granite Reef Dam in 1908 and the Roosevelt Dam in 1911 transformed the Salt River Valley and allowed Scottsdale to share in the resulting population boom.

The Depression era saw an influx of artists and architects to Scottsdale, one of the most renowned being Frank Lloyd Wright. Wright first came to Arizona to work on a desert resort project in Chandler in 1927 and the design for the Arizona Biltmore Resort in 1929. In 1937, Wright and his wife

purchased 600 desert acres at the foot of the McDowell Mountains and built Taliesin West, his winter home and his architectural firm’s southwestern headquarters.

As the valley began to attract visitors from colder climates, Scottsdale was the only local community to formally embrace the western atmosphere that distinguished it from other tourist destinations. A design theme for the downtown was established with a “western” image and lifestyle and the city’s moniker the “West’s Most Western Town” was coined. In 1951, the town incorporated into the City of Scottsdale.





## A community made great by its citizens

It is not the mountains that make Scottsdale unique, nor is it the weather or any other gift of nature or geography. It is the people who had the vision and courage to make this a special place.

Scottsdale’s strong sense of community developed early on, like it does in most small towns, but as artists and architects began to arrive, a certain sense of flair and creativity became part of the collective identity. As thousands of pilots trained for combat in the Second World War at what is today Scottsdale Airport, the military’s “can do” attitude was added to the mix. The results transformed a quiet desert suburb into an international destination.

As the bustling town began to experience growing pains in the early 1960s, the grass roots Scottsdale Town Enrichment Program, or STEP, formed to tackle the city’s problems. Out of that process came a bold design for the world-renowned Indian Bend Wash Greenbelt and plans for what many consider Scottsdale’s heart and soul: the flower-laden Civic Center Mall.



## A culture of innovation

Those innovations were just a beginning. Scottsdale helped pioneer the modern method of mechanized trash pickup in the 1960s when city staff created “Godzilla” – a truck sporting a mechanical arm that grabbed and emptied containers at the command of the driver. This technological breakthrough improved efficiency, reduced costs and became the model for the efficient systems used nationwide today.

Scottsdale is both a destination for desert golf and a leader in water conservation. How? By pioneering total wastewater reuse and water banking. This high-tech purification system permits water to be recycled within our community – not used once and lost. The system reduces the need for imported water resources and allows participating golf courses to stay green while supporting our lifestyle and economy.



These are only two examples of Scottsdale’s culture of innovation. Scottsdale was also at the forefront of comprehensive land planning, widespread adoption of fire sprinklers and ordinances governing signage and landscaping to preserve the community’s aesthetic.



### Scottsdale at a glance

- Incorporated: 1951
- Motto: “The West’s Most Western Town”
- Official Food: Chili, by 1994 Mayoral proclamation
- 2011 Population: 217,965 (Sixth largest city in Arizona)
- Size: 184.5 square miles; 31 miles from north to south



### Scottsdale Accolades

- Scottsdale’s Appaloosa Library was named one of ten national “Landmark Libraries” by The Library Journal, recognizing it as one of “a new generation of smart, sustainable, and stunning buildings.”
- America’s Promise Alliance has named Scottsdale one of the 100 Best Communities for Young People for five consecutive years.
- Scottsdale is among nine cities nationwide to earn a Voice of the People award for excellence based on high resident satisfaction with city garbage and recycling services, and recreation programs and classes.
- Scottsdale has earned a Gold Bicycle Friendly Community designation from the League of American Bicyclists, one of only a handful of communities in the nation to earn that distinction.





## City Manager

3939 N. Drinkwater Blvd.  
Scottsdale, AZ 85251

PHONE 480-312-2800  
FAX 480-312-2738  
WEB [www.ScottsdaleAZ.gov](http://www.ScottsdaleAZ.gov)

August 29, 2012

Honorable Mayor and City Council,

I am pleased to submit Scottsdale's Fiscal Year 2012/13 Budget. This budget stabilizes the city's spending, maintains the excellent level of service Scottsdale residents enjoy, reinvests in the city workforce and supports new signature capital projects such as the Tony Nelssen Equestrian Center at WestWorld expansion while also investing one-time savings in critical capital maintenance upkeep needs.

Brief summaries of key budget initiatives for Fiscal Year 2012/13 are provided below.

### **Revenues rising while expenditures are contained**

General Fund revenues are expected to increase by \$15 million or almost 7 percent, a positive trend that continues from the previous year. This is being done without using the 2 percent maximum property tax increase allowable under state law.

Division operating expenditure increases have been contained to less than \$10 million or 5 percent – many of those increases are necessary to cover rising costs over which the city has little control: utilities, fuel, and state retirement plan contributions are all going up. To tackle the growing challenge of employee medical insurance costs, employees will pick-up a greater share of their medical expenses in the year ahead while more flexible employee health plan options are provided. In addition, 33 vacant positions in the General Fund will be eliminated with no expected service impact to citizens.

### **Reinvestment in the workforce**

This budget reinvests in our workforce with an amount equivalent to about 2½ percent of total wages and salaries included to fund performance-based pay increases for city employees as well as address situations where minimum salary ranges are significantly below the market average as identified in ongoing compensation studies. Many of the strategies used to balance recent budgets have impacted employees. Even though they have not received cost of living increases, or merit pay increases since FY 2008/09. During that time, employees received a 2 percent pay cut while taking on a greater share of medical and retirement costs.

## **Capital improvement projects supports key infrastructure improvements**

The Fiscal Year 2012/13 Capital Improvement Plan projects spending \$21 million of general fund dollars (or \$363 million all funds) in a variety of key infrastructure improvements citywide to maintain and improve the backbone of the city's service delivery systems.

Notable capital projects slated to begin construction in the year ahead include:

- Tony Nelssen Equestrian Center at WestWorld expansion
- Brown's Ranch Trailhead in the Scottsdale McDowell Sonoran Preserve
- Scottsdale Road improvements from Thompson Peak Parkway to Pinnacle Peak Road
- Northsight Boulevard extension in the Scottsdale Airpark
- Hayden and Thomas intersection improvements

## **One-time savings applied to capital maintenance and upkeep needs**

The one-time savings created by keeping operating expenses below revenues during the past few years allows us to dedicate an additional \$5.3 million to the operating and capital budgets to address critical maintenance and upkeep needs at parks, pools and other city facilities.

The budget documents that follow contain detailed information about the city's projected revenues and planned expenses in the year ahead as well as the four years thereafter. There is also information about the objectives and initiatives that the city will be undertaking over the next year to improve service and performance.

Scottsdale has maintained its enviable quality of life throughout the recent economic downturn through the leadership of the Mayor and City Council, as well as the hard work of dedicated city employees – this budget reflects that important collaboration. It could not have been created, however, without the participation and input of citizens, board and commission members and volunteers. Each of us plays a key role in making Scottsdale special, and I look forward to our continued excellence in the year ahead.

Sincerely,



Dan Worth  
Acting City Manager



City Manager

3939 N. Drinkwater Blvd.  
Scottsdale, AZ 85251

PHONE 480-312-2800  
FAX 480-312-2738  
WEB [www.ScottsdaleAZ.gov](http://www.ScottsdaleAZ.gov)

April 3, 2012

Honorable Mayor and Members of the City Council,

I am pleased to provide for your review and approval the Proposed FY 2012/13 Operating Budget and Capital Improvement Plan. These documents reflect our continued efforts to provide quality city services through open, accountable and responsive city government. An overview of major objectives we plan to undertake in the next fiscal year is attached (Attachment 1) and more information is included in the budget book.

Overall, General Fund revenues are up by \$15 million, or almost 7 percent, over the current adopted budget and at this level would also be higher than last year's actual revenues. Although revenues are up, division operating expenditure increases in the General Fund have been contained to \$6 million or 3 percent – and are budgeted at approximately the same level as actual expenditures for the year that ended June 30, 2011.

Some increases are needed to cover rising costs over which the city has limited control: utilities, fuel, and state retirement plan contributions are all going up. And as approved by the City Council in March, although overall health care costs are increasing, the City's portion of increasing health care costs has been limited with a greater share being paid by employees. In addition, to help bring the budget in balance and keep costs in check, 35 vacant positions in the General Fund have been proposed for elimination.

We have also included in the proposed budget an amount equivalent to 1.5 percent of total wages and salaries to help us fund a proposal to restore a pay-for-performance program for employees, as well as address the salaries of positions that were identified as significantly below the market average in the recent compensation study.

We're maintaining the General Fund stabilization reserve at about \$24 million in compliance with financial policies and the operating contingency remains funded at \$5 million. We've continued the multi-year effort to reduce transfers of enterprise funds to the General Fund. Since the adopted budget for the year that ended June 30, 2010, this amount has been reduced by almost \$11 million or 45 percent.

The FY 2012/13 proposed General Fund operating budget is balanced, relying on Council-authorized support from Bed Tax funds for the equestrian center, but without requiring the full use of other identified one-time funds. Beyond operations, the Budget proposes dedicating a portion of accumulated prior year surpluses for a \$3 million additional transfer to the Capital Improvement Plan and the anticipated net debt service of \$1.4 million for improvements to the TPC Scottsdale and McDowell Mountain golf clubs.

It's clear that Scottsdale's economy is better, but it's just not better enough to do everything that has been deferred or delayed. As the division leaders make their presentations to the City Council later this month, they will identify for you the impacts of significant changes, as well as where increases are needed but funding is not yet available.

It's important not to forget that substantial investment is being made in Scottsdale's infrastructure. The proposed Capital Improvement Plan will spend \$21 million on General Fund capital projects in the next fiscal year, part of a \$312 million multi-year program including all funding sources such as transportation and water and sewer funds.

Scottsdale residents and visitors will notice the completion of several significant projects in the next fiscal year, such as Tom Thumb's Trailhead in the Preserve and the Thunderbird Park and Ride Facility. Construction will begin on the Tony Nelssen Equestrian Center expansion (targeted for completion in the fall of 2013) and on Scottsdale Road improvements between Thompson and Pinnacle Peak roads, the Northsight Boulevard extension in the Airpark, Brown's Ranch Trailhead in the Preserve, and the Thomas Road Bike Lanes and Streetscape Improvements.

This proposed budget is just that - a proposal. It reflects the work of dedicated and professional staff providing their best input on where to make reductions and additions necessary to sustain the city's finances, services, infrastructure and workforce in the year ahead. The final document, of course, must also reflect feedback from the community, boards and commissions, and the City Council. Staff looks forward to gathering that feedback in the weeks ahead.

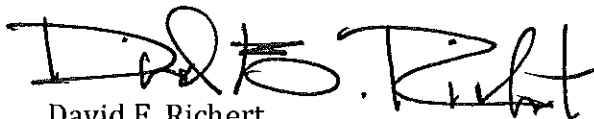
Over the next two months, there will be six opportunities at City Council meetings for public input and review of the budget leading up to the scheduled adoption by the City Council on June 5. The tentative City Council budget review schedule is attached and below (Attachment 2):

- Tuesday, April 3, 2012. Budget Overview and Council Discussion
- Tuesday, April 24, 2012. Public Hearing, Council Discussion and Budget Presentations
- Thursday, April 26, 2012. Public Hearing, Council Discussion and Budget Presentations
- Tuesday, May 1, 2012. Public Hearing, Council Discussion and, if needed. Budget Presentations
- Tuesday, May 15, 2012. Public Hearing and Tentative Budget Adoption
- Tuesday, June 5, 2012. Public Hearing and Final Budget Adoption; Truth in Taxation Hearing.

Again, I am pleased to present the Proposed FY 2012/13 Operating and Capital Improvement Plan. These books could not have been assembled without the diligent work of the staff in the Budget Office, as well as the Executive Team and their Budget Liaisons throughout the organization.

Please contact me directly, if you have questions or need additional information.

Sincerely,



David E. Richert

City Manager

Attachments:

1. FY 2012/13 Strategic Goals & Key Objectives
2. Budget Review Schedule





# Strategic Goals and Key Objectives

## Fiscal Year 2012/13

---

### Preserve Meaningful Open Space

- Acquire 6,400 acres of land from the State Land Department for inclusion in the Preserve
- Complete construction of the Brown's Ranch Trailhead, including the Jane Rau Interpretive Trail
- Increase fire prevention activities in adjoining neighborhoods to reduce risk of Preserve fires
- Initiate first phase of access control, signage, trails and restoration in recently acquired Preserve lands

### Enhance Neighborhoods

- Enhance continuity of emergency medical care when delivering paramedic-level door-to-door care
- Deliver cardiac arrest patients with a pulse to emergency room doors at or above the national average
- Implement program encouraging enhanced design of exterior modifications & additions in R1-7 district
- Review and modify the code enforcement abatement process to improve timeliness and cost recovery
- Improve pre-screening process to increase numbers of low-income residents receiving direct assistance

### Seek Sustainability

- End long distance shipping of Granular Activated Carbon and begin reactivating at new local facility
- Develop Employee Compensation Plan and Program, and begin implementation when approved
- Build system to streamline tracking of police officer applicants through the personnel process
- Complete software development for work orders, asset management and maintenance of radio systems
- Replace compressed natural gas fueling station at Via Linda facility to increase reliability

### Support Economic Vitality

- Implement cooperative marketing plan for Airport, Airpark and WestWorld with aviation stakeholders
- Begin construction and recruit new events for the expanded Tony Nelssen Equestrian Center at WestWorld
- Continue amending Zoning Ordinance to improve regulatory efficiency while protecting neighborhoods
- Attract and locate new businesses to Scottsdale; enhance activities to retain and expand existing businesses
- Enhance tax base through new development and jobs Downtown, and on Bell & McDowell road corridors
- Initiate Desert Discovery Center request for proposal's selection process for a non-profit operator

### Advance Transportation

- Maintain paved street system at an average condition index rating of 70 on an 100 point scale
- Initiate Airport Master Plan to evaluate future airport development & aviation-related uses in the Airpark
- Complete acquisition of 14 replacement vehicles for the Trolley system using federal and regional funding
- Complete final design, initiate construction of Northsight Extension between Hayden & Frank Lloyd Wright
- Update Freeway Improvement Plan to improve access to WestWorld and the Bell Road corridor

### Value Scottsdale's Unique Lifestyle and Character

- Process text amendments to implement Greater Airpark, Downtown & Southern Scottsdale area plans
- Continue General Plan public outreach with the objective to complete a draft update by April 2013

*The Strategic Goals are the same as the chapter headings from the voter-approved 2001 General Plan and are also the guiding principles developed through the CityShape 2020 process. The key deliverables have been identified by City staff and placed under the appropriate Strategic Goal. More information about the General Plan and CityShape 2020 may be found at: <http://www.scottsdaleaz.gov/generalplan>*

**FY 2012/13 Proposed Operating Budget  
and Capital Improvement Plan Review Schedule**

**Tuesday, April 3, 2012, 5 p.m., City Hall Kiva Forum, 3939 N. Drinkwater Blvd.**

Proposed Budget Overview Presentation, Discussion, and possible Council direction to staff

**Tuesday, April 24, 2012, 4 p.m., City Hall Kiva Forum, 3939 N. Drinkwater Blvd.**

Special Meeting. Public Hearing, Discussion and possible Council direction to staff, and Division Presentations (Presentations not completed at this meeting will be continued to April 26)

<b>Divisions</b>	<b>All Operating Funds</b>	
	<b>\$\$\$</b>	<b>FTE</b>
1. Public Safety	\$ 112.6	924
2. Water Resources	68.5	204
3. Public Works	65.8	292
4. Community Services	45.8	454
5. Community & Economic Development	43.3	191
6. Administrative Services	44.1	124
7. Mayor & Council; Charter Officers	\$ 31.3	233

**Thursday, April 26, 2012, 4 p.m., City Hall Kiva Forum, 3939 N. Drinkwater Blvd.**

Special Meeting. Public Hearing, Discussion and possible Council direction to staff, and Division Presentations (Presentations not completed at this meeting will be continued to May 1)

**Tuesday, May 1, 2012, 5 p.m., City Hall Kiva Forum, 3939 N. Drinkwater Blvd.**

Special Meeting. Public Hearing, Discussion and possible Council direction to staff, and Division Presentations (as needed)

**Tuesday, May 15, 2012, 5 p.m., City Hall Kiva Forum, 3939 N. Drinkwater Blvd.**

Regular Meeting. Public Hearing and Tentative Budget Adoption

**Tuesday, June 5, 2012, 5 p.m., City Hall Kiva Forum, 3939 N. Drinkwater Blvd.**

Regular Meeting. Public Hearing and Final Budget Adoption; Truth and Taxation Hearing

**Tuesday, June 19, 2012, 5 p.m., City Hall Kiva Forum, 3939 N. Drinkwater Blvd.**

Regular Meeting. Final Adoption of Tax Levies



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Scottsdale  
Arizona**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Danson Jeffrey R. Egan*

President

Executive Director

## **Budget Award for Fiscal Year 2011/12 Budget**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to the City of Scottsdale, Arizona for its annual budget for fiscal year beginning July 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operating guide, and as a communications device.

This award is valid for a period of one year only. The current budget continues to conform to program requirements and will be submitted to the GFOA to determine its eligibility for another award.



FY 2012/13 Adopted Budget



## Executive Summary

The City of Scottsdale's two budget volumes provide a comprehensive picture of the city's financial plan for FY 2012/13. This Executive Summary complements that information, highlighting items, issues and trends that shaped the budget.

### **Current year City Council policy decisions**

The following are the major policy items included in the city's adopted FY 2012/13 budget. Each of these items was discussed during City Council's public budget review sessions:

- A two percent pay-for-performance increase for employees who meet or exceed performance expectations
- Funding for compensation adjustments to insure the minimum salary for each position is at least 105 percent of the valley average minimum salary for the same position
- No increase to property tax resulting from increasing taxes by the legally allowed maximum of two percent over the prior fiscal year's primary levy
- Medical plan design changes, realignment of pricing among the three medical plans, and rebuilding the healthcare reserve (overall an 11 percent healthcare premium rate increase for active employees and no change to dental premiums)
- Payouts of medical leave conversion balances, which will be allowed on a semi-annual basis directly to pre-age 65 retired employees who enroll in another medical plan
- Transfer \$3.0 million of unreserved fund balance to the Capital Improvement Plan
- A net decrease of 31.98 Full-Time Equivalents (FTEs)
- \$2.3 million of unreserved fund balance allocated for deferred maintenance
- Tiered water rate structures that are consistent for all meter sizes to encourage conservation
- A new customer classification for non-compliant sewer dischargers
- Rate/fee adjustments for WestWorld, Public Safety – Fire, Public Safety – Police, Community and Economic Development – Planning & Development, Community Services
- A refined indirect cost allocation calculation to more accurately capture facilities related expenses, which will be phased in over two years

### **How the adopted budget will affect citizens and taxpayers**

Within limited resources the city continuously strives to balance citizens' expectations for high quality service levels and our need to use resources wisely and comply with federal and state mandates. The following is a summary of specific changes that will impact citizens or taxpayers in the coming fiscal year:

**Few program and service reductions.** The budget was created with the intention of minimizing impacts to programs and services for citizens. The city targeted low-demand periods or services in those few cases where service levels were impacted.

**Property tax rate.** The FY 2012/13 adopted primary property tax levy will be used to support General Fund activities such as police and fire protection, operation and maintenance of parks and libraries, and other general governmental functions. The primary property tax levy also includes a repayment to the Self-Insurance Fund reserve of \$0.2 million for tort liability claim payments made during calendar year 2011.

For FY 2012/13, the city's total adopted primary property tax levy of \$25.5 million is an increase of \$0.5 million over the prior year levy (the increase is the result of new construction added to the tax roll and the tort recovery in FY 2012/13). In addition, the levy reflects the City Council's March 20, 2012 action to forego the statutorily allowed two percent increase in the primary levy. The primary property tax rate of \$0.4412 increased by \$0.0615 to \$0.5027 per \$100 of assessed valuation in FY 2012/13 (the rate increased due to the 11 percent decrease in primary assessed valuations citywide and the tort recovery).

For FY 2012/13, the city's adopted secondary property tax levy is decreasing from the FY 2011/12 adopted budget by approximately \$0.3 million to \$36.7 million. While the secondary tax levy is decreasing, the secondary tax rate of \$0.6503 is increasing by \$0.0722 to \$0.7225 per \$100 of assessed valuation in FY 2012/13 (due to the 11 percent decrease in secondary assessed valuations citywide).

The combined tax levy is the aggregate of the primary and secondary levies. For FY 2012/13, the city's adopted combined property tax levy is increasing over FY 2011/12 by approximately \$0.2 million.

In FY 2012/13, citizen tax bills will reflect an estimated combined property tax rate of \$1.2252 which is \$0.1337 more than the adopted combined FY 2011/12 rate of \$1.0915. (The city's adopted financial policies for debt management states that the combined tax rate will not exceed \$1.50 per \$100 of assessed value.) Based on this combined rate, an owner of a home with a real property value of \$100,000 will pay approximately \$122.52 in city property taxes. The Maricopa County Assessor's Office, not the City of Scottsdale, determines real property values used to calculate property tax bills.

**Utility charges.** Tiered water rate structures that are consistent for all meter sizes were established to provide customers consistent tier break points and equitable unit costs per tier. The structure is user friendly since it is straight forward and easy to interpret. The overall goal is for the changes in rate structures to be revenue neutral to the enterprise. By reducing water base fees and slightly decreasing the lowest water tier rates, low water users will experience slightly lower water bills. These reductions are offset by increasing the higher water tier rates, which will result in higher water bills for high water users consistent with water conservation goals.

A new customer classification for non-compliant sewer dischargers was created, which will allow the city to actively enforce fats, oils, and greases (FOG) programs and goals. Once classified as non-compliant, the customer's then existing sewer rates will be increased by 150 percent for at least six months.

## **How the adopted budget will affect staffing levels and compensation**

Staffing Changes – The city is a provider of a wide variety of municipal services such as public safety, recreational activities for youth, teens and seniors, libraries, human services, refuse collection, water and sewer, code enforcement and transportation/transit. The city is striving to continue quality services, though staffing levels must be reduced to mitigate the impacts of the recessionary economy. These staffing changes are summarized in the schedule below, using full-time equivalent positions (FTEs). The reductions result in total savings of approximately \$2.3 million (all funds) and are primarily due to the elimination of vacant positions.

The new positions added for FY 2012/13 include firefighter (Public Safety – Fire), victim assistance notification specialist (City Attorney), systems integrator (Finance and Accounting), contract coordinator (Public Works), electronic technician (Water Resources) and water maintenance technician (Water Resources). The table below summarizes this information.

Summary of FTE Changes:		
FY 2011/12 Adopted FTEs		2,455
FY 2012/13 Adopted FTEs:		
Eliminations	(37)	
Additions	<u>5</u>	
Net Reduction	(32)	
FY 2012/13 Adopted FTEs		2,423
Reduction		-1.3%

Compensation and benefits – The budget includes two percent, or \$3.5 million (all funds), for pay-for-performance for employees who meet or exceed performance expectations. Funding of \$0.8 million (all funds) is also included in the FY 2012/13 budget for compensation adjustments to insure the minimum salary for each position is at least 105 percent of the valley average minimum salary for the same position.

The budget does not include funding for the previously discontinued programs of superior performance and tuition reimbursement. Finally, the amounts that the city and employees will pay for health insurance premiums and retirement benefits have increased. The city will pay an additional \$1.2 million (all funds) for health insurance premiums and an additional \$2.1 million (all funds) in retirement contributions for FY 2012/13.

## **Fund Highlights**

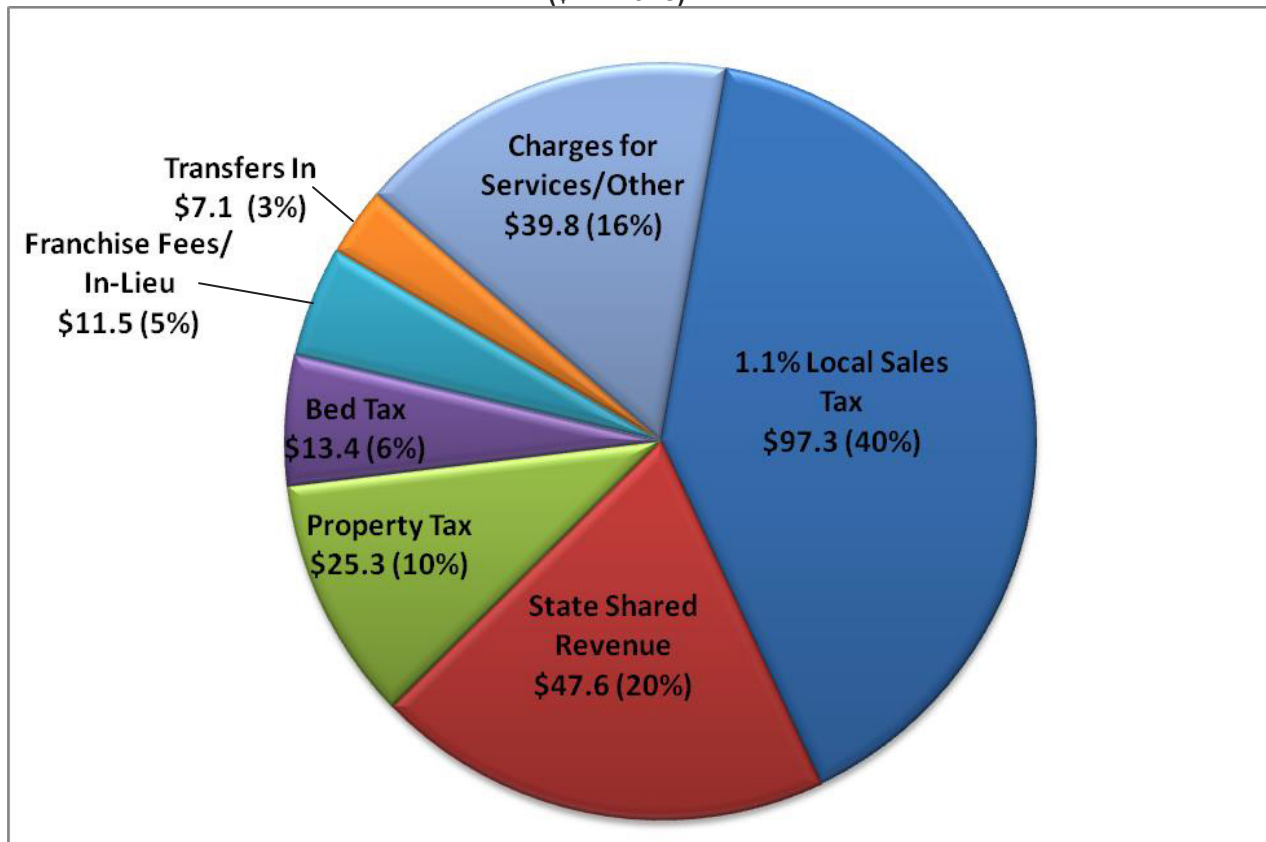
The remainder of this Executive Summary highlights the key elements of each fund in the FY 2012/13 budget. Because of the size and importance of the General Fund, it is presented first and in more detail.

## **General Fund - Sources**

The General Fund supports core services and is the largest fund with the greatest potential for revenue fluctuations. Forecasted General Fund sources for FY 2012/13 are \$242.0 million, approximately \$15.2 million (6.9 percent) more than the FY 2011/12 adopted budget. The following chart summarizes the major revenues.

## General Fund Sources FY 2012/13: \$242.0

(\$ millions)



Listed below are the descriptions and forecasting context for these major revenues:

1.1% Local Sales Tax – Scottsdale’s total city sales tax rate is 1.65 percent. Of that amount, 0.55 percent is dedicated to the specific purposes related to transportation and preservation (which are accounted for in Special Revenue Funds discussed later) and 0.10 percent is dedicated to public safety (accounted for in the General Fund). The remaining 1.0 percent of the sales tax is also accounted for in the General Fund and is available to fund basic municipal services such as police, fire, libraries, and parks. This general-purpose sales tax is the city’s single largest revenue source and is susceptible to peaks and valleys, based on events in the national, state and local economies. Since FY 2007/08, this revenue source has been negatively impacted by the recession. Specifically, the FY 2012/13 forecast amount of \$97.3 million is about \$22.9 million or 19 percent less than the peak amount of \$120.2 million in FY 2006/07.

State-Shared Revenue – These revenues are derived from state sales and income taxes a portion of which is shared with Arizona cities and towns, based on a statutorily determined formula, primarily driven by population. Again, the recession has adversely affected these revenues.

Property Tax – For FY 2012/13, the city’s total proposed primary property tax levy of \$25.5 million (\$25.3 million General Fund and \$0.2 million Risk Management Self-Insurance Fund for the tort recovery) is an increase of \$0.5 million over the prior year levy (the increase is the result of new construction added to the tax roll and the tort recovery in FY 2012/13). In addition, the levy reflects the City Council’s March 20, 2012 action to forego the statutorily allowed two percent increase in the primary levy. The primary property tax rate of \$0.4412 is increasing by \$0.0615 to \$0.5027 per \$100 of



assessed valuation in FY 2012/13 (the rate increased due to the 11 percent decrease in primary assessed valuations citywide and the tort recovery).

Bed Tax – The bed tax revenue is an elastic revenue source susceptible to peaks and valleys based on events in the national, state and local economies. The travel and tourism industries were hit hard by the recession.

Franchise Fees/In-Lieu – This category represents revenues from the utility providers and is fairly constant from year-to-year; as such, this category is expected to remain relatively flat.

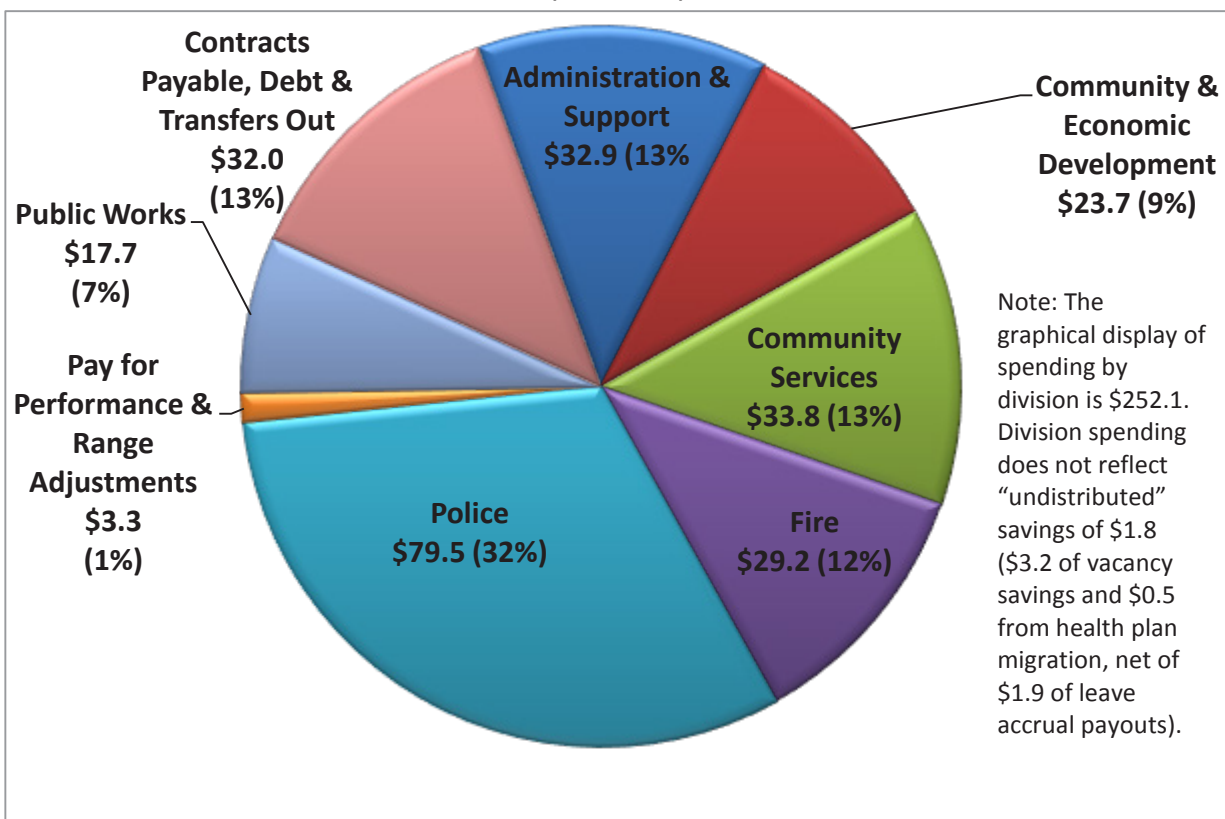
Transfers-In – This category represents authorized exchanges between funds, divisions, and/or capital projects. Enterprise in-lieu franchise fees of \$6.4 million account for 91 percent of the General Fund transfers-in.

Charges for Services/Other – Certain components of this revenue source are subject to dramatic peaks and valleys from year to year. For example, building permit fees are based on developers' interest in construction projects and ability to secure financing for the projects. Construction activity is expected to grow modestly as the economy slowly improves, but as the city reaches build-out this funding will transition from new construction to redevelopment.

## General Fund - Uses

The adopted FY 2012/13 General Fund uses budget is projected to be approximately \$250.3 million or \$12.7 million (5.3 percent) more than the FY 2011/12 adopted budget. The following chart provides a summary of the General Fund uses.

### General Fund Uses FY 2012/13: \$250.3 (\$ millions)



## General Fund Balances and Reserves

The FY 2012/13 budget includes the following:

General Fund Reserve – This reserve is budgeted to be \$24.7 million at June 30, 2013; or ten percent of annual General Fund and Transportation Fund expenses per City Council adopted policy. It is to be used to protect Scottsdale in times of emergency and to preserve Scottsdale's highest possible bond ratings from all three major rating agencies.

Operating Contingency – The budget includes a \$5.0 million operating contingency to meet unforeseen expenses during the year. The operating contingency can only be used with City Council approval and would only be requested after it was determined existing resources could not be used.

Unreserved Fund Balance – An unreserved fund balance of \$1.3 million is expected at June 30, 2013, after using \$8.4 million to fund City Council approved initiatives in the FY 2012/13 budget. The unreserved fund balance represents accumulated surpluses of prior years.

## Special Revenue Funds

The city accounts for revenues earmarked for specific purposes – by law or city policy – through Special Revenue Funds. This category of funds includes three funds – Transportation Fund, Preservation Privilege Tax Fund, and Special Programs Fund.

The Transportation Fund accounts for Highway User Revenue Fund (HURF) dollars shared with cities from state gas taxes. The fund also includes revenues from the 0.20 percent local transportation transaction privilege tax (commonly referred to as the transportation sales tax). Total sources are expected to be about \$31.4 million.

Uses total about \$31.2 million; \$22.8 million represents operating expenses and \$8.4 million (50 percent of the sales tax revenue) funds transportation capital projects. The operating expenses are those necessary to operate and maintain the city's transportation system. The largest expenses include \$9.3 million for transit contracts and \$2.5 million for the street overlay program.

The Preservation Privilege Tax Fund is used to account for sources and uses related to the acquisition of the Scottsdale McDowell Sonoran Preserve. Funding comes from the 1995 (0.20 percent) and 2004 (0.15 percent) voter-approved preservation transaction privilege tax (sales tax). Under the sales tax ballot language, the preservation privilege tax revenues are to be used only for preserve acquisition, preserve-related construction and trailheads.

These sales tax revenues are forecasted to be \$30.4 million. Approximately \$28.6 million of this amount will be required for debt service payments for debt already issued for land purchases. The ending fund balance on June 30, 2013 is expected to be \$17.4 million. The timing and amount of any future preservation bond issuances depends on revenue and the availability and price for state lands.

The Special Programs Fund is a collection of smaller restricted sources dedicated to specific uses. The services included in these various programs are intended to be self-supporting and not subsidized by the General Fund. Examples of these funds include bed tax funds, Police Department racketeering influenced corrupt organization (RICO) funds, the City Court's court enhancement funds, the McCormick-Stillman Railroad Park funds, and the Art in Public Places program funds.

The most significant Special Programs Fund activity is the bed tax funds with revenues (\$6.6 million) dedicated to tourism activity, an essential component of Scottsdale's economy. The actual ending fund balance of all special program funds is carried forward to future periods and is available to be spent for the same restricted purposes.

## Debt Service Fund

Debt service funds are designated for payment of long-term debt not directly paid through the General, Enterprise or Special Revenue Funds. Total sources are \$78.7 million for FY 2012/13.

A total of about \$78.7 million is planned for debt service payments in FY 2012/13, an increase of about \$8.1 million over the FY 2011/12 forecast. This increase is mainly due to an anticipated issuance of debt for preserve land and the planned issuance of \$38.9 million of debt for the Tony Nelssen Equestrian Center expansion.

## Enterprise Funds

Enterprise funds account for the city's water, sewer, solid waste collection and aviation services, operated as stand-alone businesses. User fees are assessed to cover cost of services.

Water Fund - Revenue requirements are significantly impacted by the long term capital and associated operating impacts of federal water quality regulations, i.e., arsenic and disinfection by-product regulations enacted by the U.S. Environmental Protection Agency (EPA). Over the past five years, the city has issued over \$180 million in debt to finance capital improvements to address federal regulatory requirements. Other cost factors affecting the Water Fund revenue requirements over the five-year planning period include:

- Capital costs for rate-funded water distribution system improvements to address aging infrastructure replacement. This includes planned conversion of several sites from radio to fiber optics to improve system communication, reliability, security, and control; planned rehabilitation or replacement of various water lines, booster pump stations, chlorine facilities, large valves and meters.
- Pretreatment infrastructure at the Chaparral treatment plant is needed to meet stricter water quality regulations associated with revised disinfection/disinfectant by-product rules and mitigate source water deterioration associated with fires in the watershed.
- Asset management related rehab at water treatment facilities is increasing due to aging infrastructure.
- Operating cost increases for purchased water and electricity that reflect price increases of two percent and nearly nine percent respectively.

The city does not plan to issue new debt over the next five years to meet the forecasted capital improvements needs of the Water Fund.

Sewer Fund – Revenue requirements over the five-year planning period are impacted by long term capital and operating impacts of federal regulations and the following:

- Capital costs for sewer collection system improvements to address increasing aging infrastructure replacements. This includes lining of various sewer lines, planned rehabilitation or replacement of sewage lift stations, downtown area sewer system rehabilitation, increased system condition assessment efforts, and planned conversion of several sites from radio to fiber optics to improve system communication, reliability, security and control. Sewer collection system maintenance and improvements are essential to ensure regulatory compliance with new capacity, management, operations and maintenance regulations and minimize sewer system overflows.
- Modification and improvements to the sewer line which transmits flow to the multi-city sub-regional operating group 91st Avenue sewer treatment plant in Phoenix were programmed.

The city plans to issue approximately \$43 million in new debt over the next five years to meet the forecasted capital improvements needs of over \$90 million for the sewer enterprise fund.

Solid Waste Fund - Existing rates and fees are expected to generate sufficient revenue to cover forecasted FY 2012/13 costs for both the Residential and Commercial Solid Waste programs. Therefore, no adjustments were made to the solid waste rates and fees for FY 2012/13.

The Aviation Fund estimates sufficient revenues to cover expenses and maintain an operating reserve; therefore, no rate or fee increases are included for FY 2012/13. Airport operating sources and uses are forecasted to remain stable. In addition, the fund established a land purchase reserve to provide a funding mechanism for future land purchases.

## **Internal Service Funds**

Internal Service Funds account for services and equipment provided to all city divisions by centralized departments.

The Fleet Management Fund accounts for the costs of operating, maintaining, and acquiring all of the city's vehicles and other rolling stock. User divisions are assessed both operating (\$12.5 million) and replacement costs (\$5.6 million). Fleet Management establishes, collects, and manages replacement funds to provide replacement of approved City of Scottsdale fleet assets based on life cycle cost analysis performed on each equipment class. Fleet Management, in cooperation with the using division, estimates the replacement for each individual asset based on condition, suitability for the service, current economy, the repair history, the actual utilization rate of each asset and other applicable factors. The fund balance of about \$6.7 million as of June 30, 2013 represents funds previously collected for maintenance/operations and vehicle replacements that will be expended in future years.

The PC Replacement Fund accounts for the expenditures associated with purchasing computers, monitors and printers. Replacement of computers, monitors and printers (hardware) is charged to the city divisions as internal operating costs to each program based on the quantity and type of hardware used. For FY 2012/13, user divisions are assessed estimated costs of \$1.0 million – leaving an ending fund balance of \$0.4 million on June 30, 2013.

The Risk Management Self-Insurance Fund accounts for the activity related to the city's property, liability, and workers compensation programs. User divisions are assessed estimated costs of \$8.0 million. The ending fund balance as of June 30, 2013 of about \$13.9 million is within the actuarial estimate of the reserves required to ensure the long-term sustainability of the fund.

The Healthcare Self-Insurance Fund accounts for the activity related to employee healthcare programs (medical and dental). The estimated \$28.7 million in healthcare costs is shared by the city and its employees. For FY 2012/13, there was an 11 percent overall healthcare premium rate increase for active employees and no change to dental premiums. The ending fund balance as of June 30, 2013 of \$4.8 million is the actuarial estimate of the reserves required to ensure the long-term sustainability of the fund.

## **Grants, Trusts and Special Districts Budgets**

Each year the city receives Grant Funds from a variety of federal, state, regional and local agencies. Within the \$32.3 million total grants are two larger grants – Section 8 Housing at \$7.0 million and the Community Development Block Grants (CDBG) \$4.3 million. In addition to numerous identified smaller grants, the city includes \$10.5 million in the grant budget for unidentified future grants. This gives the City Council the budget authority to accept and spend grant funds that are not specifically known at the time the budget is adopted. This practice also allows the city to comply with state budget laws regarding annual expenditure limits. The ending fund balance of the individual grants is carried forward to future periods and is available to be spent solely for the intended purposes.

The Trust Fund consists solely of the Mayor's Committee for Employment of the Handicapped, which has FY 2012/13 revenues and expenditures of \$6,000. Revenues for this fund come from citizens and businesses and the proceeds are used to provide educational scholarships to handicapped individuals. The goal is to provide the individuals with skills that increase their opportunities for future employment. The ending fund balance of the Trust Fund is carried forward to future periods and is available to be spent solely for the intended purposes.

A Special Districts Fund is used to account for the proceeds received from property owners in the city's 355 street light districts. The intention is that only the amount needed to provide the service is assessed to the customer. Revenues and expenses are estimated at \$0.6 million. The ending fund balance of all Special Districts Fund is carried forward to future periods and is available to be spent solely for the intended purposes and could be used to lower assessments.

### **Capital Improvement Plan**

A separate, key component of the city's annual financial plan is the five-year Capital Improvement Plan for infrastructure and public facilities – including roads, water and sewer improvements, parks, buildings and information technology. Projects listed in the capital budget are funded by a combination of sources and typically take multiple years to complete. Some of the various funding sources include the city's transportation sales tax, voter approved general obligation bond funds, user fees, grants, the Proposition 400 regional transportation sales tax, voter-approved preservation sales tax, development impact fees and General Fund transfers. The city uses a variety of CIP specific funds to appropriately account for the diverse CIP financial resources used to fund the acquisition or construction of major capital facilities. The CIP funds are needed to ensure legal compliance and financial management for various restricted revenues. Some examples of restricted revenues are: bond funds; transportation sales tax capital funds; development impact fees & contributions, grant capital funds; and enterprise capital funds.

The CIP appropriations for FY 2012/13 total \$586.9 million and consist of the following:

\$431.3 million (or 73 percent of the total CIP budget) is needed for carryover re-authorization from prior years for projects not yet completed. Under Arizona law, the city must re-authorize a capital project's total budget until it is completed and capitalized.

\$155.6 million (or 27 percent of the total CIP budget) of new funding for new and existing projects.

Below is a brief summary of the \$586.9 million capital budget highlights by program, along with some notable examples in each capital program area:

Community Facilities (\$67.6 million) – this program focuses on providing parks, park improvements, multiuse paths, neighborhood enhancements, youth sports lighting, aquatic centers, library facilities and senior centers. Approximately 11.5 percent of the CIP addresses the needs of this program. Significant proposed Community Facilities projects include the Tony Nelssen Equestrian Center Expansion and the TPC Golf Course Irrigation Mainline Replacement.

Preservation (\$174.6 million) – this program addresses the goal of preserving the character and environment of Scottsdale. This goal is met by land acquisition activities for the Scottsdale McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving native plants and wildlife, and providing public access to the McDowell Mountains and Sonoran Desert. Approximately 29.8 percent of the CIP addresses this program. Significant proposed preserve projects include the Construction of Rock Knob and Connecting Preserve Trails and the Brown's Ranch Trailhead.

Drainage and Flood Control (\$36.1 million) – this program addresses flood plain mapping, meeting regulatory requirements, and identifying and correcting hazards to reduce future flood damage potential. This is accomplished through the use of detention basins, culvert and channel projects, and a program of

neighborhood drainage improvements. Approximately 6.1 percent of the CIP addresses the drainage and flood control needs of the city. Major Drainage and Flood Control projects include Upper Camelback Wash Watershed, Granite Reef Watershed, and East Union Hills Interceptor Channel.

Public Safety (\$9.0 million) – this program addresses the construction, acquisition, and purchase of capital assets for the Police and Fire Departments, such as fire and police stations, training facilities and automation systems related to fire and police operations. Approximately 1.5 percent of the CIP addresses the public safety needs of the city. The proposed Public Safety budget includes key projects such as the Police Special Investigations Building and the Police Mobile Command Center.

Service Facilities (\$15.8 million) – this program addresses the goal of coordinating land use and infrastructure planning. These programs achieve this goal through the renovation of current facilities and technology necessary for the efficient and effective operations of the city. Approximately 2.7 percent of the CIP addresses this program. Service Facilities projects include Facilities Repair and Maintenance Program and Transfer Station Expansion.

Transportation (\$167.5 million) – this program addresses the multi-modal transportation needs. Approximately 28.5 percent of the CIP addresses the transportation needs of the city. Significant proposed Transportation projects include Pima Road – McDowell to 90<sup>th</sup> Street, Bikeways Program and Airpark Area Access Projects Phase I.

Water Management (\$116.3 million) – this program focuses on the capital needs required to deliver safe, reliable water and providing wastewater services. This program also addresses the requirement to achieve federal and state regulations. Approximately 19.9 percent of the CIP addresses the water and wastewater needs of the city. Significant proposed projects such as SROG Operations and Solids Improvements and the Chaparral Water Treatment Plant Pretreatment are included in the Water Management program.

The five-year CIP uses conservative financial forecasts and reflects only those high priority projects expected to be completed during the next five years. This approach helps the city manage operating costs for new facilities and avoids raising expectations for projects that are not well defined.

The budget continues the practice of leveraging one-time elastic revenue from the General Fund (e.g., construction sales tax and development fees) to help pay for capital projects. The municipal bond rating agencies view this as a sound fiscal practice. The slower economy has greatly limited the amount of anticipated year-end General Fund resources available to transfer to the CIP fund. In FY 2012/13, the budget assumes the General Fund will transfer a total of \$5.4 million to the CIP.

## The City of Scottsdale's FY 2012/13 budget is comprised of two Volumes:

**Volume One – Operating Budget** includes the **City Manager's Final Transmittal** letter. The letter is used to transmit the adopted budget to City Council and highlights the prevailing economic condition under which the budget was prepared.

The **Overview** section of Volume One describes in further detail the city's budget development process, which includes the roles and responsibilities of the City Council, divisional staff, review teams, the budget development process, the budget adoption, implementation and amendment processes, the use of contingency / reserves, the basis of accounting used to prepare the budget, and the relationship of the operating budget to the capital budget. A budget planning and development calendar is also provided in this section to offer a visual timeline of the strategic planning process along with the city divisional staff that support the budget development efforts. This section concludes with a summary of the city's adopted Comprehensive Financial Policies, which are used to build the budget and manage the city's finances.

The **Budget by Fund and Divisions** sections of Volume One represent the core of the City of Scottsdale's FY 2012/13 adopted budget.

The first part of the **Budget by Fund** section, entitled *Fund Accounting-Fund Types* provides a description of the generic governmental fund types used by the city. The remainder of this section provides a fund summary and Five Year Financial Forecast as well as information on the sources and uses for each of the funds, including a *Five-Year Debt Service Schedule*, *Schedule of Long-Term Debt Outstanding*, and a *Computation of the Legal Debt Margin as of June 30, 2012*.

The **Divisions** section begins with a summary of authorized full-time and part-time FTEs by division and fund type. This section also includes the following:

- A listing of all authorized personnel positions by division, program and title and a summary of the city's FY 2012/13 adopted classification / compensation plan.
- Summaries of the operating budget by division, program and account category/funding source.
- A summary of each programs' relationship with the city's strategic goals.
- Descriptions of services provided by each division and program, staffing summaries, operating budgets by expenditure category and the applicable funding sources, current fiscal year priorities, as well as prior year achievements, significant changes, and performance measures.
- Program operating budgets and their relationship with the broad goals, General Plan and CityShape 2020.

Volume One concludes with the **Appendix** that includes a list of operating projects, This section concludes with a list of Acronyms and a Glossary of terms used throughout the city's budget along with the City Council's ordinances reflecting the adoption of the city's FY 2012/13 budget and property tax levy.

### **Volume Two - Capital Improvement Plan (CIP)**

includes the Capital Project Budget and Five-Year Capital Improvement Plan with more detailed information for each project. Projects accounted for in Enterprise Funds are also included in the Capital Project Budget. Capital Project Budget funding sources are matched with budgeted expenditures. Future year projected operating impacts are noted in the Capital Budget and are also included in the Five-Year Financial Plan.



FY 2012/13 Adopted Budget



## City of Scottsdale's Budget Process

### Recommended Budget Practices

The City of Scottsdale's budget process incorporates the recommended practices promulgated by the National Advisory Council on State and Local Budgeting (NACSLB).

The NACSLB was created to provide tools for governments to improve their budgeting processes and to promote their use. In fulfilling that role, the NACSLB set forth a framework that has provided the context for the development of a set of budget practices for state and local governments. The significance about the practices is that they represent an unprecedented cooperative effort by several organizations with diverse interests to examine and agree on key aspects of good budgeting. The NACSLB was founded by eight organizations representing elected officials, government administrators, and finance professionals at both the state and local government level.

The NACSLB's work focused on long-term financial planning and encourages governments to consider the longer consequences of actions to ensure that impacts of budget decisions are understood over a multi-year planning horizon and to assess whether program and service levels can be sustained. Practices encourage the development of organizational goals, establishment of policies and plans to achieve these goals, and allocation of resources through the budget process that are consistent with goals, policies and plans. There is also a focus on measuring performance to determine what has been accomplished with scarce government resources. The following are excerpts of the NACSLB's guiding principles and budget practice recommendations.

### Budget Definition

The budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.

A good budget process is characterized by several essential features:

- Incorporates a long-term perspective
- Establishes linkages to broad goals
- Focuses budget decisions on results and outcomes
- Involves and promotes effective communication with stakeholders

These key characteristics of good budgeting make clear that the budget process is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals. A good budget process moves beyond the traditional concept of line-item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.

### Mission of the Budget Process

The mission of the budget process is to help decision-makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process.

Communication and involvement with citizens and other stakeholders is stressed. The broad nature of the budget mission allows issues to be addressed that have limited the success of budgeting in the past. Apathy is a serious illness of government. It is in the best interests of government to have involved and knowledgeable stakeholders.

The term stakeholder refers to anyone affected by or who has a stake in government. This term stakeholder includes, but is not limited to: citizens, customers, elected officials, management, employees and their representatives (whether unions or other agents), businesses, vendors, other governments, and the media.

It is vital that the budget processes include diverse stakeholders. The budget process should accomplish the following:

- Involve stakeholders
- Identify stakeholder issues and concerns
- Obtain stakeholder support for the overall budgeting process
- Achieve stakeholder acceptance of decisions related to goals, services, and resource utilization
- Report to stakeholders on services and resource utilization, and serve generally to enhance the stakeholders' view of government

The importance of this aspect of the budget process cannot be overstated. Regular and frequent reporting is necessary to provide accountability, educate and inform stakeholders, and improve their confidence in the government. Communication and involvement are essential components of every aspect of the budget process.

### **Principles and Elements of the Budget Process**

The budget process consists of four broad principles that stem from the definition and mission previously described. These principles encompass many functions that spread across a governmental organization. They reflect the fact that development of a balanced budget is a political and managerial process that also has financial and technical dimensions.

Each of the principles of the budget process incorporates components or elements that represent achievable results. These elements help translate the guiding principles into action components. Individual budgetary practices are derived from these elements and are a way to accomplish the elements. The principles and elements provide a structure to categorize budgetary practices.

- 1) Establish Broad Goals to Guide Government Decision-Making – A government should have broad goals that provide overall direction for the government and serve as a basis for decision-making.
  - a) Assess community needs, priorities, challenges and opportunities
  - b) Identify opportunities and challenges for government services, capital assets, and management
  - c) Develop and disseminate broad goals
- 2) Develop Approaches to Achieve Goals – A government should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals.
  - a) Adopt financial policies
  - b) Develop programmatic, operating, and capital policies and plans
  - c) Develop programs and services that are consistent with policies and plans
  - d) Develop management strategies
- 3) Develop a Budget Consistent with Approaches to Achieve Goals – A financial plan and budget that moves toward achievement of goals, within the constraints of available resources, should be prepared and adopted.
  - a) Develop a process for preparing and adopting a budget
  - b) Develop and evaluate financial options
  - c) Make choices necessary to adopt a budget

- 4) Evaluate Performance and Make Adjustments – Program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals.
- a) Monitor, measure, and evaluate performance
  - b) Make adjustments, as needed

The NACSLB's work goes on to identify 59 practices to achieve the higher-level activities identified in the principles and elements of budgeting. Scottsdale's budget process attempts to incorporate all of the NACSLB's recommended practices.

### Budget Roles and Responsibilities

Every City of Scottsdale employee plays a role in the city's budget — whether in its formulation, preparation, implementation, administration, or evaluation. Ultimately, of course, each executive director, through the city manager, and the charter officers, is accountable to the City Council for the performance of program personnel in meeting City Council's broad goals and specific work plan objectives within allocated resource limits.

The actual budget responsibilities of the employees are identified more specifically below:

The **program manager** is responsible for preparing an estimate of remaining cost requirements and revenues, if applicable, 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 city divisions have **budget liaisons** that coordinate the day-to-day budget management within their respective divisions along with the budget staff. The budget liaisons serve as the vital communication link between their city division and the Budget Office on matters related to their specific operating budget. Budget liaisons are responsible for revenue and expenditure forecasts, monthly expenditure and revenue variance analysis, calculating user fees and indirect cost rates, monitoring the budget, support to the Accounting Office in the Comprehensive Annual Financial Report preparation, and preparing budget review materials for the city

treasurer, executive directors, city manager, City Council, media and citizens.

The **capital improvement plan (CIP) liaisons** essentially serve the same role as the budget liaisons; however, their focus is on the coordination of capital projects, multi-year capital planning and capital project operating impacts with the budget staff. In some cases, the same individual serves as both the divisional budget liaison and CIP liaison. A list of budget liaisons and CIP liaisons and their area of responsibility appears later in this section.

The **CIP technology review team** and **CIP construction review team** are comprised of supervisors and managers from various city divisions. These cross-divisional teams are responsible for the initial review of all of the city's capital projects. Their reviews are focused on timing and cost considerations, compiling lifecycle costs, and preparing a preliminary capital improvement plan recommendation for review and revision by the executive directors, budget staff, city treasurer, city manager, City Council and various citizen boards and commissions.

The **executive directors and charter officers** are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions, and modifying and assembling their program data into a cohesive budget information package. Each executive director is responsible for evaluating, reviewing, justifying and prioritizing all operating and capital budget requests for their division. Only those requests, that an executive director believes support the City Council's broad goals, the city's general plan, city manager's work plan, and administrative direction and program objectives are to be submitted to the budget staff.

The **senior budget analysts** are responsible for preparing the multi-fund short-range and long-range revenue and expenditure forecasts, coordinating with budget liaisons in calculating user fees and indirect cost rates, developing the process and related forms for preparing and monitoring the budget, coordinating the compilation of budget data, analyzing operating and capital budget requests, supporting the Accounting Office in the Comprehensive Annual Financial Report

preparation, asset monitoring, evaluating and summarizing budget requests from divisions and preparing budget review materials for the city treasurer, executive directors, city manager, City Council, media and citizens.

The **city treasurer** and **executive directors** collaborate in developing programmatic, operating, and capital policies and financial plans that help define how Scottsdale will achieve its long-term goals. They are responsible for reviewing the program operating budget and capital budget requests and working with program managers to develop service recommendations that are consistent with City Council's broad goals, management strategies and the city's adopted comprehensive financial policies.

The **city manager** is responsible for reviewing the multi-year, multi-fund financial plan and submitting a balanced citywide proposed budget to the Mayor and City Council, which supports their broad goals. From December through May, the city manager holds weekly meetings with the budget staff, city treasurer, and executive directors to ensure the staff is preparing a proposed budget that address City Council's priorities and to provide guidance on key policy issues related to the budget development.

The **Mayor and City Council** set the direction for staff related to the forthcoming budget by establishing broad goals for the organization, to serve as a basis for decision-making. The City Council reviews key aspects of the city manager's proposed budget such as -- the city's multi-year financial plan including an examination of the revenue forecast and related assumptions, employee compensation including healthcare and retirement costs, changes to rates and fees, comprehensive financial policies, debt schedules, property tax rate and the capital budget. During the spring, the City Council holds budget work sessions with each of the division heads to review their proposed operating and capital budgets. The sessions are intended to assess how well the division's proposed budget aligns with the citizen input, priorities, and supports the City Council's broad goals and general plan. The budget process culminates in late spring with the Mayor and City Council holding public budget hearings. The Mayor and City Council are ultimately

responsible for the review of the city manager's proposed budget, tentative budget adoption (mid-May) and final adoption of the budget (early June). All City Council budget hearings are open to the public for comment and are broadcast on CityCable 11 and the city's web page.

Scottsdale's budget process is a key aspect of its strategic visioning and planning efforts - allowing City Council and staff the opportunity to reassess goals and objectives and the means for accomplishing them. While the City Council typically reviews the city's proposed budget in detail from March through the early June adoption, they also provide input to the city manager and staff throughout the year in a series of work study sessions and regular City Council meetings. In these sessions, the City Council members collaborate to establish a mission and broad goals for the community, articulate their priorities, discuss relevant issues such as methods of expanding and enhancing public input, and the most recent economic/revenue forecast, and emerging budget/legislative/policy issues.

Traditionally, a retreat in the fall with City Council provides the groundwork and starting point for the staff to begin framing the program operating budget and the capital project budget.

### Needs Assessment and Financial Capacity Phase

In this phase, which begins in the late summer and continues up to the final budget adoption, the staff compiles and updates on an ongoing basis the city's multi-fund, multi-year revenue forecast. The first year of the revenue estimates is the most critical in the process, as that will ultimately define the expenditure limitations for the forthcoming budget year. The multi-year revenue perspective further refines the city's planning for current and future period expenditures — with the goal of not adding service areas, services or staff which do not have a "sustainable" funding source over the five year planning timeframe.

The preliminary assumptions are used to forecast the city's fiscal capacity and provide the financial framework within which the proposed service area budget service levels, capital budget operating impacts and capital infrastructure project budgets must be developed.

## Policy/Strategy Development and Prioritization Process Phase

In the fall and spring, City Council typically reviews citizen input, citizen board and commission feedback, financial policies, economic trends analysis, citizen survey results and the most current financial forecast. They discuss broad organizational goals, priorities, and constituents' suggestions and expectations for Scottsdale. From this, the City Council establishes broad goals and strategic directives, which are the cornerstone for the development of the budget. These broad goals provide the overall direction for Scottsdale and serve as a basis for decision-making. The executive and senior management staff updates city financial policies, plans, programs, and management strategies to define how the city will achieve the broad goals. It is within this framework that the city staff formulates the proposed program operating and capital budgets.

## Budget Development and Prioritization Process Phase

In the early fall, the capital improvement plan (CIP) development begins in conjunction with the city's multi-year financial forecasts. Initial divisional capital project requests and changes to existing capital projects are reviewed by cross-divisional teams for accurate costing, congruence with city objectives and prioritized using a set of pre-determined criteria. Financing sources are then sought for the highest-ranking projects. The teams involved in this process include the CIP technology review team and the CIP construction review team. The CIP technology review team is made up of mid-level technology managers from various city divisions. The CIP construction review team is made up of mid-level capital project management staff with expertise in public building planning and construction, street improvements, stormwater management, landscaping, etc. The staff, when developing their program operating budget plans, closely considers the ongoing operating impacts of current and proposed capital projects. Staff also considers City Council's broad goals and strategic directives as they develop program objectives and work plans for the budget period.

Later in the fall after the CIP is underway, the city staff

update their proposed performance measurements. The performance measurements are developed to assess results and ensure accountability, which enable managers and policy makers to evaluate progress towards stated goals and objectives. The staff also prepares their proposed program operating budgets at this time, using a modified zero-based budget approach, which requires that the budget be prepared solely at the existing service operating levels – no modifications are permitted at this stage of the budget development process. The divisional staff is also asked to evaluate their programs and/or positions for possible trade-offs, reductions or eliminations, or service level changes to offset inflation, contractual, compensation, and benefit cost increases.

Under the city's modified zero-based budget approach, any proposed changes in service levels, new programs, population/service growth, additional staff, and program trade-offs resulting in service level reductions/increases must be submitted to the Budget Office in an evaluation decision package. An evaluation decision package provides extensive analysis and justification for the division's request and is reviewed by the city manager and executive directors during the budget development and prioritization process. In the later stages of the city's budget development process, evaluation decision packages are considered and balanced among numerous competing demands within the city's available, ongoing resources. When funding needs exceed the city's funding limits (as they did in FY 2011/12 and were projected for FY 2012/13), remedies may include one or more of the following: reduce the base budget, identify new revenues, employ process management tools, and/or form partnerships with other city programs or non-profit organizations.

## City Management Review and Modification Phase

In the early winter, the divisions submit their proposed program operating budget and capital project budget requests to the Budget Office. The initial multi-faceted review focuses on ascertaining the divisions complied with the Budget Office's budget instructions, reviewing the mathematical accuracy and logic of the divisional base budget and capital project requests, and any evaluation decision packages. The review also includes a broader assessment of whether the divisional budget proposals address City Council's broad goals, strategic directives, and service needs while maintaining a citywide perspective ensuring the fiscal integrity of the city (not exceeding our forecasted resources/limits).

The city manager, executive directors, city treasurer, and budget staff collaborate on the development of a recommended five-year financial plan and proposed budget for each fund and then submit the plans to the City Council for review and adoption. The City Council also reviews the proposed multi-year revenue forecasts for reasonableness and the expenditure budgets for efficiencies and alignment with community needs and expectations.

## City Council Budget Review and Adoption Phase

In the early spring, staff presents an overview of the proposed operating and capital budgets to the City Council and citizens for consideration and further public input. The budget is also communicated to the general public in a summary format using a newspaper insert, televised public meetings, Internet and/or a combination of these formats.

The City Council holds public hearings to review each division's proposed budget and the city's five-year financial plan. This review focuses on how the division's program operating and capital budgets address citizens' priorities and City Council's broad goals. Additionally, the City Council holds meetings to review rates and fees, financial policies and compensation, including benefits.

Next, a series of required public budget hearings are held and the City Council adopts the budget and property tax levy consistent with the City Charter and state law. Per the City Charter, the City Council must have tentative adoption of the proposed budget, on or before the second regular City Council meeting in May each year. This meeting is usually held in mid-May. (*Note: state law requires on or before the third Monday in July of each fiscal year, the City Council must adopt the tentative budget*). Tentative adoption sets the legal maximum expenditure limit (i.e., appropriation) for the coming fiscal year budget.

Under the City Charter, final adoption of the budget must occur at the first regular City Council meeting in June. (*Note: There is no specific date set by state law for adoption of the final budget. However, for jurisdictions with a property tax, such as Scottsdale, the deadline for adoption of the property tax levy is the third Monday in August. Since state law requires a period of at least 14 days between adoption of the final budget and adoption of the property tax levy, the budget should be adopted by the first Monday in August of each year*).

Arizona state law requires a "balanced" budget, which is "all-inclusive". Arizona State Revised Statute (ARS 42-17151) defines a "balanced" budget as follow:

*"Fix, levy and assess the amount to be raised from primary property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year."*

Under Arizona state law "all-inclusive" means if an item is not budgeted (i.e. does not have an appropriation), it cannot legally be spent during the fiscal year. Therefore, the budget must include sufficient appropriation and contingency provisions for expenditures related to revenues (e.g., possible future grants) that cannot be accurately determined or even anticipated when the budget is adopted in June. This budgetary flexibility allows the city to comply with the Arizona state law and to pro-actively pursue emerging revenue sources as the budget year unfolds. Expenditures (i.e., appropriations)

associated with items such as possible future grants/revenues may not be spent without City Council's prior approval at a public meeting.

Arizona State Revised Statutes only requires communities to prepare budgets for two funds — the General Fund (ARS 42-17101) and Highway User Fund (ARS 28-6533) (See the Transportation Fund). In addition to these two funds the city prepares budgets and requests legal appropriation for all of its funds — Special Revenue, Debt Service, Enterprise, Internal Service, Grants, Trust and Capital Improvement Plan Funds. The ordinance adopting the annual budget requires City Council authorization for expenditures from the aforementioned funds, which in the aggregate constitute the city's total operating, capital budget and contingency/reserves for purposes of complying with the state's balanced budget and legal maximum appropriations requirements.

### **Implementing, Monitoring, and Amending the Budget Phase**

In July, the city staff begins the process of implementing the newly adopted budget and is accountable for budgetary control throughout the fiscal year. Sources and uses patterns are examined, compared to budget plans, and corrective action, if necessary, is taken during the fiscal year. Members of the Finance and Accounting Division staff and divisional budget liaisons meet 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. City management and City Council are also provided monthly financial updates and reports disclosing actual revenue, expenditure, and fund balance performance as compared to the budget plan.

Upon the final adoption of the budget, staff incorporates any of City Council's approved changes to the tentative budget proposal and implements the program operating budget and the capital improvement plan. The final program operating budget and capital improvement plan books are typically published by September.

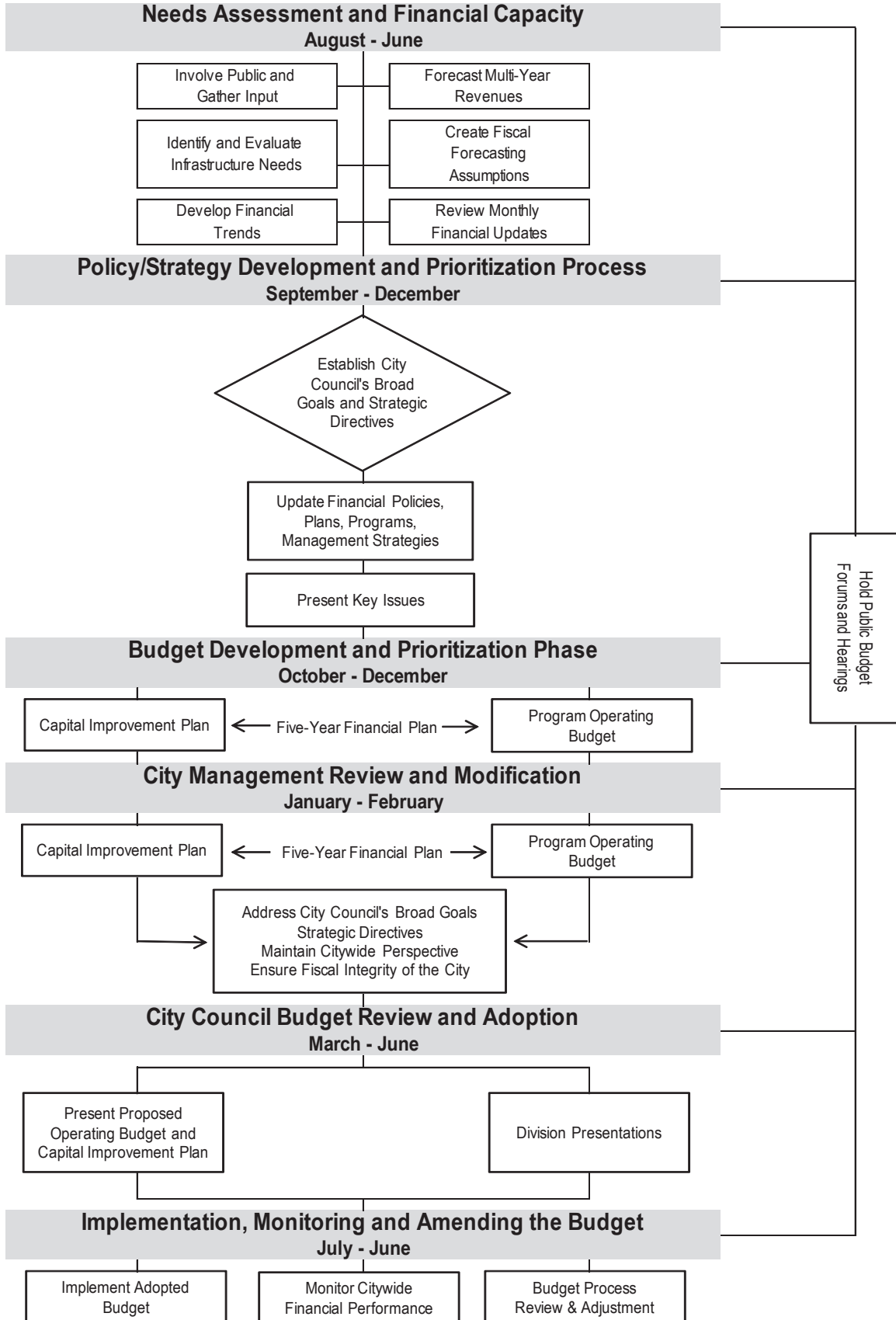
Scottsdale's programs and activities are periodically reviewed to determine if they are achieving City Council's broad goals, accomplishing strategic objectives and making efficient use of limited resources. City values of "plan and innovate for the future" and "focus on quality customer service" along with city manager directed studies of several programs during the next budget year help communicate this expectation. The Finance and Accounting Division staff, executive directors, and the internal audit staff all provide assistance in their review of programs.

The staff of every city program is expected to conduct self-assessments and develop cost and quality measures of efficiency and effectiveness. Internal performance measurements are developed and reviewed on a periodic basis by program managers. Scottsdale's culture, along with the city value of "listen, communicate, and take action" stresses open communication and stakeholder involvement determining satisfaction with programs and in identifying areas needing additional attention.

Ongoing monitoring of the city's financial performance is required of all program managers on a monthly basis. Written budget to actual expenditure variance reports must be submitted monthly by all city divisions explaining any variances that exceeds pre-determined variance ranges and provide a solution for corrective action. Additionally, the divisions must be able to explain in writing to the Budget Office the projected year-end budget savings and/or fund balances.

The City of Scottsdale's program operating budget is adopted at a division level and the capital improvement plan is adopted at a project level.

All amendments to the budget that require a budget transfer from the Contingency/Reserve Funds require City Council's prior approval at a public meeting before the adjustment can be made by staff. If approved, the transfer is processed in the budget system by the Finance and Accounting Division staff.





## Use of Contingency/Reserve Funds

Contingency/Reserve Funds are strictly defined in the city's financial policies adopted by City Council annually and used when additional funds are necessary to offset events such as: unexpected revenue shortfalls or expenditure increases so that budgeted citizen service measures can be maintained; unanticipated grants are received; and when unanticipated and/or inadequately budgeted events threaten the public health or safety. Use of Contingency/Reserve Funds is to be utilized only after all alternative budget funding sources and other options have been fully considered. All Contingency/Reserve Fund requests require a written justification and an explanation of the fiscal impact, which is reviewed and approved in writing by the budget liaison, city treasurer, the applicable division executive director, and city manager before being presented to City Council for consideration in a public meeting.

## Budgetary and Accounting Basis

Scottsdale's budget is prepared on a basis generally consistent with Generally Accepted Accounting Principles (GAAP). The City's Governmental Funds consist of the General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds. Governmental fund type budgets are developed using the modified accrual basis of accounting.

Under the modified accrual basis, revenues are estimated for the fiscal year if they are accrued (amounts can be determined and will be collected within the current period). Principal and interest on general long-term debt is budgeted as expenditures when due, whereas other expenditures are budgeted for based on the timing of the receipt of the good or service.

Proprietary Fund Budgets – Water, Sewer, Solid Waste and Internal Service Funds – are adopted using the full accrual basis of accounting whereby revenue projections are developed recognizing revenues earned in the period. Expenditure estimates are developed for all expenses incurred during the fiscal year.

The major differences between the budget and the Comprehensive Annual Financial Report (CAFR) are:

- Certain revenues, expenditures, and transfers are not included in the budget, but are accrued and reported in the CAFR. For example, increases or decreases in compensated absences are not included for budget purposes, but are presented in the CAFR.
- In-lieu property tax and franchise fees charged to the Enterprise Funds are accounted for as transfers in or out in the budget, but are recorded as revenues and expenses in the CAFR.
- Capital outlays in the Enterprise Funds are presented as expenses in the budget, but are recorded as assets along with associated depreciation expenses in the CAFR.
- Debt service principal payments in the Enterprise Funds are expenses in the budget, but reported as reduction of long-term debt liability in the CAFR.
- Certain debt service principal and interest payments are accounted for as expenses in the General Fund for the budget, but are reported as expenses in the Debt Service Funds in the CAFR.
- For budget purposes the Risk Fund presents claim expenditures on a cash basis, while in the CAFR the claim expenditures reflect an accrual for "incurred but not reported" (IBNR) claims.

All actual amounts in the budget document are shown on the budgetary basis to facilitate meaningful comparisons. Budgeted funds include the General, Special Revenue, Debt Service, Enterprise, Internal Service, Grants, Trust, and Capital Improvement Plan.

## Operating and Capital Budget Relationship

The City of Scottsdale's Budget for FY 2012/13 is comprised of two volumes:

*Volume One – Operating Budget* includes the City Council's mission statement and broad goals, the city manager's transmittal letter, executive summary, and adopted financial policies. Volume One also contains a budget by fund section which includes five-year financial forecasts that cover the period FY 2012/13 through FY 2016/17. This section also provides five-year historical summaries for revenues and expenditures by fund. A summary by division section is included and contains

descriptions of services provided by each division and program, staffing summaries, operating budgets by expenditure category and the applicable funding sources, current fiscal year priorities, as well as prior year achievements, significant changes, and performance measures. In addition, included are program operating budgets and their relationship with the broad goals, general plan and CityShape 2020.

*Volume Two - Capital Improvement Plan (CIP)* includes the capital project budget and five-year capital improvement plan with more detailed information for each project. Projects accounted for in Enterprise Funds are also included in the capital project budget. Capital project budget funding sources are matched with budgeted expenditures. Future year projected operating impacts are noted in the capital budget and are also included in the five-year financial plan.

Governmental accounting procedures and state law require expenditures for the five-year capital improvement plan to be budgeted at an amount sufficient to pay for an entire contract, meaning the legal authority is available and appropriated in the period in which a contract is entered into by the city. Therefore, capital expenditures are presented on a budget basis reflecting the total appropriated amount, as opposed to a cash flow basis, which may take several fiscal years to be paid out. For example, a 180-day construction contract entered into in May of fiscal year one would have cash expenditures from May of fiscal year one through October of fiscal year two, however, the entire budget for this contract must be appropriated in fiscal year one, the year in which the contract was entered; any unspent funds at the end of fiscal year one would be carried forward and re-budgeted again in fiscal year two.

Funding sources for the five-year capital improvement plan are presented on budget basis, except for cash transfers in from the program operating budget, which are presented on a purely cash basis. These resources are presented in the period that the cash funding will be transferred in order to provide continuity between the program operating budget and the capital improvement plan. As a result of presenting the cash transfers in on a purely cash basis, the funding sources may not equal the budgeted expenditures in each period, creating a fund

balance as cash accumulates each year for planned larger capital expenditures in later fiscal years.

For further information regarding capital project funding sources and expenditures, refer to Volume Two - Capital Improvement Plan.

### **Five-Year Financial Plan**

The city's five-year financial planning process used to develop the proposed budget is a year-round process. The budget process begins in the early fall with the Finance and Accounting Division staff's initial updating of the five-year financial plan for each of the city's major funds. The staff reviews the five-year financial plans for the following funds that appear in the budget – General, Transportation, Preservation Privilege Tax, Special Programs, Special Districts, Debt Service, Water & Sewer, Solid Waste, Aviation, Fleet, PC Replacement, Self-Insurance, and Trust. Using the latest fiscal, operational, and legislative information, the staff works collaboratively with the city divisions to update the forecast for the current fiscal year related to the most recently adopted budget and to create a forecast for the coming budget year. The forecasts serve as the basis for the development of the city's proposed five-year financial plan.

In March, the city manager provides the City Council with the updated five-year financial plans for their review and consideration. The staff works with the City Council to review the underlying assumptions and reasonableness of the plans. The plans are used to develop the budget for the coming year (i.e. the first year of the plan) and subsequent years of the five-year financial forecast period. This time is also used to identify future service and financial issues requiring attention during the budget planning process.

The five-year financial plans provide the City Council, city management, citizens and municipal bond rating agencies with the benefits of a long-term financial perspective of revenues, expenditures, cash transfers in/out, fund balances, and capital financing options. They also serve as the basis to test the potential impacts of proposed policy and operational modifications and pending legislative changes all intended to avoid

subjecting citizens to wide or irregular fluctuations in rates/fees and service levels.

Proposed future operating impacts of capital projects are also included in the forecast, which facilitates the planning, integration, and timing of the capital projects into the city's five-year financial plans. The City Council and city management use the plans to assess the impact of their proposed decisions in a long-range financial context. These decisions may include the proposed addition of new staff, new debt issuances and debt refunding, tax rates changes, the desire to create, modify or eliminate rates/fees, new or expanded services and state legislation changes. Based on the fiscal impact of these decisions, City Council has an opportunity to modify the proposed plans.

As noted above, the development and updating of the five-year financial plans is a year-round process. The staff monitors the current budget on a monthly basis and makes adjustments to the estimated annual revenues and expenditures based on the latest economic information, legislative changes and City Council priorities. The revenue and expenditure variances, estimated ending fund balances and the status of the current year contingency usage are reported monthly to the City Council, city management and other stakeholders via the Monthly Financial Update and Monthly Financial Report. The staff also monitors and identifies changes in the financial and economic climates and considers solutions to negative trends, thereby preserving the financial health of Scottsdale.

## Revenue Forecasting

The City of Scottsdale uses both qualitative and quantitative methods for forecasting revenues, blending various techniques to develop conservative and prudent revenue projections. Qualitative revenue forecasting methods used by staff to develop multi-year financial plans include consensus, judgmental, and expert forecasting, while trend analysis is used as a quantitative technique. This balanced approach to revenue

forecasting is strongly encouraged by the Government Finance Officers Association (GFOA), since research shows that forecasting accuracy is improved by combining qualitative and quantitative techniques. According to the GFOA, each method by itself has inherent weaknesses: qualitative methods can be too subjective at times and may be subject to wishful thinking and selective perception on behalf of the forecasters; quantitative methods may fail to consider changing conditions inside and outside a jurisdiction and also tend to discount important historical events. By combining qualitative and quantitative methods, forecasters integrate judgmental assumptions within the forecasting framework to produce more realistic revenue projections.

To enhance the revenue forecasting process and gain the broader input into the planning process, the finance and accounting staff works collaboratively with the city divisions throughout the year to prepare the revenue estimates. This multi-disciplinary approach and continual reassessment creates a synergy between the central finance staff and the division field staff, which reduces the likelihood of miscommunications in formulating the revenue estimates. The field staff's participation in the revenue estimates also increases their ownership and accountability for achieving the proposed plan.

## Expenditure and Year-End Savings Forecasting

Each month throughout the fiscal year, the Budget staff works with the city divisions to monitor year-to-date actual expenditures against the year-to-date approved budget and prior year actual expenditures. Each division is also required to forecast their year-end expenditures and related expenditure savings. All significant actual or forecasted variances are researched and a reason for the likely variance as well as possible alternatives to resolve the variance is considered by the staff. Pro-active management of the budget to actual/forecasted expenditures allows staff the opportunity to promptly notify city management and the City Council of potential budget concerns.



FY 2012/13 Adopted Budget

**TRADITIONAL BUDGET PLANNING AND DEVELOPMENT  
FISCAL YEAR 2012/13 CALENDAR**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Strategic Planning Process</b>															
Needs Assessment and Financial Capacity															
Forecast Multi-year Revenues															
Evaluate Infrastructure Needs															
Create Fiscal Forecasting Assumptions															
Develop Financial Trends															
Developing Broad Goals & Strategic Directives															
Citizen Input															
Update Financial Policies															
Develop Management Strategies															
<b>Capital Improvement Program</b>															
Update CIP Portion of Budget Planning Guide															
CIP Kick-off Meetings															
Division Review and Preparation															
Peer Construction & Technology Review															
CIP Advisory Team Review															
City Management Review															
City Council Review & Adoption															
Tentative/Final Budget Public Hearings															
Final CIP Adoption															
<b>Budget Process</b>															
Budget Planning Guide															
Budget Kick-off Meetings															
Update Performance Measurements															
User Training: Budget Databases															
Division Budget Development															
Budget Liaison Update Meetings															
Division Budget Request Submission (Changes in service level, additional staff, etc.)															
Line Item Analytical Review															
Internal Service Rates Finalized															
City Management Review															
Mission Statements Preparation/Review															
Organizational Charts Preparation/Review															
Finalize Proposed Five-Year Financial Plans															
Division Budget Review Sessions With Council															
Tentative/Final Budget Public Hearings															
Final Budget Adoption															
Implement Adopted Budget															
Monitor Citywide Financial Performance															
Budget Process Review & Adjustment															

**Budget Liaisons** and **CIP Liaisons** coordinate the budget within their respective divisions. The Budget Liaisons serve as the vital communication link between their city divisions and Finance and Accounting on matters related to their specific operating budget. Budget Liaisons are responsible for the review, analysis, coordination of information; ensuring the proper completion and submission of forms and documentation; monitoring the internal review process to meet timelines; and facilitating problem resolution throughout the budget process. The **CIP Liaisons** (identified with an asterisk) essentially serve the same role; however, their focus is on coordination of capital projects and multiyear capital planning with the Finance and Accounting Division staff. In many cases the same individual serves both roles.

Mayor & City Council .....	Rachel Smetana	Administrative Services.....	Jennifer Jensen*
City Attorney .....	Jane Callahan	Community Services .....	Bryan Bundy/Tim Barnard*
City Auditor .....	Sharron Walker	Community & Economic Development.....	Dan VandenHam
City Clerk .....	Karen Dingman	Public Safety – Fire .....	Teresa Martin/Victor Valliere*
City Court.....	Jack Miller*	Public Safety – Police .....	Christy Alonzo*
City Manager .....	Brent Stockwell	Public Works .....	Teri Huston
Finance and Accounting .....	Monica Staats*	Water Resources .....	Gina Kirklin/Ron Dolan*

## Operating Management

1. All divisions will participate 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 required on all grant program initiatives and incorporated into other service plans, as appropriate.
2. 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.
3. Annual budgets shall include documentation that programs met intended objectives ("effectiveness criteria") and provide value in terms of dollars allocated ("efficiency criteria").
4. The budget shall be considered balanced if all sources of revenue, as estimated, are equal to, or exceed, the total of amounts proposed to be used in the operating budget for the current fiscal year, by fund. To the extent unencumbered balances from the preceding fiscal year are required to achieve a balanced budget, use of unencumbered balances from the preceding fiscal year will be only as authorized by City Council.
5. The Budget Review Commission is responsible for reviewing the operating budget (division and program/service funding); the capital budget; the revenue forecast, taxes, and fees; and financial policies. *(On August 29, 2011 the City Council decommissioned the Budget Review Commission.)*
6. The full City Council will solicit citizen input and review the operating and capital budget recommendations from a divisional, program, and goals perspective.
7. Revenues will not be dedicated for specific purposes, unless approved by City Council or required by law. All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process.
8. A diversified and stable revenue system will be developed to protect city services from short-term fluctuations in any single revenue source.
9. Balanced revenue and expenditure forecasts will be prepared annually and include a five-year plan for each fund to demonstrate the city's ability to adapt to forecast changes in the economy, service demands, and capital improvements.
10. Enterprise (Water, Water Reclamation, Solid Waste Management, and Aviation) user fees and charges will be examined annually to ensure that they recover all direct and indirect costs of service, debt service, provide adequate funding for future capital needs and be approved by the City Council. Any unfavorable balances in cost recovery will be highlighted in budget documents. Rate adjustments for enterprise operations will be developed pursuant to a multi-year financial plan that levels the impact of user rate changes.
11. All other user fees and charges will be examined periodically to determine the direct and indirect cost of service recovery rate, excluding voter-approved debt service. The acceptable recovery rate and any associated changes to user fees and charges will be approved by the City Council.
12. Development impact fees, as permitted by state law, for capital expenses attributable to new development will be reviewed annually to ensure that fees recover all direct and indirect development-related expenses and be approved by City Council. Any unfavorable balances in cost recovery will be highlighted in budget documents.
13. The replacement of General Fund capital equipment replacement will be accomplished through the use of a "rental" rate structure. The rates will be revised annually to ensure that charges to operating divisions are sufficient for operation and replacement of vehicles and other capital equipment (fleet, information technology infrastructure, phones and copier systems). Replacement costs will be based upon equipment lifecycle financial analysis.

14. Grant funding will be considered to leverage city funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs. Programs financed with grant monies 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.
15. Alternative means of service delivery will be evaluated to ensure that quality services are provided to our citizens at the most competitive and economical cost. Divisions, in cooperation with the City Manager, City Auditor and City Treasurer, will identify activities or services that could be provided over the long-term more efficiently or effectively by another source and review options/alternatives to current service delivery. The review of service delivery alternatives and the need for the service will be performed on a reasonably periodic or on an "opportunity" basis.
16. Cash and Investment programs 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.
17. A collection policy goal for all uncollectible accounts will be no more than 0.5 of one percent (1%) of revenue.
18. Any year-end General Fund operating surpluses not needed to restore contingency reserves or cover unforeseen shortfalls in the budget, but in no case less than twenty-five percent (25%) of construction privilege tax revenues, will be transferred to the General Fund Capital Improvement Program in the following fiscal year unless otherwise directed by City Council.
19. 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 net revenue or enhanced operating efficiencies. To the extent feasible, personnel cost reductions will be achieved through attrition.
20. Benefits and compensation will be administered in accordance with policy given by City Council. As part of a cost-containment strategy, total costs for health insurance premiums will be shared between the employer, employees and retirees. Total premiums will be evaluated on an annual basis to ensure they are reasonable and competitive and that total premiums are expected to provide adequate funding of anticipated claims and a reasonable level of loss reserves.
21. Property tax will be levied to recover; (1) anticipated general obligation debt service and (2) revenues required for the General Fund equal to (a) the prior year's revenue plus (b) the prior year's tort liability payments as approved by City Council. Council may also approve the legally allowable maximum of a 2 percent (2%) increase over the previous year's maximum allowable primary levy.
- 21A. One hundred percent (100%) of the transient lodging (bed) taxes received by the City shall be deposited into the Special Revenue Fund for Tourism Development. Additionally, the Special Revenue Fund for Tourism Development shall receive one hundred percent (100%) of Princess Hotel lease revenues.
- As approved by voters, fifty percent (50%) of the transient lodging (bed) tax revenues will be used for tourism-marketing. Use of the remaining Special Revenue Fund for Tourism Development revenues will be allocated annually as follows:
- \$1,500,000 for the General Fund;
  - \$1,200,000 for Events and Event Development;
  - \$500,000 for tourism-related administration and research;
  - \$500,000 for one-time commitments to capital projects, events and event development, or administration and research;
  - The balance for tourism-related capital projects, in the form of one-time commitments or multi-year annual commitments, not to exceed \$600,000 per project.



At the end of each fiscal year, any unused funds in the Special Revenue Fund for Tourism Development will be available for use in following years for any of the non-marketing tourism categories (except the general fund category) and may be allocated without limitations, except that they may not be leveraged for multi-year annual commitments, such as debt service payments.

### Capital Management

22. A five-year Capital Improvement Plan will be developed and updated annually, including anticipated spending as well as funding sources. Capital improvement projects are defined as purchases or construction of infrastructure or equipment, which results in a capitalized asset costing more than \$25,000 and having a useful (depreciable) life of five years or more. No funding commitments will be made for any project in the CIP unless the project has sufficient budget authority in the current budget year to meet the entire amount of the commitment. For each year of the CIP, total anticipated expenditures and commitments will not exceed projected starting fund balance plus total anticipated revenues for that year.
23. Pay-as-you-go Capital Improvement Plan financing should account for a minimum of 25 percent (25%) of all capital improvement projects, excluding Preservation and Enterprise, 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.
24. Proposed capital projects will be reviewed and prioritized by a cross-divisional team regarding accurate costing (design, capital, and operating), prevention of existing infrastructure deterioration before the addition of new infrastructure and overall consistency with the City's General Plan and City Council's goals and objectives.
25. Future operating and maintenance costs associated with new capital improvements will be forecast and included in the Operating Budget and five-year financial plan.

26. Dedicated two tenths of percent (0.2%) privilege tax revenue for transportation improvements will be restricted to funding the planning, design, construction and acquisition costs associated with building, renovating, or enhancing capital projects for streets, highways, traffic control, and transit; and for transportation improvement operating expenses. No more than fifty percent (50%) of the privilege tax revenue for transportation improvements will be allocated to transportation improvement operating expenses.

### Debt Management

27. General Obligation debt, which is supported by property tax revenues and grows in proportion to the city's assessed valuation and/or property tax rate increases, will be utilized only as authorized by voters. Other types of voter-approved debt may also be utilized only when they are supported by dedicated revenue sources.
28. General Obligation debt issuances will be managed on an annual basis to match funds to Capital Improvement Plan cash flow requirements while being sensitive to the property tax burden on citizens. The city will not exceed \$1.50 combined property tax per \$100 assessed value unless otherwise directed by City Council.
29. Non-voter approved debt, will be utilized only when a dedicated revenue source (e.g., facility revenue and bed tax) can be identified to pay, or reimburse the city for paying, debt service expenses. City Debt Service (excluding enterprise, general obligation and preservation) costs (Municipal Property Corporation, Revenue Bond, and Contractual Debt) should not exceed five percent (5%) of the city's current or future annual operating revenue in order to control fixed costs and ensure expenditure flexibility. The following considerations will be made to the question of pledging of project (facility) revenues towards debt service requirements:
  - a. The project requires monies not available from other sources.
  - b. Matching fund monies are available which may be lost if not applied for in a timely manner
  - c. Catastrophic conditions.

- d. The city shall not give or loan its credit in aid of, nor make any donation, grant or payment of any public funds, by subsidy or otherwise, to any individual, association, or corporation, except where there is a clearly identified public purpose and the city either receives direct consideration substantially equal to its expenditure or provides direct assistance to those in need.
30. McDowell Sonoran Preservation debt service will be funded by the dedicated 0.35% privilege tax. The city's privilege taxes to revenue bond 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.
31. Improvement District (ID) and Community Facility District (CFD) Bonds shall be permitted only when there is a general city benefit. 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 ID and CFD bonds will be primarily issued for existing neighborhoods desiring improvements to their property such as roads, water lines, sewer lines, streetlights, and drainage.
- Improvement District debt will be permitted only when the full cash value of the property, as reported by the Assessor's Office, 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. Should the full cash value to debt ratio not meet the minimum requirements, property value may be determined by an appraisal paid for by the applicant and administered by the city. In addition, the city's cumulative improvement district debt will not exceed 5 percent of the city's secondary assessed valuation. Bonds issued to finance improvement district projects will not have maturities longer than ten years.
  - Community Facility District debt will be permitted only when the full cash value of the property, as reported by the Assessor's Office, 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. 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 \$0.25 in public infrastructure improvement costs of each dollar of public infrastructure improvement debt to be financed by the district.
32. 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.
33. While considering the bond rating impacts, the effect on short-term user rates and the level of cash reserves, the Water and Sewer Enterprise Funds will use long-term debt when prudent to achieve a ratio of long-term debt to tangible fixed assets (capital assets net of depreciation plus equity in joint venture) of no more than 50 percent (50%).

### Reserve Management

34. All fund designations and reserves will be evaluated annually for long-term adequacy and use requirements in conjunction with development of the city's balanced five-year financial plan.
35. General Fund Stabilization Reserve of 10 percent (10%) of annual general governmental (General and Transportation funds) operating expenditures will be maintained for unforeseen emergencies or catastrophic impacts to the city.
36. Debt Service Reserve will be funded with secondary property taxes, levied by City Council, sufficient to pay the bonded indebtedness for General Obligation bond principal and interest. A debt service sinking fund will be maintained to account for these restricted revenues and debt payments, as well as any additional debt amounts deemed to be advisable and necessary for any public or municipal purposes.

37. A privilege tax debt reserve will be funded at no less than the annual debt service for all currently outstanding one percent (1%) privilege tax supported debt to be temporarily used for unforeseen emergencies or catastrophic impacts to the city.
38. Contingency Reserves for each fund to be established annually will be maintained to offset 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, and subject to City Council approval.
39. Separate Operating Fund Reserves will be maintained for the city's Water, Sewer, Solid Waste Management, and Aviation Enterprise Funds. Such reserves shall be funded between 60 and 90 days of budgeted operating expenditures, excluding expenditures for debt service. Operating Fund Reserves shall be maintained to provide contingency funding and expenditure flexibility in the event of unexpected declines in revenue or increases in costs.
40. Replacement and Extension Reserves will be maintained by the Water and Sewer Enterprise Funds to ensure adequate resources for replacement of water and sewer infrastructure. Such reserves shall equal two percent (2%) of the gross book value of all tangible fixed assets of the system and shall be utilized only to provide contingency funding and expenditure flexibility during times of unusual circumstances.
41. Self-Insurance Reserves will be maintained at a level, which, together with purchased insurance policies, will adequately indemnify the city's property, liability, and health benefit risk. A qualified actuarial firm shall be retained on an annual basis in order to recommend appropriate reserve levels, which will be approved by Council.
42. A Fleet Management Reserve will be maintained based upon lifecycle replacement plans to ensure adequate fund balance required for systematic replacement of fleet vehicles and operational contingencies.

### Financial Reporting

43. The city's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB). The City Treasurer shall issue timely monthly financial reports to City Council.
44. Prior to the end of each fiscal year the Council shall designate certified public accountants who, shall perform an independent audit of the city's annual financial statements in accordance with generally accepted government auditing standards. The certified public accountants shall be independent of the city government, having no personal interest, direct or indirect, in the fiscal affairs of city government or any of its officers. The certified public accountants shall submit their reports to the Council. All such audit reports shall be a matter of public record.
45. Financial systems will maintain internal controls to monitor revenues and expenditures on an ongoing basis.



FY 2012/13 Adopted Budget

## Budget by Fund

## Fund Accounting - Fund Types

To ensure legal compliance and financial management for the various restricted revenues and program expenditures, the city's accounting and budget structure is segregated into various funds. This approach is unique to the government sector. Fund accounting segregates functions and activities into separate self-balancing funds that are created and maintained for specific purposes. For example, Special Revenue Funds are used to account for the expenditure of restricted revenues, while Enterprise Funds account for self-sustaining "business" related activities for which a fee is charged to cover all costs associated with that business. The General Fund is the city's chief operating fund and is used to account for all financial resources, except those that are legally required to be accounted for in another fund.

A **fund** is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The city, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

### General Fund

The General Fund is the primary operating fund of the city. It 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

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The city maintains the following five Special Revenue Funds: Transportation Fund, Preservation Privilege Tax, Special Programs, Special Districts and Grants.

### Debt Service

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

### Enterprise

Enterprise Funds are used to account for operations, including debt service, which are financed and operated similarly to private businesses, where the intent is that the service is self-sufficient, with all costs supported predominantly by user charges. The city maintains three Enterprise Funds to account for Water & Water Reclamation, Solid Waste, and Aviation activities.

### Internal Service

Internal Service Funds are used to account for the financing, on a cost-reimbursement basis, of commodities or services provided by one program for the benefit of other programs within the city. The city maintains three Internal Service Funds to account for Fleet PC Replacement and Self-Insurance activities.

### Trust Fund

Trust Funds are used to administer resources received and held by the city as the trustee or agent for others. Use of these funds facilitates the discharge of responsibility placed upon the city by virtue of law or other similar authority.

### Capital Improvement Funds

Capital Improvement Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The city maintains several Capital Project funds to ensure legal compliance and financial management for various restricted revenues. Examples of restricted revenue funds are:

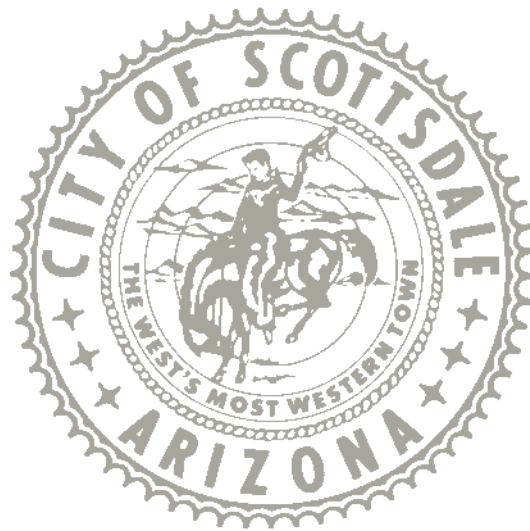
*Bond Capital Funds* – used to account for bond proceeds to be used only for approved bond projects.

*Transportation Privilege Tax Capital Fund* – used to account solely for transportation projects.

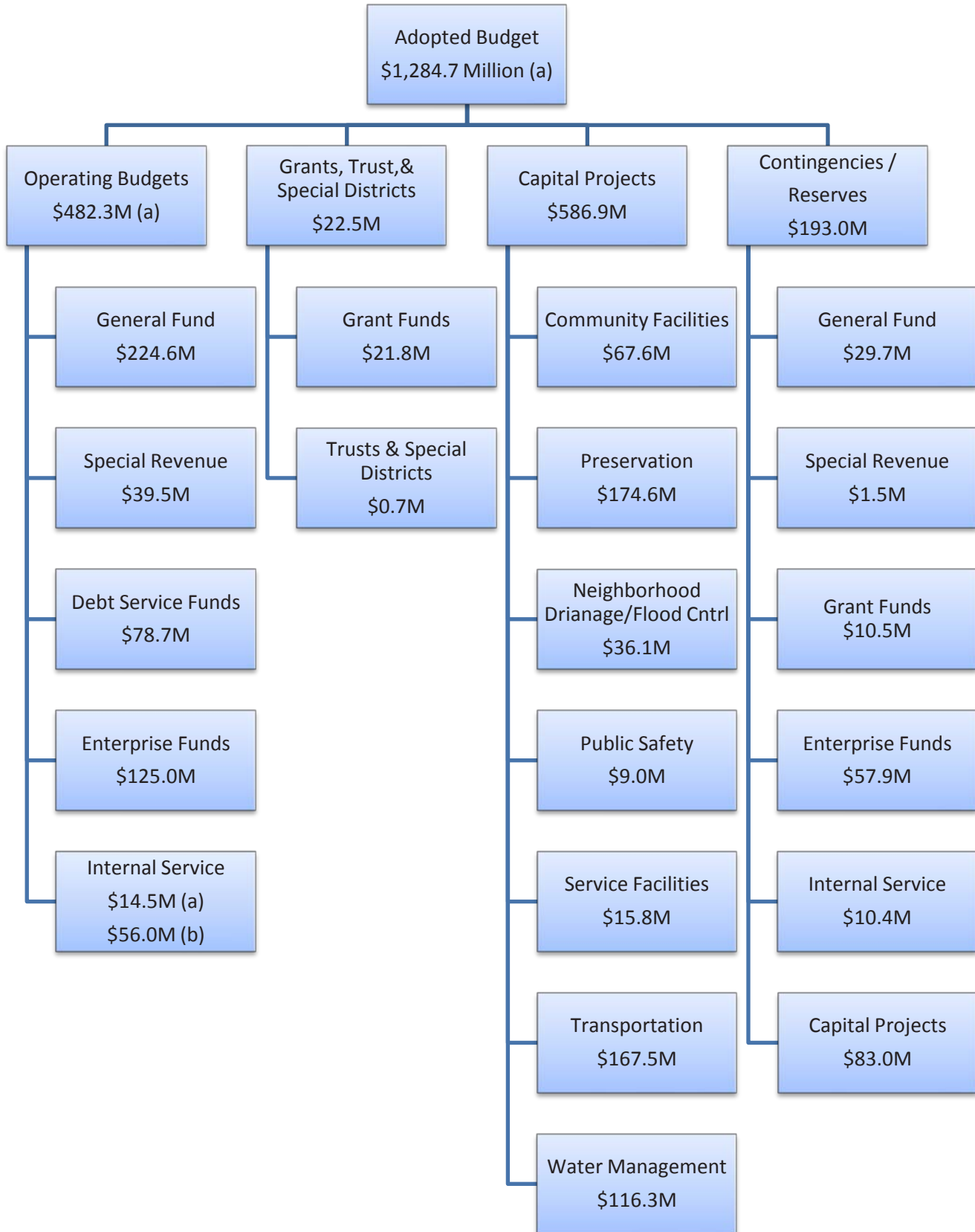
*Grant Capital Funds* – used to account for the proceeds of capital grants.

*Enterprise Capital Funds* – used to account for utility rates and development fees for specific projects.

*General Capital Funds* – used to account for transfers-in from the General Fund and for any other activity for which a restricted revenue fund has not been created.



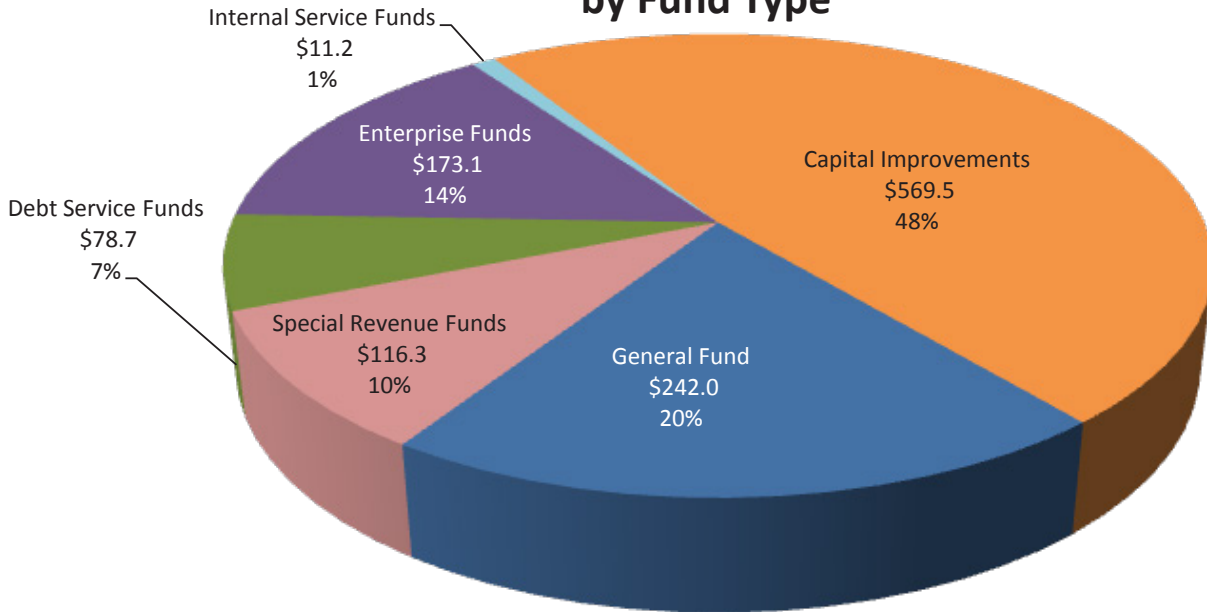
FY 2012/13 Adopted Budget



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$41.5M  
 (b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$41.5M

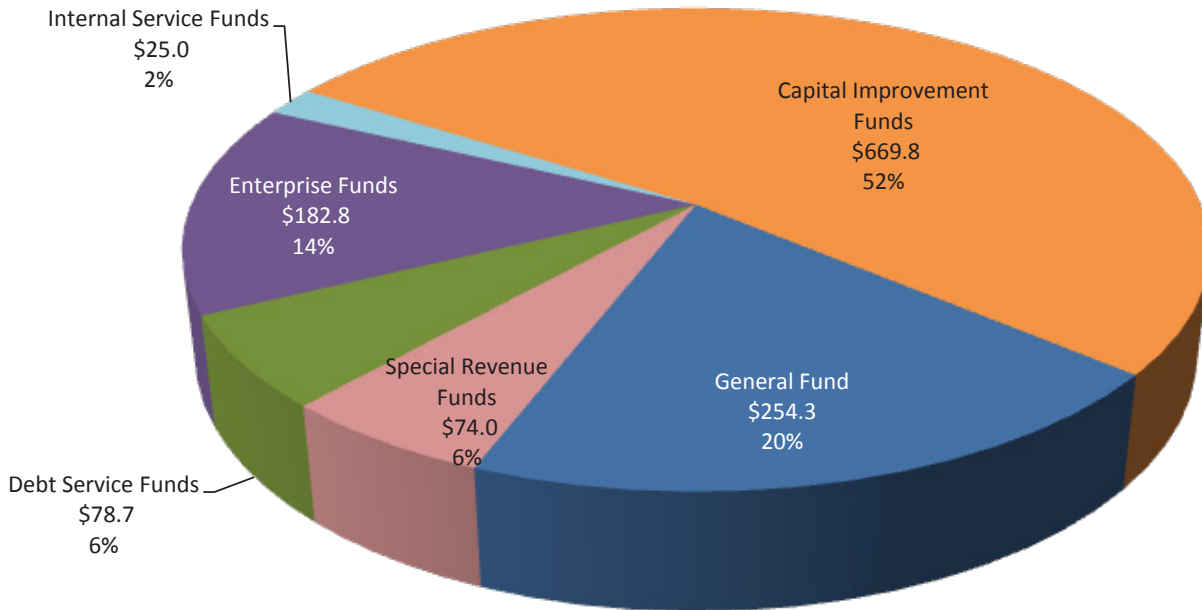
The total Scottsdale budget consists of \$1,190.7 million in sources, which includes \$139.6 million in transfers, \$224.3 million in prior year CIP unexpended funds, \$206.8 million in anticipated bond proceeds, \$62.2 million in property taxes and \$557.8 million in operating, capital and contingent revenues. A complete detail of sources can be found on the Total Budget Appropriation schedule. Below are the sources breakdown by fund.

**All Sources \$1,190.7 million  
by Fund Type**



The total Scottsdale budget appropriates \$1,284.7 in uses, with the Capital Improvement Funds accounting for the largest portion of the annual budget appropriation. This is an increase of approximately \$48 million or 4 percent from the FY 2011/12 adopted budget.

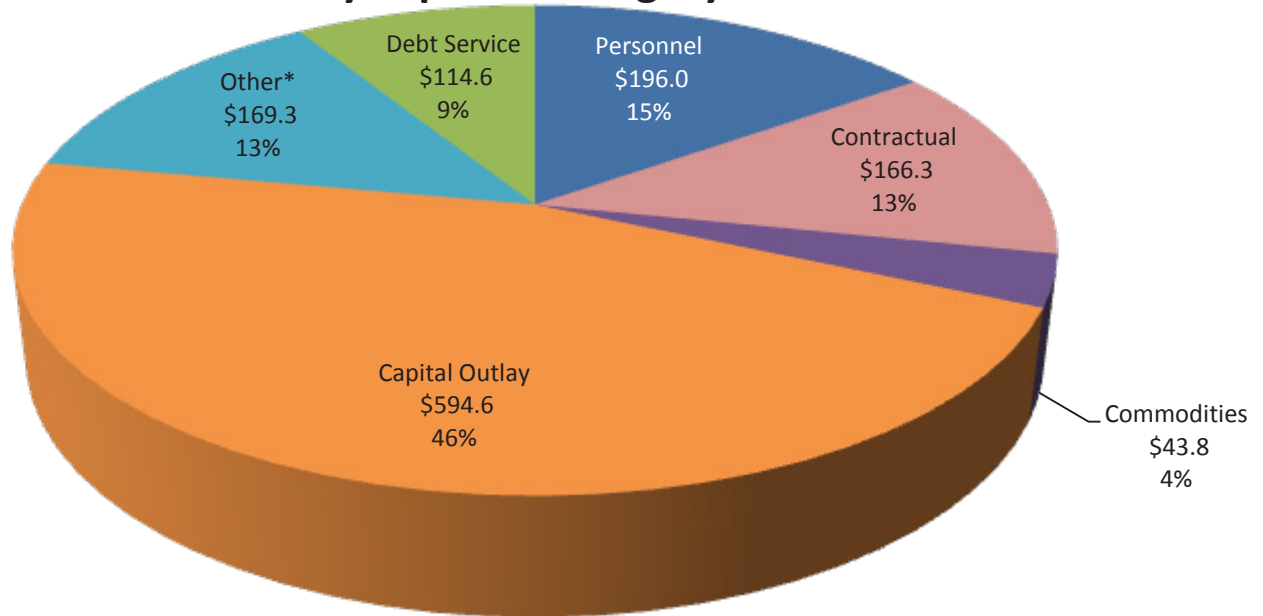
**Total Budget Appropriation \$1,284.7 Million  
by Fund Type**





The largest expense category in the FY 2012/13 budget is for Capital Outlay/Improvements. Expenses for Personnel Services, Contractual and Commodities together account for \$406.2 million, or approximately 32 percent of the total authorized budget.

### Total Budget Appropriation \$1,284.7 Million by Expense Category



\*Other includes Contingency, Reserve Appropriations, Internal Service Offsets and Indirect Costs

	Sources			Uses					Ending Balance	
	Beginning Balance	Revenue	Transfers In	Personnel	Contractual & Debt Service	Commodities	Capital Outlay	Other*		Transfers Out
<b>General Fund</b>	\$ 39,431,589	234,880,957	7,093,797	\$ 157,750,498	57,824,632	7,853,579	1,135,400	29,739,686	25,771,251	\$ 1,331,297
<b>Special Revenue Funds</b>										
Transportation	\$ 4,331,863	30,881,777	557,776	\$ 5,414,660	16,616,712	741,382	60,000	-	8,411,846	\$ 4,526,816
Grants	\$ -	32,353,686	-	\$ 1,118,850	9,547,829	141,084	-	21,544,623	1,300	\$ -
Special Districts	\$ 278,131	646,728	-	\$ -	646,728	-	-	-	-	\$ 278,131
Preservation	\$ 20,206,045	30,436,261	-	\$ -	957,700	-	-	-	32,276,530	\$ 17,408,076
Special Programs	\$ 8,785,692	12,842,601	8,562,066	\$ 1,995,633	12,174,346	1,504,826	75,000	1,500,000	3,359,304	\$ 9,581,250
<b>Debt Service Funds</b>	\$ 15,713,462	38,296,226	40,376,701	\$ -	78,720,583	-	-	-	-	\$ 15,665,806
<b>Enterprise Funds</b>										
Water/Water Reclamation	\$ 51,738,565	133,122,458	16,573,824	\$ 17,630,650	56,804,730	24,582,208	162,400	58,086,291	44,168,568	\$ -
Solid Waste	\$ 8,827,944	20,290,806	-	\$ 6,524,997	10,122,764	488,382	-	5,114,817	865,676	\$ 6,002,114
Aviation	\$ 5,764,765	3,097,988	-	\$ 1,080,536	715,637	57,250	-	1,449,396	5,559,934	\$ -
<b>Internal Service Funds</b>										
PC Replacement	\$ 207,151	-	-	\$ -	-	-	727,722	(953,208)	-	\$ 432,637
Fleet	\$ 7,732,866	251,786	-	\$ 3,334,857	1,459,539	8,348,957	5,557,000	(12,748,538)	756,600	\$ 1,276,237
Risk	\$ 17,021,034	620,719	-	\$ 751,508	7,114,171	95,117	-	(1,700,000)	1,300	\$ 11,379,657
Health Self Insurance	\$ 4,950,092	10,360,520	-	\$ 428,165	28,216,607	10,500	-	(15,663,980)	-	\$ 2,319,320
<b>Trusts</b>	\$ 4,021	16,000	-	\$ -	6,000	-	-	10,000	-	\$ 4,021
<b>Capital Improvements</b>	\$ 136,763,800	503,075,600	66,391,535	\$ -	-	-	586,884,200	82,950,000	18,383,390	\$ 18,013,345
<b>Total All Funds</b>	<b>\$ 321,757,020</b>	<b>\$ 1,051,174,113</b>	<b>\$ 139,555,699</b>	<b>\$ 196,030,354</b>	<b>\$ 280,927,978</b>	<b>\$ 43,823,285</b>	<b>\$ 594,601,722</b>	<b>\$ 169,329,087</b>	<b>\$ 139,555,699</b>	<b>\$ 88,218,707</b>

Total Budget Appropriation\*\* \$1,284,712,426

\*Other includes Operating Contingency, Reserve Appropriations, Internal Service Offsets and Indirect Costs  
 \*\*Total Budget Appropriation excludes Transfers Out

## Budget by Fund

## Total Budget Appropriation

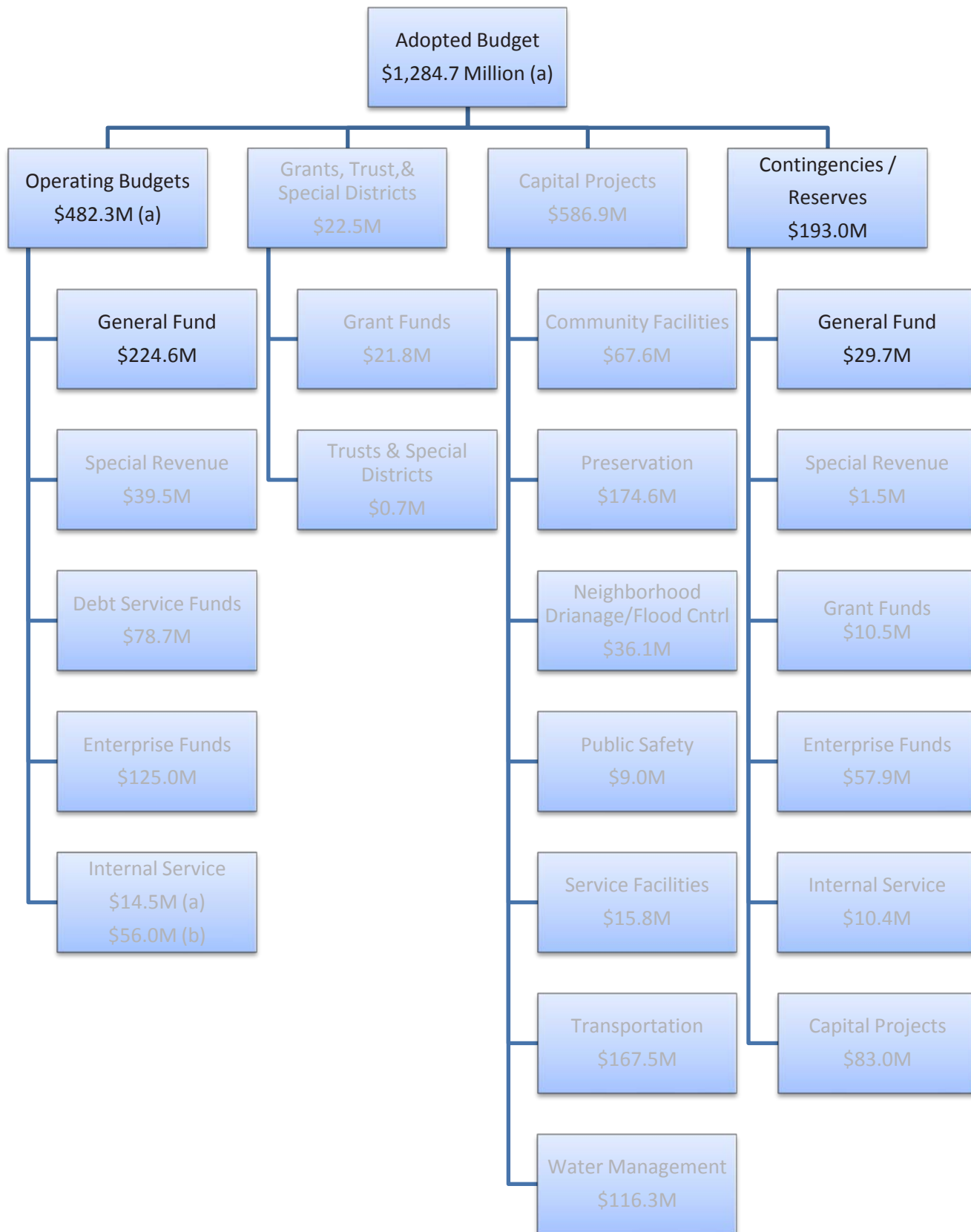
	General	Special Revenue	Debt Service	Enterprise	Internal Service	Trusts	Capital	Total
<b>Beginning Fund Balance</b>	<b>39,431,589</b>	<b>33,601,731</b>	<b>15,713,462</b>	<b>66,331,274</b>	<b>29,911,143</b>	<b>4,021</b>	<b>136,763,800</b>	<b>321,757,020</b>
<b>Revenues</b>								
Taxes - Local								
Privilege Tax (1.0%)	88,730,925							88,730,925
Privilege Tax - Transportation (.20%)		16,787,891						16,787,891
Privilege Tax - McDowell Preserve (.20%)		17,284,784						17,284,784
Privilege Tax - Preservation (.15%)		12,901,477						12,901,477
Privilege Tax - Public Safety (.10%)	8,598,027							8,598,027
Property Tax	25,271,870		36,701,738		212,914			62,186,522
Transient Occupancy Tax	13,385,000							13,385,000
Light & Power Franchise	8,210,000							8,210,000
Cable TV	3,023,984							3,023,984
Salt River Project Lieu Tax	226,142							226,142
Stormwater Water Quality Charge	859,623							859,623
Taxes - From Other Agencies								
State Shared Sales Tax	18,177,784							18,177,784
State Revenue Sharing	22,203,397							22,203,397
AZ STA/MCSD Revenue			678,167					678,167
Transportation								
Highway User Revenue Tax		12,233,886						12,233,886
Auto Lieu Tax	7,206,645							7,206,645
Proposition 400 Regional Sales Tax		500,000					21,544,400	22,044,400
Internal Service Charges								
Fleet Management					18,430,130			18,430,130
PC Replacement Charges					953,208			953,208
Self-Insurance					33,132,305			33,132,305
Licenses, Permits & Fees								
Building Permit Fees & Charges	8,730,000							8,730,000
Recreation Fees	3,657,834							3,657,834
WestWorld	2,729,195							2,729,195
Fire Service Charges	466,130							466,130
Business Licenses & Fees	1,780,382							1,780,382
Fines & Forfeitures								
Court Fines	4,314,501							4,314,501
Photo Enforcement	2,109,592							2,109,592
Parking Fines	259,856							259,856
Library Fines & Fees	318,963							318,963
Interest Earnings/Property Rental								
Interest Earnings	1,116,000	250,000		431,865			879,600	2,677,465
Property Rental	3,275,345							3,275,345
Utilities & Enterprises								
Water Charges				86,544,981				86,544,981
Effluent Sales				10,395,147				10,395,147
Sewer Charges				34,085,166				34,085,166
Refuse/Recycling				19,313,960				19,313,960
Airport				3,094,525				3,094,525
Other Revenue								
Indirect/Direct Cost Allocation	6,721,286							6,721,286
In-Lieu Fees							140,000	140,000
Grant & Trust		23,163,686				6,000	29,594,700	52,764,386
Streetlight Districts		646,728						646,728
Special Assessments			771,321					771,321
Out of Jurisdiction Confinement Program								-
30-Day Tow Program								-
Capital Improvement Plan Cost Allocation								-
Intergovernmental Revenue	876,637							876,637
Miscellaneous	838,375	50,000		2,645,608			19,768,800	23,302,783
Reimbursements	1,793,464							1,793,464
In-Lieu Property Tax								-
Franchise Fee								-
Special Programs Revenue		11,342,601						11,342,601
Bond Proceeds/MPC							206,800,000	206,800,000
Spring Exhibition Surcharge			145,000					145,000
CIP Unexpended Year End							224,348,100	224,348,100
Less Internal Service Funds Offset					(41,495,532)			(41,495,532)
<b>Subtotal</b>	<b>234,880,957</b>	<b>95,161,053</b>	<b>38,296,226</b>	<b>156,511,252</b>	<b>11,233,025</b>	<b>6,000</b>	<b>503,075,600</b>	<b>1,039,164,113</b>
<b>Transfers In</b>								
Operating Transfers								
From General Fund		6,752,500	11,750,971				7,267,780	25,771,251
From Special Revenue Funds	314,804		28,625,730				15,108,446	44,048,980
From Enterprise Funds	6,778,993	557,776					43,257,409	50,594,178
From Internal Service Funds							757,900	757,900
From Capital Improvement Fund		1,809,566		16,573,824				18,383,390
From Capital Improvement Fund - Operating Projects								-
<b>Subtotal</b>	<b>7,093,797</b>	<b>9,119,842</b>	<b>40,376,701</b>	<b>16,573,824</b>	<b>-</b>	<b>-</b>	<b>66,391,535</b>	<b>139,555,699</b>
<b>Other Activity</b>								
Reserve Appropriations								
Operating Contingency / Reserves		12,000,000				10,000		12,010,000
Solid Waste								-
Aviation								-
Self-Insurance								-
Water/Sewer								-
<b>Subtotal</b>	<b>-</b>	<b>12,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>12,010,000</b>
<b>Total Sources</b>	<b>241,974,754</b>	<b>116,280,895</b>	<b>78,672,927</b>	<b>173,085,076</b>	<b>11,233,025</b>	<b>16,000</b>	<b>569,467,135</b>	<b>1,190,729,812</b>

## Budget by Fund

## Total Budget Appropriation

	General	Special Revenue	Debt Service	Enterprise	Internal Service	Trusts	Capital	Total
<b>Expenditures</b>								
<b>Divisions</b>								
Mayor and City Council	778,585			110,000				888,585
City Attorney	5,582,195							5,582,195
City Auditor	753,386							753,386
City Clerk	998,146							998,146
City Court	3,745,787	1,921,341						5,667,128
City Manager	879,946							879,946
Finance and Accounting	5,453,215			2,919,009	7,948,144			16,320,368
Administrative Services	14,742,300			-	29,371,897			44,114,197
Community and Economic Development	23,704,234	17,161,765		1,828,407				42,694,406
Community Services	33,818,807	3,711,424						37,530,231
Public Safety - Fire	29,231,484	1,495						29,232,979
Public Safety - Police	79,541,812	1,830,073						81,371,885
Public Works	17,685,952	13,888,851		16,116,245	18,778,781			66,469,829
Water Resources				67,917,399				67,917,399
Leave Accrual Payments	1,873,529	47,518			33,000			1,954,047
Estimated Personnel Savings from Vacant Positions	(3,307,500)	(148,838)			(190,000)			(3,646,338)
Pay for Performance	2,695,000	130,721		436,030	79,178			3,340,929
Compensation Adjustments	649,210	38,209		127,451	23,143			838,013
Healthcare - Assumed Migration Savings	(500,000)							(500,000)
Indirect/Direct Cost Allocation				6,721,286				6,721,286
Less Internal Service Fund Offsets					(41,495,532)			(41,495,532)
<b>Subtotal</b>	<b>218,326,088</b>	<b>38,582,559</b>	<b>-</b>	<b>96,175,827</b>	<b>14,548,611</b>	<b>-</b>	<b>-</b>	<b>367,633,085</b>
<b>Grant and Trust Activity</b>								
Grants		21,852,386						21,852,386
Trust and Special Districts		646,728				6,000		652,728
<b>Subtotal</b>	<b>-</b>	<b>22,499,114</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,000</b>	<b>-</b>	<b>22,505,114</b>
<b>Capital Improvements</b>								
Community Facilities							67,622,600	67,622,600
Preservation							174,607,500	174,607,500
Neighborhood Drainage and Flood Control							36,074,700	36,074,700
Public Safety							8,998,600	8,998,600
Service Facilities							15,788,500	15,788,500
Transportation Improvements							167,478,700	167,478,700
Water and Wastewater							116,313,600	116,313,600
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>586,884,200</b>	<b>586,884,200</b>
<b>Debt Service</b>								
Misc Operating Expenses			-					-
General Obligation Bonds			36,710,417					36,710,417
General Obligation Bonds-Preserve			22,139,617					22,139,617
Preserve Authority Revenue Bonds			6,486,113					6,486,113
Revenue Bonds				5,006,513				5,006,513
MPC Bonds			12,613,115	23,708,500				36,321,615
Special Assessment Bonds			771,321					771,321
Certificates of Participation								-
Certificates of Participation - Radio Financing	2,548,679							2,548,679
Contracts Payable	3,689,342	957,700						4,647,042
<b>Subtotal</b>	<b>6,238,021</b>	<b>957,700</b>	<b>78,720,583</b>	<b>28,715,013</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>114,631,317</b>
<b>Other Activity</b>								
Reserve Appropriations								
Operating Contingency	29,739,686	12,000,000				10,000	82,950,000	124,699,686
Solid Waste				3,996,457				3,996,457
Aviation				1,259,731				1,259,731
Self-Insurance					10,429,806			10,429,806
Water/Sewer				52,673,030				52,673,030
<b>Subtotal</b>	<b>29,739,686</b>	<b>12,000,000</b>	<b>-</b>	<b>57,929,218</b>	<b>10,429,806</b>	<b>10,000</b>	<b>82,950,000</b>	<b>193,058,710</b>
<b>TOTAL BUDGET</b>	<b>254,303,795</b>	<b>74,039,373</b>	<b>78,720,583</b>	<b>182,820,058</b>	<b>24,978,417</b>	<b>16,000</b>	<b>669,834,200</b>	<b>1,284,712,426</b>
<b>Transfers Out</b>								
Capital Improvement Program	7,267,780	15,108,446		43,257,409	757,900			66,391,535
Operating Transfers								
To General Fund		314,804		337,834				652,638
To Special Revenue Fund	6,752,500			557,776			1,809,566	9,119,842
To Debt Service Fund	11,750,971	28,625,730						40,376,701
To Enterprise Fund							16,573,824	16,573,824
To Internal Service								-
Enterprise Transfers								
In-Lieu Property Tax								-
Franchise Fee				6,441,159				6,441,159
Rate Stabilization								-
<b>Subtotal</b>	<b>25,771,251</b>	<b>44,048,980</b>	<b>-</b>	<b>50,594,178</b>	<b>757,900</b>	<b>-</b>	<b>18,383,390</b>	<b>139,555,699</b>
<b>Total Uses</b>	<b>280,075,046</b>	<b>118,088,353</b>	<b>78,720,583</b>	<b>233,414,236</b>	<b>25,736,317</b>	<b>16,000</b>	<b>688,217,590</b>	<b>1,424,268,125</b>
<b>Ending Fund Balance*</b>	<b>1,331,297</b>	<b>31,794,273</b>	<b>15,665,806</b>	<b>6,002,114</b>	<b>15,407,851</b>	<b>4,021</b>	<b>18,013,345</b>	<b>88,218,707</b>

\* Assuming Use of Reserve Appropriations



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$41.5M  
 (b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$41.5M

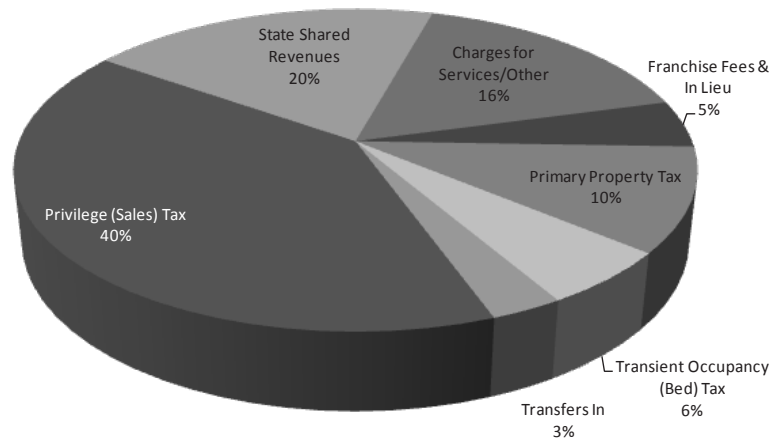
**Fund Purpose**

The General Fund exists to account for the activity associated with traditional local government services such as police, fire, parks and recreation, planning and economic development and general city administration. Under Arizona State law, each city and town must maintain a General Fund and account for Highway User Revenues (see the Transportation Fund in the Special Revenue Fund section). The General Fund is the largest operating fund, includes the most diverse operations and is typically the fund of most interest and significance to citizens.

**General Fund Sources  
(in millions)**

Privilege (Sales) Tax	\$	97.3
State Shared Revenues		47.6
Charges for Services/Other		39.8
Franchise Fees & In Lieu		11.5
Primary Property Tax		25.3
Transient Occupancy (Bed) Tax		13.4
<b>Total Revenue</b>	<b>\$</b>	<b>234.9</b>
Transfers In		7.1
<b>Total Sources</b>	<b>\$</b>	<b>242.0</b>

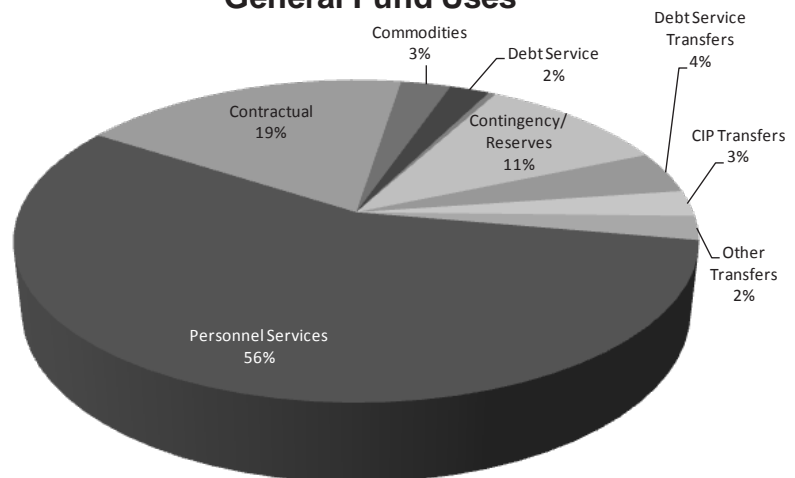
**General Fund Sources**



**General Fund Uses  
(in millions)**

Personnel Services	\$	157.8
Contractual		51.6
Commodities		7.9
Debt Service		6.2
Capital Outlay		1.1
Contingency/Reserves		29.7
<b>Adopted Budget</b>	<b>\$</b>	<b>254.3</b>
Transfers Out		
Debt Service Transfers		11.8
CIP Transfers		7.3
Other Transfers		6.8
<b>Total Uses</b>	<b>\$</b>	<b>280.1</b>

**General Fund Uses**



Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## General Fund Summary

	Actuals 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance</b>				
General Fund Reserve	25,442,443	25,107,248	24,468,947	23,950,322
Operating Contingency	5,000,000	5,000,000	5,000,000	5,000,000
Unreserved Fund Balance	8,565,184	11,364,808	15,158,354	10,481,267
<b>Total Beginning Fund Balance *</b>	<b>39,007,627</b>	<b>41,472,056</b>	<b>44,627,301</b>	<b>39,431,589</b>
<b>Revenues</b>				
<b>Sales Taxes</b>				
1.00% General Purpose Sales Tax	80,119,304	80,885,817	84,512,687	88,730,925
0.10% Public Safety Sales Tax	7,764,646	7,837,836	7,957,822	8,598,027
<b>State-Shared Revenues</b>				
State Shared Sales Tax	17,843,974	16,446,566	16,554,767	18,177,784
State Revenue Sharing	22,849,062	18,348,213	18,348,213	22,203,397
Auto Lieu Tax	7,665,456	7,330,848	7,330,848	7,206,645
<b>Charges for Services/Other</b>				
<i>Taxes - Local</i>				
Stormwater Water Quality Charge	832,359	918,937	870,525	859,623
<i>Licenses, Permits &amp; Fees</i>				
Building Permit Fees & Charges	6,890,424	8,380,000	8,380,000	8,730,000
Recreation Fees	3,637,052	3,838,000	3,838,000	3,657,834
WestWorld	2,550,311	2,514,500	2,514,500	2,729,195
Fire Service Charges	780,327	447,932	447,932	466,130
Business Licenses & Fees	1,745,483	1,717,713	1,717,713	1,780,382
<i>Fines &amp; Forfeitures</i>				
Court Fines	4,311,919	6,151,679	4,801,614	4,314,501
Photo Enforcement Revenue	1,982,756	1,904,744	1,904,744	2,109,592
Parking Fines	287,366	238,694	238,694	259,856
Library Fines & Fees	423,604	430,000	430,000	318,963
<i>Interest Earnings/Property Rental</i>				
Interest Earnings	1,220,810	446,401	600,000	1,116,000
Property Rental	3,200,640	2,833,358	3,233,358	3,275,345
<i>Other Revenue</i>				
Indirect Cost Allocation	12,327,144	8,197,165	8,197,165	6,721,286
30-Day Tow Program	400,000	-	-	-
Out of Jurisdiction Confinement Program	-	500,000	286,000	-
Capital Improvement Plan Cost Allocation	675,917	-	-	-
Intergovernmental Revenue	850,727	786,839	1,386,839	876,637
Miscellaneous	575,508	810,000	810,000	838,375
Reimbursements	3,374,314	410,000	1,835,065	1,793,464
<b>Property Tax</b>				
Property Tax	24,554,879	25,016,558	25,016,558	25,271,870
<b>Franchise Fees and In-Lieu Taxes</b>				
Electric and Gas Franchise	7,841,782	7,880,000	7,880,000	8,210,000
Cable TV Franchise	3,162,539	3,008,940	3,008,940	3,023,984
Salt River Project Lieu Tax	177,580	209,486	209,486	226,142
<b>Bed Tax</b>				
Bed Tax	13,126,251	12,247,000	12,932,032	13,385,000
<b>Subtotal</b>	<b>231,172,134</b>	<b>219,737,226</b>	<b>225,243,502</b>	<b>234,880,957</b>
<b>Transfers In</b>				
CIP Funds - Operating Projects	3,571,800	868,848	868,848	-
Special Programs Fund (30-Day Tow Program)	-	389,862	389,862	314,804
Special Programs Fund (Green Building)	-	-	39,559	-
Special Programs Fund / Other	4,568	59,000	59,000	-
Enterprise In Lieu Property Tax	1,752,180	874,782	874,782	-
Enterprise Franchise Fees	6,433,054	6,910,712	6,459,177	6,441,159
Direct Cost Allocation (Fire)	528,768	400,241	400,241	337,834
Water & Sewer Fund - Security Contract	454,438	-	-	-
Fleet Fund	-	968,724	968,724	-
<b>Subtotal</b>	<b>12,744,808</b>	<b>10,472,169</b>	<b>10,060,193</b>	<b>7,093,797</b>
<b>Total Sources</b>	<b>243,916,942</b>	<b>230,209,395</b>	<b>235,303,695</b>	<b>241,974,754</b>

\* Excludes revenue accruals of \$12.7 million in FY 2010/11 and unknown revenue accrual amount in current and future years.

## Budget by Fund

## General Fund Summary

	Actuals 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Expenditures</b>				
<b>Divisions</b>				
Mayor and City Council	579,981	764,306	766,078	778,585
City Attorney	5,482,375	5,505,549	5,505,909	5,582,195
City Auditor	718,132	721,423	709,705	753,386
City Clerk	966,472	1,060,083	1,064,359	998,146
City Court	4,288,800	3,769,007	3,710,659	3,745,787
City Manager	1,396,264	899,314	979,309	879,946
City Treasurer - Finance & Accounting	5,551,554	5,098,119	4,994,130	5,453,215
Administrative Services	14,364,536	14,694,167	14,521,132	14,742,300
Community & Economic Development	25,222,027	24,303,715	24,116,739	23,704,234
Community Services	34,502,388	32,696,540	32,398,753	33,818,807
Public Safety - Fire	26,657,142	26,956,693	26,785,370	29,231,484
Public Safety - Police	78,934,327	77,695,466	77,651,787	79,541,812
Public Works	15,870,069	15,776,277	15,739,982	17,685,952
Leave Accrual Payments	-	1,800,000	656,801	1,873,529
Estimated Personnel Savings - Vacant Positions	-	(3,150,000)	(1,496,435)	(3,307,500)
ASRS from 47/53 % to 50/50 %	-	-	465,000	-
2% Pay-for-Performance	-	-	-	2,695,000
Compensation Adjustments	-	-	-	649,210
Estimated Operating Impacts - CIP	-	-	-	-
Healthcare - Assumed Migration Savings	-	-	-	(500,000)
Car Allowances	-	(53,743)	-	-
Reduce Public Safety Take Home Vehicle	-	(77,483)	-	-
Office Supplies Savings	-	(100,000)	-	-
<b>Subtotal</b>	214,534,067	208,359,433	208,569,278	218,326,088
<b>Contracts Payable &amp; Certificates of Participation (COPs)</b>				
Contracts Payable	3,469,705	3,089,207	3,560,076	3,689,342
Certificates of Participation - Radio Financing	562,550	2,548,680	2,548,680	2,548,679
Certificates of Participation - Police/Fire HQ	918,790	3,409,567	3,409,567	-
<b>Subtotal</b>	4,951,045	9,047,454	9,518,323	6,238,021
<b>TOTAL OPERATING BUDGET</b>	<b>219,485,112</b>	<b>217,406,887</b>	<b>218,087,601</b>	<b>224,564,109</b>
<b>Transfers Out</b>				
Debt Service Fund - MPC Excise Debt	6,684,114	7,623,535	7,624,685	10,250,971
Debt Service Fund - MPC Debt - Bed Tax	600,000	1,185,051	600,000	1,500,000
CIP - PAYGO	1,976,964	2,000,000	2,000,000	5,421,530
CIP - Bed Tax	2,829,581	1,815,464	519,563	1,846,250
Healthcare Fund	-	-	3,000,000	-
Special Programs Fund - Art in Public Places	-	-	721,542	-
Special Programs Fund - Bed Tax	6,661,497	6,123,500	6,466,016	6,692,500
Special Programs Fund - Community Services	-	220,000	220,000	-
Special Programs Fund - Preservation Rehab	60,000	60,000	60,000	60,000
PC Replacement Fund	-	1,200,000	1,200,000	-
<b>Subtotal</b>	18,812,156	20,227,550	22,411,806	25,771,251
<b>Total Uses</b>	<b>238,297,268</b>	<b>237,634,437</b>	<b>240,499,407</b>	<b>250,335,360</b>
<b>Sources Over/(Under) Uses</b>	5,619,674	(7,425,042)	(5,195,712)	(8,360,606)
<b>Ending Fund Balance</b>				
General Fund Reserve	24,468,947	23,885,832	23,950,322	24,739,686
Operating Contingency	2,447,300	5,000,000	5,000,000	5,000,000
Unreserved Fund Balance	17,711,054	5,161,182	10,481,267	1,331,297
<b>Total Ending Fund Balance *</b>	<b>44,627,301</b>	<b>34,047,014</b>	<b>39,431,589</b>	<b>31,070,983</b>

\* Excludes revenue accruals of \$12.7 million in FY 2010/11 and unknown revenue accrual amount in current and future years.

## Budget by Fund

General Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance</b>					
General Fund Reserve	23,950,322	24,739,686	25,043,260	25,973,150	26,678,944
Operating Contingency	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Unreserved Fund Balance	10,481,267	1,331,297	35,711	669,084	5,090,697
<b>Total Beginning Fund Balance *</b>	<b>39,431,589</b>	<b>31,070,983</b>	<b>30,078,971</b>	<b>31,642,234</b>	<b>36,769,640</b>
<b>Revenues</b>					
<b>Sales Taxes</b>					
1.00% General Purpose Sales Tax	88,730,925	91,782,000	95,025,000	98,302,000	101,741,000
0.10% Public Safety Sales Tax	8,598,027	8,894,000	9,208,000	9,525,000	9,859,000
<b>State-Shared Revenues</b>					
State Shared Sales Tax	18,177,784	19,301,000	20,833,000	21,854,000	22,977,000
State Revenue Sharing	22,203,397	23,800,000	25,200,000	27,000,000	28,400,000
Auto Lieu Tax	7,206,645	7,207,000	7,330,000	7,330,000	7,330,000
<b>Charges for Services/Other</b>					
<i>Taxes - Local</i>					
Stormwater Water Quality Charge	859,623	849,000	868,000	888,000	909,000
<i>Licenses, Permits &amp; Fees</i>					
Building Permit Fees & Charges	8,730,000	9,130,000	9,530,000	9,930,000	10,330,000
Recreation Fees	3,657,834	3,804,000	3,956,000	4,114,000	4,279,000
WestWorld	2,729,195	3,551,000	5,645,000	5,803,000	5,966,000
Fire Service Charges	466,130	470,000	470,000	470,000	470,000
Business Licenses & Fees	1,780,382	1,798,000	1,816,000	1,834,000	1,852,000
<i>Fines &amp; Forfeitures</i>					
Court Fines	4,314,501	4,396,000	4,431,000	4,466,000	4,488,000
Photo Enforcement Revenue	2,109,592	2,152,000	2,195,000	2,239,000	2,284,000
Parking Fines	259,856	265,000	270,000	275,000	281,000
Library Fines & Fees	318,963	329,000	339,000	349,000	359,000
<i>Interest Earnings/Property Rental</i>					
Interest Earnings	1,116,000	1,204,000	1,393,000	1,524,000	1,601,000
Property Rental	3,275,345	3,277,000	3,378,000	3,476,000	3,530,000
<i>Other Revenue</i>					
Indirect Cost Allocation	6,721,286	5,403,000	5,565,000	5,732,000	5,904,000
30-Day Tow Program	-	-	-	-	-
Out of Jurisdiction Confinement Program	-	-	-	-	-
Capital Improvement Plan Cost Allocation	-	-	-	-	-
Intergovernmental Revenue	876,637	1,149,000	1,172,000	1,195,000	1,219,000
Miscellaneous	838,375	850,000	870,000	1,890,000	900,000
Reimbursements	1,793,464	1,879,000	1,893,000	1,906,000	1,914,000
<b>Property Tax</b>					
Property Tax	25,271,870	26,289,000	27,589,000	28,953,000	30,384,000
<b>Franchise Fees and In-Lieu Taxes</b>					
Electric and Gas Franchise	8,210,000	8,374,000	8,536,000	8,709,000	8,883,000
Cable TV Franchise	3,023,984	3,024,000	3,024,000	3,024,000	3,024,000
Salt River Project Lieu Tax	226,142	228,000	230,000	232,000	234,000
<b>Bed Tax</b>					
Bed Tax	13,385,000	13,920,000	14,644,000	15,288,000	16,052,000
<b>Subtotal</b>	<b>234,880,957</b>	<b>243,325,000</b>	<b>255,410,000</b>	<b>266,308,000</b>	<b>275,170,000</b>
<b>Transfers In</b>					
CIP Funds - Operating Projects	-	-	-	-	-
Special Programs Fund (30-Day Tow Program)	314,804	314,800	314,800	314,800	314,800
Special Programs Fund (Green Building)	-	-	-	-	-
Special Programs Fund / Other	-	-	-	-	-
Enterprise In Lieu Property Tax	-	-	-	-	-
Enterprise Franchise Fees	6,441,159	6,649,600	6,805,800	6,821,600	6,850,100
Direct Cost Allocation (Fire)	337,834	348,000	358,400	369,200	380,200
Water & Sewer Fund - Security Contract	-	-	-	-	-
Fleet Fund	-	-	-	-	-
<b>Subtotal</b>	<b>7,093,797</b>	<b>7,312,400</b>	<b>7,479,000</b>	<b>7,505,600</b>	<b>7,545,100</b>
<b>Total Sources</b>	<b>241,974,754</b>	<b>250,637,400</b>	<b>262,889,000</b>	<b>273,813,600</b>	<b>282,715,100</b>

\* Excludes revenue accruals of \$12.7 million in FY 2010/11 and unknown revenue accrual amount in current and future years.



## Budget by Fund

General Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Expenditures</b>					
<b>Divisions</b>					
Mayor and City Council	778,585	799,400	817,700	845,800	868,100
City Attorney	5,582,195	5,737,400	5,884,500	6,103,200	6,259,900
City Auditor	753,386	777,700	797,100	826,000	846,600
City Clerk	998,146	697,900	1,066,200	742,000	1,111,500
City Court	3,745,787	3,850,100	3,949,500	4,094,700	4,202,200
City Manager	879,946	903,600	926,500	958,400	982,600
City Treasurer - Finance & Accounting	5,453,215	5,609,400	5,760,800	5,973,400	6,135,200
Administrative Services	14,742,300	15,147,000	15,537,600	16,082,200	16,498,800
Community & Economic Development	23,704,234	24,413,400	25,170,300	25,807,600	26,574,000
Community Services	33,818,807	33,620,000	34,619,500	35,964,800	36,933,900
Public Safety - Fire	29,231,484	30,184,600	31,134,500	32,419,500	33,469,500
Public Safety - Police	79,541,812	81,938,100	84,333,900	87,611,800	90,206,500
Public Works	17,685,952	16,797,100	17,285,500	17,851,300	18,371,700
Leave Accrual Payments	1,873,529	1,886,900	1,902,000	1,917,200	1,932,500
Estimated Personnel Savings - Vacant Positions	(3,307,500)	(3,472,900)	(3,646,500)	(3,828,800)	(4,020,200)
ASRS from 47/53 % to 50/50 %	-	-	-	-	-
2% Pay-for-Performance	2,695,000	-	-	-	-
Compensation Adjustments	649,210	1,304,912	1,311,437	1,317,994	1,324,584
Estimated Operating Impacts - CIP	-	1,375,600	2,180,300	2,213,600	2,217,600
Healthcare - Assumed Migration Savings	(500,000)	(535,000)	(572,500)	(612,600)	(655,500)
Car Allowances	-	-	-	-	-
Reduce Public Safety Take Home Vehicle	-	-	-	-	-
Office Supplies Savings	-	-	-	-	-
<b>Subtotal</b>	<b>218,326,088</b>	<b>221,035,212</b>	<b>228,458,337</b>	<b>236,288,094</b>	<b>243,259,484</b>
<b>Contracts Payable &amp; Certificates of Participation (COPs)</b>					
Contracts Payable	3,689,342	3,830,200	5,419,900	4,395,900	4,562,800
Certificates of Participation - Radio Financing	2,548,679	2,548,700	2,548,700	2,548,700	2,548,700
Certificates of Participation - Police/Fire HQ	-	-	-	-	-
<b>Subtotal</b>	<b>6,238,021</b>	<b>6,378,900</b>	<b>7,968,600</b>	<b>6,944,600</b>	<b>7,111,500</b>
<b>TOTAL OPERATING BUDGET</b>	<b>224,564,109</b>	<b>227,414,112</b>	<b>236,426,937</b>	<b>243,232,694</b>	<b>250,370,984</b>
<b>Transfers Out</b>					
Debt Service Fund - MPC Excise Debt	10,250,971	11,221,000	11,311,600	11,357,800	11,395,700
Debt Service Fund - MPC Debt - Bed Tax	1,500,000	1,800,000	2,400,000	2,400,000	2,400,000
CIP - PAYGO	5,421,530	2,494,200	2,544,100	2,569,500	2,595,200
CIP - Bed Tax	1,846,250	1,680,100	1,261,100	1,422,200	1,613,300
Healthcare Fund	-	-	-	-	-
Special Programs Fund - Art in Public Places	-	-	-	-	-
Special Programs Fund - Bed Tax	6,692,500	6,960,000	7,322,000	7,644,000	8,026,000
Special Programs Fund - Community Services	-	-	-	-	-
Special Programs Fund - Preservation Rehab	60,000	60,000	60,000	60,000	60,000
PC Replacement Fund	-	-	-	-	-
<b>Subtotal</b>	<b>25,771,251</b>	<b>24,215,300</b>	<b>24,898,800</b>	<b>25,453,500</b>	<b>26,090,200</b>
<b>Total Uses</b>	<b>250,335,360</b>	<b>251,629,412</b>	<b>261,325,737</b>	<b>268,686,194</b>	<b>276,461,184</b>
<b>Sources Over/(Under) Uses</b>	<b>(8,360,606)</b>	<b>(992,012)</b>	<b>1,563,263</b>	<b>5,127,406</b>	<b>6,253,916</b>
<b>Ending Fund Balance</b>					
General Fund Reserve	24,739,686	25,043,260	25,973,150	26,678,944	27,416,831
Operating Contingency	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Unreserved Fund Balance	1,331,297	35,711	669,084	5,090,697	10,606,726
<b>Total Ending Fund Balance *</b>	<b>31,070,983</b>	<b>30,078,971</b>	<b>31,642,234</b>	<b>36,769,640</b>	<b>43,023,557</b>

\* Excludes revenue accruals of \$12.7 million in FY 2010/11 and unknown revenue accrual amount in current and future years.

### General Fund Revenues and Transfers-In

General Fund sources include both revenues and transfers-in from other fund types such as the Special Revenue and Enterprise Funds. For FY 2012/13 General Fund revenues and transfers-in equal \$242.0 million, an increase of approximately \$6.7 million, or 2.8 percent, from the FY 2011/12 year-end forecast of \$235.3 million. The increase in the General Fund revenues reflects increases in Scottsdale's revenue categories, such as a 12.7 percent increase in State Shared Tax Revenues, which accounts for \$5.4 million of the increase. Increases in local sales tax revenues of \$4.9 million, or 5.3 percent are budgeted for FY 2012/13. Charges for Services are decreasing by \$1.6 million, which is offsetting slight increases in other areas. Transfers-in are declining by \$3.0 million, mostly attributable to a one-time transfer-in from the Fleet Fund in FY 2011/12, the elimination of the transfer-in from the Enterprise Funds for In-Lieu Property Tax, as well as other transfers-in from FY 2011/12 that are not occurring in FY 2012/13. Certain components of the revenue sources are subject to dramatic peaks and valleys from year to year.

Revenues and transfers-in determine Scottsdale's capacity to provide program services to citizens. The major resources, which fund the program operating budget, debt service, and capital projects, are identified in this section.

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### Local Tax Revenues

Local Tax Revenues of \$148.3 million represent 63 percent of the General Fund total operating resources and are the fund's largest category of revenues. This category includes revenues received from property tax, local sales tax, bed tax, franchise and in-lieu fees, and stormwater charges. With the exception of property taxes, all of these revenues are elastic, meaning they vary directly with the economy – during economic expansion, elastic tax revenues increase, due to higher levels of consumer spending and tourism activity. During an economic downturn, the opposite is true and tax revenue levels decline.

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### Privilege (Sales) Tax

Scottsdale's Privilege (Sales) Tax is a total of 1.65 percent, of which 1.1 percent is retained by the General Fund. The remaining 0.55 percent is allocated to Special Revenue for the Transportation Fund (0.20 percent) and the Preservation Fund (0.35 percent). The regional economy is showing slight recovery from the recent economic downturn; privilege tax is growing moderately in the five-year revenue forecast.

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## Budget by Fund

## General Fund Sources

**Privilege (Sales) Tax - General Purpose**

Privilege (Sales) Tax -General Purpose represents the 1.0 percent General Fund share of the city's total 1.65 percent sales tax that is available for any municipal purpose. This revenue also includes sales tax application and penalty fees. It is the General Fund's single largest revenue source, and this portion of the tax pays for general governmental operations as well as the repayment of excise debt. For FY 2012/13, the revenue budget is \$88.7 million, which is approximately a \$4.2 million or a 5 percent increase over the FY 2011/12 year-end forecast of \$84.5 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	88.7	88.7 *
2011/12	80.9	84.5 *
2010/11	80.5	80.1
2009/10	75.9	78.3
2008/09	106.3	87.3

The five-year privilege (sales) tax forecast is shown in detail by major business category below. Staff prepares the privilege (sales) tax amounts by category to arrive at more of precise forecast. The method for each business category uses various assumptions that combine historical elements as well as emerging fiscal, economic and legal considerations.

**1.00% Privilege (Sales) Tax Five-Year Forecast by Business Category**

Revenue Category	FY 2010/11	% of	FY 2011/12	% of	FY 2012/13	% of	FY 2013/14	% of
	Actual	Total	Forecast	Total	Adopted	Total	Forecast	Total
Automotive	8,951,953	11%	9,745,677	12%	10,450,430	12%	10,972,951	12%
Construction	7,628,922	10%	8,862,572	10%	9,686,120	11%	9,976,704	11%
Food	6,130,945	8%	6,292,674	7%	6,418,507	7%	6,546,877	7%
Hotel/Motel	4,136,810	5%	4,214,716	5%	4,362,231	5%	4,536,720	5%
Major Dept Stores	8,910,904	11%	9,179,329	11%	9,638,295	11%	10,023,827	11%
Misc. Retail	13,072,476	16%	14,128,653	17%	15,400,232	17%	16,170,244	18%
Other Taxable	5,693,155	7%	5,907,379	7%	6,084,601	7%	6,206,293	7%
Rental	11,713,511	15%	11,813,846	14%	11,849,449	13%	12,086,438	13%
Restaurants	7,309,556	9%	7,796,567	9%	8,264,361	9%	8,553,613	9%
Utilities	4,220,558	5%	4,182,666	5%	4,266,320	5%	4,351,646	5%
Other	2,350,515	3%	2,388,607	3%	2,310,380	3%	2,356,588	3%
<b>Total</b>	<b>80,119,304</b>	<b>100%</b>	<b>84,512,687</b>	<b>100%</b>	<b>88,730,925</b>	<b>100%</b>	<b>91,781,901</b>	<b>100%</b>

Revenue Category	FY 2014/15	% of	FY 2015/16	% of	FY 2016/17	% of
	Forecast	Total	Forecast	Total	Forecast	Total
Automotive	11,521,599	12%	12,097,679	12%	12,702,563	12%
Construction	10,176,238	11%	10,278,000	10%	10,380,780	10%
Food	6,677,815	7%	6,811,371	7%	6,947,599	7%
Hotel/Motel	4,771,210	5%	4,979,433	5%	5,228,405	5%
Major Dept Stores	10,424,780	11%	10,841,771	11%	11,275,442	11%
Misc. Retail	16,978,756	18%	17,827,693	18%	18,719,078	18%
Other Taxable	6,330,419	7%	6,457,027	7%	6,586,168	6%
Rental	12,449,031	13%	12,822,502	13%	13,207,177	13%
Restaurants	8,852,990	9%	9,207,109	9%	9,575,394	9%
Utilities	4,438,679	5%	4,527,452	5%	4,618,002	5%
Other	2,403,719	3%	2,451,793	2%	2,500,828	2%
<b>Total</b>	<b>95,025,235</b>	<b>100%</b>	<b>98,301,832</b>	<b>100%</b>	<b>101,741,435</b>	<b>100%</b>

## Budget by Fund

## General Fund Sources

**Privilege (Sales) Tax - Public Safety**

Privilege (Sales) Tax - Public Safety represents the 0.10 percent of the total 1.65 percent sales tax rate and is dedicated exclusively to public safety. The Public Safety sales tax revenue budget for FY 2012/13 is \$8.6 million versus an expected FY 2011/12 year-end of approximately \$8.0 million. This designated sales tax only covers 7.9 percent of the FY 2012/13 Public Safety Police and Fire General Fund budgets.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	8.6	8.6 *
2011/12	7.8	8.0 *
2010/11	7.8	7.8
2009/10	7.4	7.6
2008/09	10.3	8.4

The same business category analysis used for the General Fund 1.0 percent tax was applied to the Public Safety Privilege Tax.

**Public Safety 0.10% Privilege (Sales) Tax Five-Year Forecast by Business Category**

Revenue Category	FY 2010/11	% of	FY 2011/12	% of	FY 2012/13	% of	FY 2013/14	% of
	Actual	Total	Forecast	Total	Adopted	Total	Forecast	Total
Automotive	895,177	12%	944,356	12%	1,039,719	12%	1,091,299	12%
Construction	759,530	10%	858,783	11%	963,677	11%	992,219	11%
Food	613,093	8%	609,760	8%	638,581	7%	651,110	7%
Hotel/Motel	413,680	5%	408,406	5%	434,001	5%	451,193	5%
Major Dept Stores	891,089	11%	889,477	11%	958,919	11%	996,905	11%
Misc. Retail	1,304,797	17%	1,369,066	17%	1,532,177	18%	1,608,188	18%
Other Taxable	569,315	7%	572,425	7%	605,360	7%	617,238	7%
Rental	1,165,010	15%	1,144,762	14%	1,178,908	14%	1,202,039	14%
Restaurants	730,900	9%	755,487	9%	822,226	10%	850,687	10%
Utilities	422,055	5%	405,300	5%	424,459	5%	432,788	5%
Other	-	0%	-	0%	-	0%	-	0%
<b>Total</b>	<b>7,764,646</b>	<b>100%</b>	<b>7,957,822</b>	<b>100%</b>	<b>8,598,027</b>	<b>100%</b>	<b>8,893,666</b>	<b>100%</b>

Revenue Category	FY 2014/15	% of	FY 2015/16	% of	FY 2016/17	% of
	Forecast	Total	Forecast	Total	Forecast	Total
Automotive	1,145,417	12%	1,202,251	13%	1,261,896	13%
Construction	1,011,668	11%	1,021,414	11%	1,031,246	10%
Food	663,873	7%	676,905	7%	690,187	7%
Hotel/Motel	474,329	5%	494,849	5%	519,399	5%
Major Dept Stores	1,036,377	11%	1,077,441	11%	1,120,123	11%
Misc. Retail	1,687,939	18%	1,771,692	19%	1,859,588	19%
Other Taxable	629,337	7%	641,691	7%	654,282	7%
Rental	1,237,617	13%	1,274,283	13%	1,312,025	13%
Restaurants	880,118	10%	914,990	10%	951,237	10%
Utilities	441,270	5%	449,932	5%	458,762	5%
Other	-	0%	-	0%	-	0%
<b>Total</b>	<b>9,207,945</b>	<b>100%</b>	<b>9,525,448</b>	<b>100%</b>	<b>9,858,745</b>	<b>100%</b>

## Budget by Fund

## General Fund Sources

**Property Tax (Primary)**

Property Tax (Primary) represents the General Fund's portion of the Property Tax which is levied on the assessed value of all property within the city to help pay for city general governmental operation costs. By Arizona State Statute, the primary property levy is limited to a 2 percent increase per year, plus an allowance for annexations and new construction. For the second year in a row, Scottsdale is not imposing the allowed 2 percent levy increase for FY 2012/13. Primary property tax accounts for approximately 10 percent of the total adopted FY 2012/13 General Fund sources. The FY 2012/13 revenue of \$25.3 million represents an increase of \$0.3 million from the FY 2011/12 year-end forecast of \$25.0 million, attributable to valuations of new construction. The proposed primary property tax rate of approximately 50 cents per \$100 of assessed valuation represents a 6-cent increase from the FY 2011/12 rate.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	25.3	25.3 *
2011/12	25.0	25.0 *
2010/11	24.7	24.6
2009/10	23.7	23.3
2008/09	22.4	22.6

**Transient Occupancy ("Bed") Tax**

Transient Occupancy ("Bed") Tax reflects a voter approved Transient Occupancy Tax increase from 3 percent to 5 percent on hotel and motel room rentals in addition to the sales tax. By city ordinance, prior to FY 2009/10, 80 percent of the Bed Tax revenue was reflected as a revenue source within the Special Programs Fund. Beginning in FY 2009/10, 100 percent of the original 3 percent Bed Tax revenue was recorded in the General Fund with a corresponding transfer out of 80 percent to the Special Programs Fund. In March 2010, voters approved an increase to the bed tax from 3 percent to 5 percent, effective July 1, 2010. Half of the 5 percent tax is restricted for destination marketing and is transferred out of the General Fund to the Special Programs Fund. The remaining half may be used in the General Fund for non-marketing tourism-related uses.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	13.4	13.4 *
2011/12	12.2	12.9 *
2010/11	10.6	13.1
2009/10	8.2	7.1
2008/09	2.0	1.5

**Stormwater Quality Charge**

Stormwater Quality Charge revenue relates to the water quality charge to help pay a portion of the city's Stormwater Management program costs. These costs are driven by "unfunded" federal mandates that require the city to operate under a National Pollution Discharge Elimination System (NPDES) permit and to address the quality of stormwater runoff. Revenues are budgeted at \$0.9 million for FY 2012/13.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.9	0.9 *
2011/12	0.9	0.9 *
2010/11	0.9	0.8
2009/10	0.9	0.8
2008/09	0.8	0.8

## Budget by Fund

## General Fund Sources

**Franchise Fees and In-Lieu Taxes**

Franchise Fees and In-Lieu Taxes include franchise taxes charged on revenues from utility and cable companies for use of city right-of-ways and in-lieu property tax for municipal utilities. Of the \$11.5 million budgeted for FY 2012/13, the electric and gas franchise tax revenue budget is \$8.2 million which is approximately \$0.3 million higher than the FY 2011/12 year-end forecast. This is mainly attributable to the increased rate on Southwest Gas approved by voters in March 2012. Another component of the \$11.5 million budgeted for FY 2012/13 is the cable TV franchise fees, which are remaining relatively flat with the FY 2011/12 year-end forecast of \$3.0 million. The final component of the \$11.5 million is the Salt River Project In-Lieu Tax of \$0.2 million, which is also remaining relatively flat at the FY 2011/12 year-end forecast of \$0.2 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	11.5	11.5 *
2011/12	11.1	11.1 *
2010/11	11.6	11.2
2009/10	12.1	11.5
2008/09	11.5	11.5

**State-Shared Tax Revenues**

State-Shared Tax Revenues include the state sales tax, income tax collections, and auto lieu tax, which are shared with all cities and towns throughout the state. The formula for distribution of the sales and income tax revenue is based upon the relation of the city's population to the total incorporated state population. The auto lieu tax is shared based on the city's population in relation to the total incorporated population of Maricopa County. Under these distribution methods, mature cities reaching build-out will see their portion of shared tax revenues decrease, as rapidly growing cities receive a greater share of the revenue distribution. The 2010 US census had an adverse affect on the city's share, as faster growing cities and towns within the region received an increased proportion of the overall pool of shared revenues.

The State Department of Revenue collects and distributes funds and provides revenue forecasts to cities and towns for these revenue sources.

**State Shared Sales Tax**

Cities and towns share in a portion of the 6.0 percent sales tax collected by the State. The distribution base (shared portion) varies by category. For example, retail sales is 40 percent shared and 60 percent non-shared (retained by the State). Of the shared portion, 25 percent is returned to incorporated cities and towns, 40.51 percent is returned to counties, and 34.49 percent is returned to the State General Fund. The budget calls for FY 2012/13 revenues of \$18.2 million versus the FY 2011/12 year-end forecast of \$16.6 million, an increase of \$1.6 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	18.2	18.2 *
2011/12	16.4	16.6 *
2010/11	17.6	17.8
2009/10	18.0	17.3
2008/09	22.0	18.9

## Budget by Fund

## General Fund Sources

**State Revenue Sharing (Income Tax)**

Cities and towns in Arizona are prohibited from levying a local income tax; however, 15 percent of the state income tax collections are shared with the cities and towns. There is a two-year lag between the time citizens report income to the State and when the State remits shared income tax revenues to cities and towns. Revenue from State Shared Income Tax is budgeted at \$22.2 million for FY 2012/13, an increase of \$3.9 million from the FY 2011/12 year-end forecast of \$18.3 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	22.2	22.2 *
2011/12	18.3	18.3 *
2010/11	22.8	22.8
2009/10	30.3	30.3
2008/09	34.0	35.1

**Auto Lieu Tax**

Auto Lieu Tax is part of the vehicle license fees collected by Maricopa County, but is actually a State revenue source. Twenty-five percent of the net revenues collected for the licensing of motor vehicles by the County are distributed back to the city. The only stipulation on the use of this revenue is that it must be spent on a public purpose. The revenue budget for FY 2012/13 is \$7.2 million, which is \$0.1 million less than the FY 2011/12 year-end forecast of \$7.3 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	7.2	7.2 *
2011/12	7.3	7.3 *
2010/11	8.2	7.7
2009/10	8.0	7.9
2008/09	9.7	8.2

**Licenses, Permits & Fees Revenue**

Licenses, Permits & Fees Revenue include revenue from various business licenses, all fees recovered as a part of the development process, and recreation fees. This category includes building, electrical, mechanical, and plumbing permits, as well as subdivision, zoning, and plan check fees. Recreation Fees include revenue from the various recreational programs, classes, entry fees, and WestWorld event revenue. In accordance with Scottsdale's adopted financial policy, all fees and charges are reviewed annually. Scottsdale's development activity is slowing as the community is changing from growth oriented to a maturing community. New commercial and residential construction activity is expected to continue, but at a slower pace. The attractiveness of Scottsdale, low commercial vacancy rates and low mortgage interest rates are major contributors to the Licenses, Permits & Fees Revenue.

**Building Permits Fees & Charges**

Building Permits Fees & Charges include fees assessed to developers/builders that recover the cost of four primary functions: 1) reviewing/processing development applications, 2) plan review of construction documents, 3) the issuance of building, electrical, mechanical and plumbing permits, and 4) the inspection of buildings/structures in the construction phase. The FY 2012/13 revenue budget is \$8.7 million, an increase of \$0.4 million from the FY 2011/12 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	8.7	8.7 *
2011/12	8.4	8.4 *
2010/11	8.2	6.9
2009/10	8.1	6.9
2008/09	14.5	6.9

## Budget by Fund

## General Fund Sources

**Recreation Fees**

Recreation Fees are budgeted at \$3.7 million and include revenue from the various recreational programs, classes, and entry fees. In accordance with the city's adopted financial policies, recreation fees are reviewed and adjusted annually as needed to meet cost recovery targets as approved by City Council.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	3.7	3.7 *
2011/12	3.8	3.8 *
2010/11	3.4	3.6
2009/10	3.0	3.3
2008/09	3.1	3.2

**WestWorld Fees**

WestWorld Fees include revenue (general facility rental, concessions, parking fees, etc.) from events such as horse shows, auto auctions and car shows, consumer and home shows, as well as RV space rental income. Revenues of \$2.7 million are budgeted in FY 2012/13 versus the FY 2011/12 year-end forecast of \$2.5 million. The FY 2012/13 revenue budget is based on future confirmed bookings for WestWorld, feed and bedding as well as historical activity and fee increases effective July 1, 2012.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	2.7	2.7 *
2011/12	2.5	2.5 *
2010/11	2.6	2.6
2009/10	2.9	2.5
2008/09	2.4	2.7

**Fire Service Charges**

Fire Service Charges include service fees for the cost recovery of fire and medical standbys at special events, after hour's inspections, ambulance staffing, and medical enhancement costs associated with the ambulance agreement. In addition, the department collects fees for CPR classes, permits and incident reports. For FY 2012/13 revenues are budgeted at \$0.5 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.5	0.5 *
2011/12	0.4	0.4 *
2010/11	0.6	0.8
2009/10	2.4	1.8
2008/09	1.4	1.8

**Business Licenses & Fees**

Business Licenses & Fees include the licensing of business activity and the associated fees relating to the licensure and regulation of specific activity. Revenues of \$1.8 million are budgeted for FY 2012/13, which is a slight increase from the FY 2011/12 year-end forecast of \$1.7 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.8	1.8 *
2011/12	1.7	1.7 *
2010/11	1.7	1.7
2009/10	1.7	1.8
2008/09	1.8	1.7



## Budget by Fund

## General Fund Sources

**Fines and Forfeiture Revenues**

Fines and Forfeiture Revenues include court, photo enforcement, parking, and library fines. In aggregate, the revenue for these items in FY 2012/13 is budgeted at \$7.0 million for a decrease of approximately \$0.4 million from the FY 2011/12 year-end forecast of \$7.4 million.

**Court Fines**

Court Fines are the General Fund portion of penalties or fees assessed by state statute, city ordinance or the Presiding Judge. Examples include: fines, a portion of the registration fee to attend Defensive Driving School, bonds forfeited to the city and collection fees. Revenues of \$4.3 million are budgeted for FY 2012/13, which reflects a \$0.5 million decrease from the FY 2011/12 year-end forecast of \$4.8 million. This decrease is the result of a decline in civil filings.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	4.3	4.3 *
2011/12	6.2	4.8 *
2010/11	7.3	4.3
2009/10	7.2	7.5
2008/09	6.5	6.7

**Photo Enforcement Fines**

Photo Enforcement Fines are the General Fund's portion of Photo Enforcement penalties as assessed by the Presiding Judge. Examples include: red light and speeding fines and a portion of the registration fee to attend Defensive Driving School. Revenues are budgeted at \$2.1 million for FY 2012/13, which is an increase of \$0.2 million from the FY 2011/12 year-end forecast. Use of photo enforcement is intended to be a deterrent to unsafe driving and to modify driving habits, not as a revenue producer.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	2.1	2.1 *
2011/12	1.9	1.9 *
2010/11	1.8	2.0
2009/10	1.7	1.8
2008/09	1.9	1.7

**Parking Fines**

Parking Fines are the General Fund portion of parking fees assessed per city ordinance and are budgeted at \$0.3 million for FY 2012/13. The revenue budget is developed based on historical trends.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.3	0.3 *
2011/12	0.2	0.2 *
2010/11	0.4	0.3
2009/10	0.5	0.3
2008/09	0.3	0.4

## Budget by Fund

## General Fund Sources

**Library Fines & Fees**

Library Fines & Fees are monies collected when library materials are returned after their due date, are lost, and/or are damaged. The FY 2012/13 revenues are budgeted at \$0.3 million, which is a decrease of \$0.1 million from the FY 2011/12 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.3	0.3 *
2011/12	0.4	0.4 *
2010/11	0.3	0.4
2009/10	0.4	0.4
2008/09	0.4	0.3

**Other Revenues**

Other Revenues include revenue from interest earnings, property rentals, indirect cost allocations received from the Enterprise operations, reimbursements from outside sources, expense recovery, Intergovernmental Agreements, and miscellaneous non-operating revenue such as copies of materials and passport fees. In aggregate, the revenue for these items in FY 2012/13 is budgeted at \$14.6 million, which is a decrease of approximately \$1.7 million from the FY 2011/12 year-end forecast of \$16.3 million.

**Interest Earnings**

Interest Earnings are generated on General Fund cash balances throughout the year. This revenue is a function of the relationship between the city's available cash balance and the interest rate. The city earns interest on 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, high-grade corporate notes, and the State of Arizona's Local Government Investment Pool. Interest earnings applicable to bond proceeds and the Capital Improvement Plan (CIP) accrue to the CIP budget and are not included in General Fund revenues. Interest Earnings Revenue is budgeted at \$1.1 million for FY 2012/13.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.1	1.1 *
2011/12	0.4	0.6 *
2010/11	1.0	1.2
2009/10	1.7	2.1
2008/09	4.5	3.7

**Property Rental**

Property rental revenues are rental fees on facilities such as the Scottsdale Stadium, as well as amounts received from the Tournament Players Club and Princess Hotel for percent of revenue on gross sales agreements. The FY 2012/13 revenue of \$3.3 million is slightly more than the FY 2011/12 year-end forecast of \$3.2 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	3.3	3.3 *
2011/12	2.8	3.2 *
2010/11	2.8	3.2
2009/10	3.2	2.9
2008/09	3.4	3.2

## Budget by Fund

## General Fund Sources

**Miscellaneous**

Miscellaneous revenue includes various revenues the city receives during any given year that are not attributable to one of the specific revenue categories noted previously. The FY 2012/13 miscellaneous revenue is \$0.8 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.8	0.8 *
2011/12	0.8	0.8 *
2010/11	0.5	0.6
2009/10	1.0	0.6
2008/09	1.0	0.6

**Reimbursements**

This category represents General Fund reimbursements from outside sources. FY 2012/13 revenues are budgeted at \$1.8 million, unchanged from the FY 2011/12 year-end estimate. The most significant reimbursement revenue is related to jail fees. Reimbursements from defendants for jail housing and booking fees is approximately \$1.5 million for FY 2012/13.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.8	1.8 *
2011/12	0.4	1.8 *
2010/11	0.4	3.4
2009/10	1.0	2.1
2008/09	1.0	0.6

**Intergovernmental Revenue**

Intergovernmental Revenue is related to School Resource Officers from the Scottsdale Police Department servicing local area schools, an intergovernmental agreement with the Scottsdale Unified School District for shared use of Palomino Library, and revenue received from the County Library District for reciprocal interlibrary use. FY 2012/13 revenues are budgeted at \$0.9 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.9	0.9 *
2011/12	0.8	1.4 *
2010/11	0.9	0.9
2009/10	1.0	1.1
2008/09	0.7	-

**Indirect Cost Allocation**

Indirect Cost Allocation is a reimbursement to the General Fund for centralized services provided to the Enterprise Funds such as payroll, accounts payable, human resources, information technology, city administration, etc. The FY 2012/13 budgeted revenue is \$6.7 million, which reflects a \$1.5 million decrease from the FY 2011/12 year-end forecast of \$8.2 million. The indirect cost allocation methodology has been revised over the course of the past two fiscal years to capture more accurately the cost of services. Factors such as FTE for HR overhead, IT equipment counts for the IT overhead calculations, and square footage calculations to determine building maintenance costs are now utilized.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	6.7	6.7 *
2011/12	8.2	8.2 *
2010/11	12.3	12.3
2009/10	14.8	11.7
2008/09	12.9	12.9

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**Transfers-In**

The budget for Transfers-In to the General Fund includes franchise fees from the Enterprise Funds, reimbursement of direct costs from the Aviation Fund for providing Fire service at the Airport, and reimbursement of Police Tow costs from the Special Programs Fund. Franchise fees charged to the Enterprise Funds represent an estimate of the fees a private utility organization would incur while conducting business within the city. In total, the transfers-in for FY 2012/13 are budgeted at \$7.1 million.

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### General Fund Expenditures By Expenditure Type

The General Fund expenditures are presented by the following major operating expenditure categories: personnel services, contractual services, commodities, capital outlay, debt service, and operating projects. There are also cash transfers-out to other funds.

#### Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY 2012/13 adopted budget of \$157.8 million is \$3.9 million more than the FY 2011/12 adopted budget. Of this increase, \$1.2 million is driven by increases in healthcare and retirement rates, as well as the return to the 50/50 contribution allocation for Arizona State Retirement System (ASRS). The remaining increase is driven by changes in employee compensation and budgeted leave payoffs, which are partially offset by an allowance for vacancy savings.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	157.8	157.8 *
2011/12	153.8	153.8 *
2010/11	162.5	158.0
2009/10	171.9	167.5
2008/09	189.3	192.1

#### Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The FY 2012/13 adopted budget of \$49.6 million is \$4.2 million, or 9 percent, greater than the FY 2011/12 adopted budget. Major contracts include the Maricopa County jail contract, software maintenance and licensing, fleet maintenance and operations, utilities, mowing/landscape maintenance and Fire Dispatch. The most significant increases in this category are related to utilities, and fleet charges for maintenance and vehicle replacement.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	49.6	49.6 *
2011/12	45.4	45.5 *
2010/11	54.8	46.4
2009/10	53.8	48.8
2008/09	58.5	51.4

#### Commodities

Commodities are expendable items including supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted budget of \$7.8 million is \$0.4 million, or 5 percent, more than the FY 2011/12 adopted budget. This increase is driven by the needed replacement of essential protective equipment for fire and emergency medical services.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	7.8	7.8 *
2011/12	7.3	7.4 *
2010/11	8.9	7.2
2009/10	9.3	7.7
2008/09	10.5	8.5

## Budget by Fund

## General Fund Uses

**Capital Outlay**

Capital Outlay includes the purchase of land, the construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, have a unit cost of \$10,000 or more, and must be a betterment or improvement. The FY 2012/13 adopted budget of \$53,400 has been identified for ongoing replacement of office furniture and equipment, as well as a one-time purchase for a new vehicle in Community Services and replacement library self-checkout machines.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	53,400	53,400 *
2011/12	20,450	20,450 *
2010/11	348,905	193,566
2009/10	353,602	509,342
2008/09	550,306	398,730

**Capital - Operating Projects**

Operating Projects capture costs associated with the repair and maintenance of capital assets, replacement of non capital assets, master plans, studies, public art, and all other project type costs that do not result in the acquisition or construction of a capital asset. The FY 2012/13 adopted budget is \$3.2 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	3.2	3.2 *
2011/12	1.8	1.8 *
2010/11	3.9	2.8
2009/10	-	-
2008/09	-	-

**Debt Service - Contracts Payable**

Contracts Payable is paid from the General Fund, is primarily contractual debt related to sales tax development agreements, and will vary based on the actual sales tax collections at each developed site. The FY 2012/13 Contracts Payable budget of \$3.7 million is related to sales tax development agreements such as the Nordstrom Garage Lease and Hotel Valley Ho.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	3.7	3.7 *
2011/12	3.1	3.6 *
2010/11	3.1	3.5
2009/10	2.7	1.5
2008/09	4.6	2.6

**Debt Service - Certificates of Participation**

Certificates of Participation (COPs) are debt instruments whereby the city enters into a lease-purchase agreement for the acquisition, operation and/or maintenance of a project. COPs are secured by a budgeted appropriation made each year by the city. At the completion of the lease period, the city owns the project. In FY 2011/12, the \$3.4 million COP for the Public Safety Headquarters was paid off, creating the large variance with the FY 2012/13 budget. The FY 2012/13 budget of \$2.5 million is related to the FY 2010/11 COPs issuance for public safety radio financing.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	2.5	2.5 *
2011/12	6.0	6.0 *
2010/11	1.4	1.5
2009/10	2.0	0.9
2008/09	1.4	1.0

### Transfers-Out

Transfers-Out are the authorized movement of cash to other funds, divisions, departments, and/or capital projects. Transfers-Out in FY 2012/13 total \$25.8 million and include; \$11.8 million to the MPC Excise Debt Fund; \$5.4 million to the Capital Improvement Plan to cover the cost of on-going capital maintenance; \$1.8 million to the CIP for planned Transient Occupancy (Bed) Tax funded projects; \$6.7 million to the Special Programs Fund for transient occupancy tax revenues (half of the 5.0 percent bed tax restricted for destination marketing); and \$60,000 will be transferred to the Special Programs Fund for neighborhood revitalization (\$50,000) and for the preservation and maintenance of properties on Scottsdale's Historic Register (\$10,000).

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### General Fund Balance/Reserve/Operating Contingency

Fund Balance/Reserve/Operating Contingency protects the city's financial condition and provides for unexpected economic challenges.

The city's budget planning and adopted financial policies call for the establishment of reserves and an operating contingency as part of the resource allocation/limit setting process. The process allows the city to set aside savings before it is allocated or spent as budgeted expenditures. The specific make-up of the city's fund balance, reserves and operating contingencies are noted below.

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### General Fund Reserve

General Fund Reserve continues the city's adopted financial policy of setting aside a reserve to protect Scottsdale in times of emergency. It is considered financially prudent to have a minimum General Fund Reserve of 10 percent of the General and Transportation Funds total annual operating costs. Based on the revenue and expenditure estimates included in the adopted budget, the ending FY 2012/13 General Fund Reserve is \$24.7 million. Maintaining the General Fund Reserve is very important to the municipal credit rating agencies and in retaining the city's AAA bond ratings.

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### Operating Contingency

Operating Contingency includes \$5.0 million in the event that unforeseen expenses occur during the fiscal year. City Council approval is required before any funds can be transferred from the contingency to an operating division budget.

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### Unreserved Fund Balance

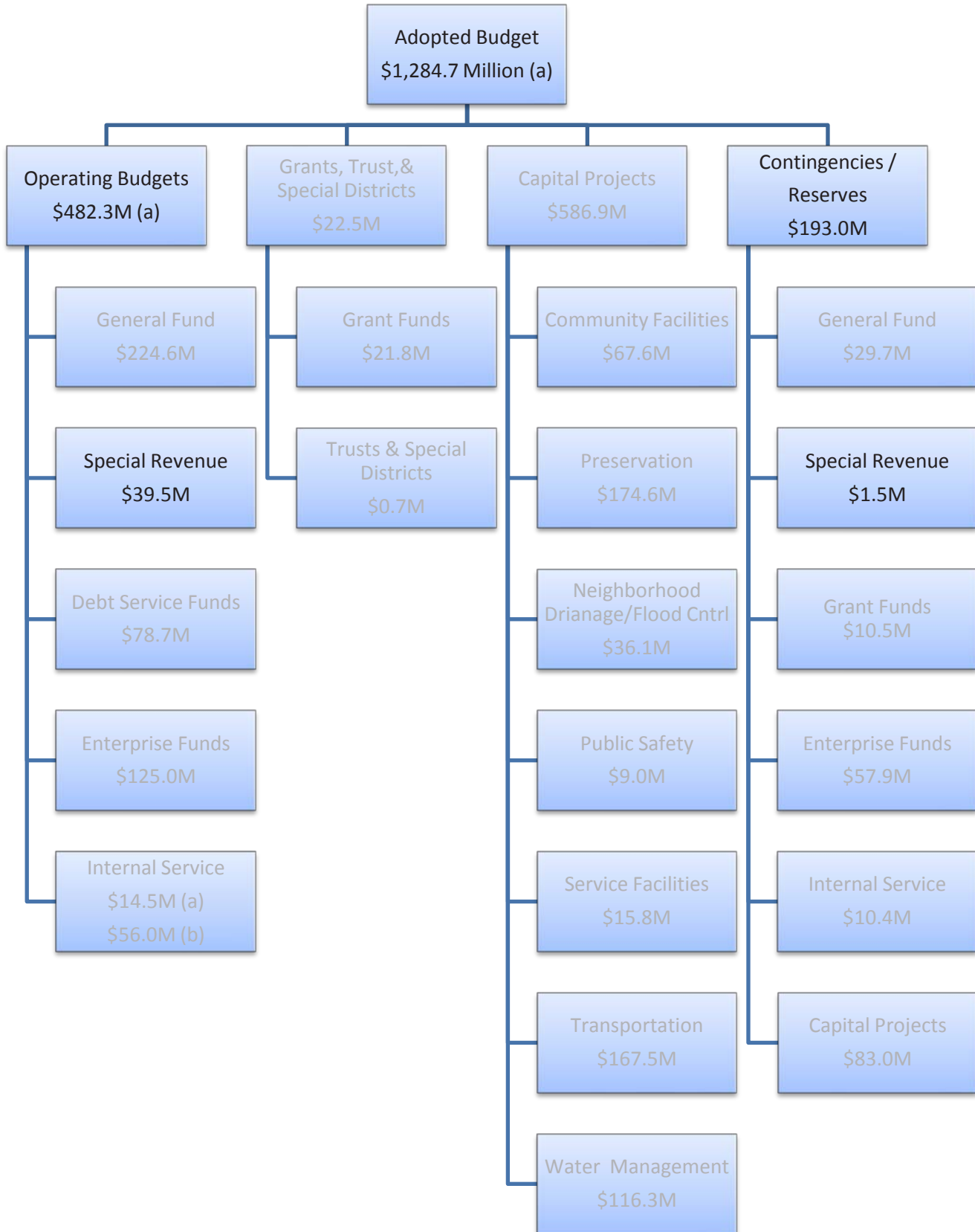
Unreserved Fund Balance accounts for any funds remaining after the designation of all other reserves/uses. The FY 2012/13 ending unreserved fund balance is \$1.3 million, which represents the cumulative General Fund revenues not designated for a specific purpose. This balance represents an accumulation of one-time revenues and is most appropriately used for one-time expenditures. Under prudent fiscal management practices, this amount should not be used to fund new or expanded programs with ongoing operating expenses.

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FY 2012/13 Adopted Budget





(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$41.5M  
 (b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$41.5M

**Special Revenue Funds Description**

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Examples of restricted revenues that must be spent on specific purposes are Highway User Revenue taxes, Preserve Sales Tax, Transportation Sales Tax, and Special Programs, such as Police 30-Day Towing. The sections to follow discuss each of the funds in more detail.

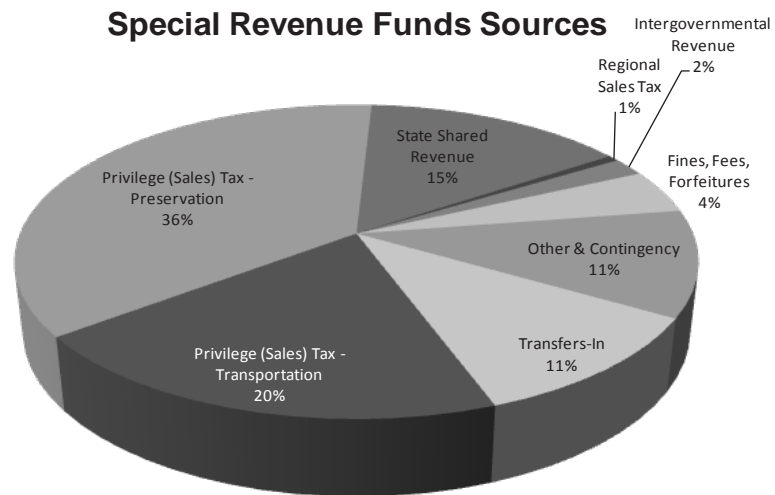
**Economic Overview**

Economic conditions play a major role in the city’s ability to provide services and build needed infrastructure for current and future residents. Similar to the General Fund, the Special Revenue funds are particularly vulnerable to shifts in the economy due to high reliance on elastic revenues. As in all funds, operating expenditures are carefully developed, documented and reviewed to ensure the most cost-effective and efficient method of providing services.

**Special Revenue Funds Sources  
(in millions)**

Privilege (Sales) Tax - Transportation	\$	16.8
Privilege (Sales) Tax - Preservation		30.2
State Shared Revenue		12.2
Regional Sales Tax		0.5
Intergovernmental Revenue		1.6
Fines, Fees, Forfeitures		3.8
Other & Contingency	\$	9.1
<b>Total Revenue</b>	<b>\$</b>	<b>74.2</b>
Transfers-In		9.1
<b>Total Sources</b>	<b>\$</b>	<b>83.3</b>

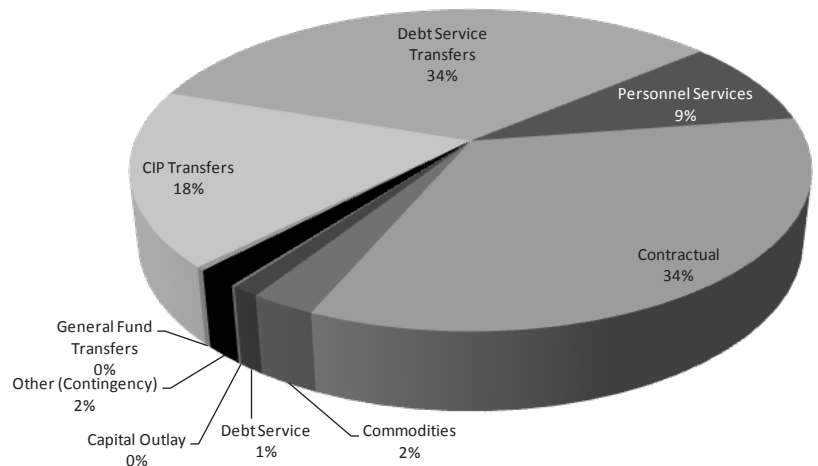
**Special Revenue Funds Sources**



**Special Revenue Funds Uses  
(in millions)**

Personnel Services	\$	7.4
Contractual		28.8
Commodities		2.2
Debt Service		1.0
Capital Outlay		0.1
Other (Contingency)		1.5
<b>Adopted Budget</b>	<b>\$</b>	<b>41.0</b>
Transfers Out		
General Fund Transfers		0.3
CIP Transfers		15.1
Debt Service Transfers		28.6
<b>Total Uses</b>	<b>\$</b>	<b>85.0</b>

**Special Revenue Funds Uses**



Note: Amounts are rounded in millions; therefore, differences may occur.

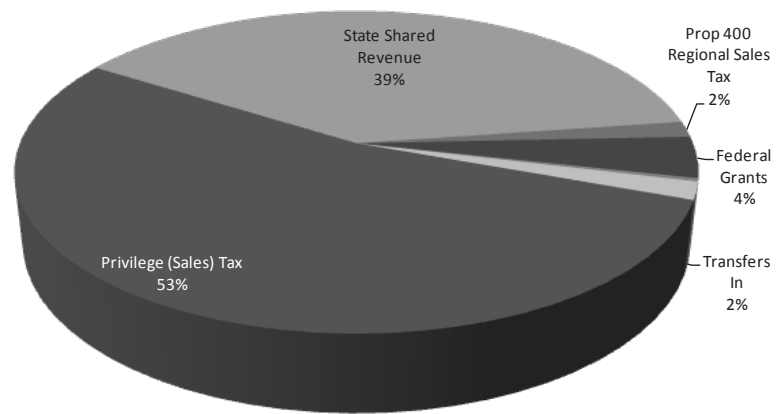
**Fund Purpose**

The State of Arizona requires the city to establish and maintain an accounting for Highway User Revenue funds. The Transportation Fund receives and expends the city's allocation of the Arizona Highway User Revenue Tax (HURF) as well as the city's Transportation Privilege (Sales) Tax revenue and other transportation related revenues. The amount of HURF available to each city is allocated based on population, which is determined by the latest federal census. These monies must be used for street construction, reconstruction, maintenance, or transit. The fund also accounts for the 1989 voter approved Transportation Privilege (Sales) Tax of 0.20 percent which is dedicated to funding transportation improvements and operations.

**Transportation Fund Sources  
(in millions)**

Privilege (Sales) Tax	\$	16.8
State Shared Revenue		12.2
Prop 400 Regional Sales Tax		0.5
Federal Grants		1.3
Miscellaneous		0.1
<b>Total Revenues</b>	<b>\$</b>	<b>30.9</b>
Transfers In		0.6
<b>Total Sources</b>	<b>\$</b>	<b>31.4</b>

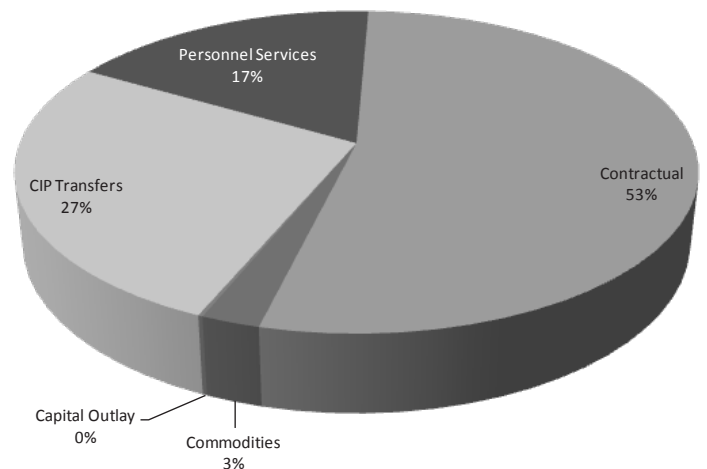
**Transportation Fund Sources**



**Transportation Fund Uses  
(in millions)**

Personnel Services	\$	5.4
Contractual		16.6
Commodities		0.7
Debt Service		-
Capital Outlay		0.1
Contingency/Reserves		-
<b>Adopted Budget</b>	<b>\$</b>	<b>22.8</b>
Transfers Out		
CIP Transfers		8.4
<b>Total Uses</b>	<b>\$</b>	<b>31.2</b>

**Transportation Fund Uses**



Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Transportation Fund Summary

	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance</b>				
Unreserved Fund Balance	-	451,413	2,297,552	4,331,863
<b>Total Beginning Fund Balance *</b>	-	451,413	2,297,552	4,331,863
<b>Revenues</b>				
Highway User Revenue Tax	13,395,648	10,945,461	10,945,461	12,233,886
Transportation Privilege Tax (0.2%)	15,041,874	15,303,597	15,989,800	16,787,891
Proposition 400 Regional Sales Tax	624,520	500,000	500,000	500,000
Capital Improvement Plan Cost Allocation	868,010	-	-	-
Federal Grants	4,217,576	830,000	400,000	700,000
State Grants	195,511	-	612,000	610,000
Miscellaneous	151,785	70,000	1,470,000	50,000
<b>Subtotal</b>	<b>34,494,924</b>	<b>27,649,058</b>	<b>29,917,261</b>	<b>30,881,777</b>
<b>Transfers In</b>				
CIP - Operating Projects	249,000	-	-	-
Transportation CIP Fund Savings	-	889,000	889,000	-
Fleet Fund	-	179,400	179,400	-
Solid Waste - Alley Maintenance	380,063	482,867	482,867	557,776
<b>Subtotal</b>	<b>629,063</b>	<b>1,551,267</b>	<b>1,551,267</b>	<b>557,776</b>
<b>Total Sources</b>	<b>35,123,988</b>	<b>29,200,325</b>	<b>31,468,528</b>	<b>31,439,553</b>
<b>Expenditures</b>				
<b>Divisions</b>				
Community & Economic Development	10,327,594	9,104,296	9,046,626	9,250,167
Public Works	14,876,765	11,697,554	11,639,557	12,508,773
Community Services	-	746,073	746,073	1,052,426
ASRS from 47/53 % to 50/50 %	-	-	27,200	-
2% Pay-for-Performance	-	-	-	94,954
Compensation Adjustments	-	-	-	27,754
Leave Accrual Payments	-	45,255	30,651	47,518
Estimated Personnel Savings from Vacant Positions	-	(141,750)	(74,490)	(148,838)
<b>Subtotal</b>	<b>25,204,360</b>	<b>21,451,428</b>	<b>21,415,617</b>	<b>22,832,754</b>
<b>TOTAL OPERATING BUDGET</b>	<b>25,204,360</b>	<b>21,451,428</b>	<b>21,415,617</b>	<b>22,832,754</b>
<b>Transfers Out</b>				
CIP Fund - Privilege Tax Allocation	7,520,937	7,651,799	7,994,900	8,393,946
CIP Fund - Tech. Replacement	101,139	23,700	23,700	17,900
<b>Subtotal</b>	<b>7,622,076</b>	<b>7,675,499</b>	<b>8,018,600</b>	<b>8,411,846</b>
<b>Total Uses</b>	<b>32,826,436</b>	<b>29,126,927</b>	<b>29,434,217</b>	<b>31,244,600</b>
<b>Sources Over/(Under) Uses</b>	<b>2,297,552</b>	<b>73,398</b>	<b>2,034,311</b>	<b>194,953</b>
<b>Ending Fund Balance</b>				
Unreserved Fund Balance	2,297,552	524,811	4,331,863	4,526,816
<b>Total Ending Fund Balance *</b>	<b>2,297,552</b>	<b>524,811</b>	<b>4,331,863</b>	<b>4,526,816</b>

\* Excludes revenue accruals of \$2.4 million in FY 2010/11 and unknown revenue accrual amount in current and future years.

## Budget by Fund

Transportation Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance</b>					
Unreserved Fund Balance	4,331,863	4,526,816	5,073,730	6,029,766	7,455,921
<b>Total Beginning Fund Balance *</b>	4,331,863	4,526,816	5,073,730	6,029,766	7,455,921
<b>Revenues</b>					
Highway User Revenue Tax	12,233,886	12,601,000	12,979,000	13,368,000	13,769,000
Transportation Privilege Tax (0.2%)	16,787,891	17,979,000	18,599,000	19,249,000	19,923,000
Proposition 400 Regional Sales Tax	500,000	500,000	500,000	500,000	500,000
Capital Improvement Plan Cost Allocation	-	-	-	-	-
Federal Grants	700,000	300,000	300,000	300,000	300,000
State Grants	610,000	600,000	600,000	600,000	600,000
Miscellaneous	50,000	50,000	50,000	50,000	20,000
<b>Subtotal</b>	30,881,777	32,030,000	33,028,000	34,067,000	35,112,000
<b>Transfers In</b>					
CIP - Operating Projects	-	-	-	-	-
Transportation CIP Fund Savings	-	-	-	-	-
Fleet Fund	-	-	-	-	-
Solid Waste - Alley Maintenance	557,776	563,200	571,500	578,200	584,800
<b>Subtotal</b>	557,776	563,200	571,500	578,200	584,800
<b>Total Sources</b>	31,439,553	32,593,200	33,599,500	34,645,200	35,696,800
<b>Expenditures</b>					
<b>Divisions</b>					
Community & Economic Development	9,250,167	9,342,900	9,433,500	9,518,500	9,597,200
Public Works	12,508,773	12,668,500	12,863,700	13,030,900	13,193,000
Community Services	1,052,426	1,057,700	1,063,000	1,068,300	1,073,600
ASRS from 47/53 % to 50/50 %	-	-	-	-	-
2% Pay-for-Performance	94,954	-	-	-	-
Compensation Adjustments	27,754	55,786	56,064	56,345	56,627
Leave Accrual Payments	47,518	49,900	52,400	55,000	57,800
Estimated Personnel Savings from Vacant Positions	(148,838)	(156,300)	(164,100)	(172,300)	(180,900)
<b>Subtotal</b>	22,832,754	23,018,486	23,304,564	23,556,745	23,797,327
<b>TOTAL OPERATING BUDGET</b>	<b>22,832,754</b>	<b>23,018,486</b>	<b>23,304,564</b>	<b>23,556,745</b>	<b>23,797,327</b>
<b>Transfers Out</b>					
CIP Fund - Privilege Tax Allocation	8,393,946	8,989,400	9,299,400	9,624,700	9,961,600
CIP Fund - Tech. Replacement	17,900	38,400	39,500	37,600	32,900
<b>Subtotal</b>	8,411,846	9,027,800	9,338,900	9,662,300	9,994,500
<b>Total Uses</b>	31,244,600	32,046,286	32,643,464	33,219,045	33,791,827
<b>Sources Over/(Under) Uses</b>	194,953	546,914	956,036	1,426,155	1,904,973
<b>Ending Fund Balance</b>					
Unreserved Fund Balance	4,526,816	5,073,730	6,029,766	7,455,921	9,360,894
<b>Total Ending Fund Balance *</b>	4,526,816	5,073,730	6,029,766	7,455,921	9,360,894

\* Excludes revenue accruals of \$2.4 million in FY 2010/11 and unknown revenue accrual amount in current and future years.

### Transportation Fund Revenues and Transfers-In

Transportation Fund sources include both revenues and transfers-in from other funds. Sources for FY 2012/13 equal \$31.4 million which is the same as the FY 2011/12 year-end forecast. Any fiscal year where Transportation Fund revenues are not sufficient to cover expenditures, the General Fund will transfer funds to eliminate any deficits. There is no transfer from the General Fund budgeted for FY 2012/13 since sources are budgeted to exceed expenditures. More specific information on revenues is detailed below.

#### Highway User Revenue Tax (HURF)

Highway User Revenue Tax (HURF), also known as gas tax, is distributed by the State of Arizona based upon the population of each city and the county of origin for the sales of fuel. The State constitution requires that all highway user revenue be used solely for street, highway or transit purposes. Cities and towns receive 27.5 percent of the highway user revenue fund - of which one half of the monies are distributed based on the proportion of Scottsdale's population to the total population of all incorporated cities and towns in the State. The remaining half is distributed based on the basis of the "county of origin" of gasoline sales and the relation of Scottsdale's population to the total incorporated population of Maricopa County. The adopted FY 2012/13 budget of \$12.2 million represents an increase of \$1.3 million or 12 percent from the FY 2011/12 year-end forecast. This increase is the result of a reversal of prior legislative decisions, thereby restoring funding that had been diverted away from cities.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	12.2	12.2 *
2011/12	10.9	10.9 *
2010/11	13.8	13.4
2009/10	14.2	13.4
2008/09	16.9	14.1

#### Privilege (Sales) Tax – Transportation

Privilege (Sales) Tax - Transportation represents the 0.20 percent of the city's privilege (sales) tax dedicated solely to transportation. Please note there is a difference between the transportation and preservation privilege tax revenue amounts, which is attributable to differences in the taxing provisions for each of the revenues. The adopted FY 2012/13 budget of \$16.8 million represents an increase of \$0.8 million or 5 percent over the FY 2011/12 year-end forecast.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	16.8	16.8 *
2011/12	15.3	16.0 *
2010/11	15.2	15.0
2009/10	14.3	14.6
2008/09	20.1	16.5

## Budget by Fund

## Transportation Fund Sources

**Local Transportation Assistance Fund (LTAF)  
Revenue (“State Lottery”)**

Local Transportation Assistance Fund (LTAF) Revenue (“State Lottery”) was distributed by the State of Arizona based upon population as well as city and town participation in the lottery. These state shared revenues were eliminated as of February 2010.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	-	- *
2011/12	-	- *
2010/11	-	-
2009/10	1.1	0.9
2008/09	1.1	1.4

**Proposition 400 Regional Sales Tax**

Proposition 400 Regional Sales Tax represents the city’s allocation of the 1.0 percent regional sales tax approved by Maricopa County voters in November 2004 for transportation and transit enhancements. This revenue is dedicated for construction of or reimbursement for street and highway projects within the city. Based on information from regional agencies, the city will receive \$0.5 million from this regional sales tax in the FY 2012/13, which remains flat with the FY 2011/12 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.5	0.5 *
2011/12	0.5	0.5 *
2010/11	0.3	0.6
2009/10	0.3	0.8
2008/09	0.3	0.4

**Grants/Other Revenue**

Revenue for Federal and State Grants and Miscellaneous Reimbursements for FY 2012/13 is \$1.4 million. Scottsdale is able to leverage grants received to offset transportation fund operating expenditures.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.4	1.4 *
2011/12	0.9	2.5 *
2010/11	2.0	4.6
2009/10	-	0.4
2008/09	-	-

**Transfers-In**

Transfers-In consists of a transfer into the Transportation Fund from Solid Waste. Solid Waste transfers funds to cover the cost associated with alley maintenance performed by the Transportation Department for the benefit of Solid Waste operations. The budget for this transfer for FY 2012/13 is \$0.6 million.

## Budget by Fund

## Transportation Fund Uses

**Transportation Fund Expenditures by Expenditure Type**

The Transportation Fund expenditures are presented by four major expenditure categories: personnel services, contractual services, commodities, capital outlay, plus transfers-out to other funds.

**Personnel Services**

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The adopted FY 2012/13 personnel services budget of \$5.4 million is an increase of \$0.2 million, or approximately 4 percent, from the FY 2011/12 adopted budget.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	5.4	5.4 *
2011/12	5.2	5.2 *
2010/11	6.2	6.3
2009/10	6.5	6.5
2008/09	7.4	7.9

**Contractual Services**

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The adopted FY 2012/13 contractual services budget of \$16.6 million is an increase of \$1.3 million, or approximately 8 percent, from the FY 2011/12 adopted budget. The most significant increases in this category are related to utilities, landscaping, and fleet charges for maintenance and vehicle replacement.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	16.6	16.6 *
2011/12	15.3	15.3 *
2010/11	19.7	15.4
2009/10	23.9	18.7
2008/09	26.6	23.7

**Commodities**

Commodities are expendable items purchased through the city-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted FY 2012/13 commodities budget of \$0.7 million is slightly lower than the FY 2011/12 adopted budget.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.7	0.7 *
2011/12	0.8	0.8 *
2010/11	0.8	0.6
2009/10	0.8	0.6
2008/09	1.1	0.8

**Capital Outlay**

Capital Outlays are typically one-time expenses and include the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment, as well as operating projects. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. The adopted FY 2012/13 does not include any capital outlay expenditures.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	-	- *
2011/12	100,500	100,500 *
2010/11	257,000	257,000
2009/10	18,200	1,396,330
2008/09	294,700	47,300



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**Transfers-Out**

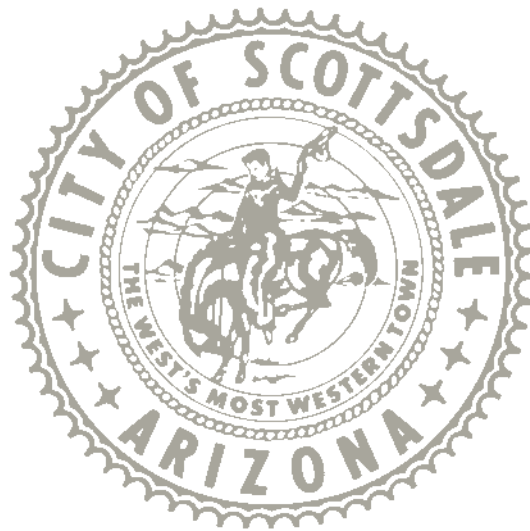
Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2012/13 budget includes approximately \$8.4 million of the Transportation Privilege Tax revenue (50 percent of budgeted revenue) as a transfer to the Capital Projects Fund to fund transportation system improvement operating costs.

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**Transportation Fund Balance**

The adopted FY 2012/13 Transportation Fund ending balance is just over \$4.5 million.

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FY 2012/13 Adopted Budget

## Budget by Fund

## Preservation Privilege Tax Fund Overview

## Fund Purpose

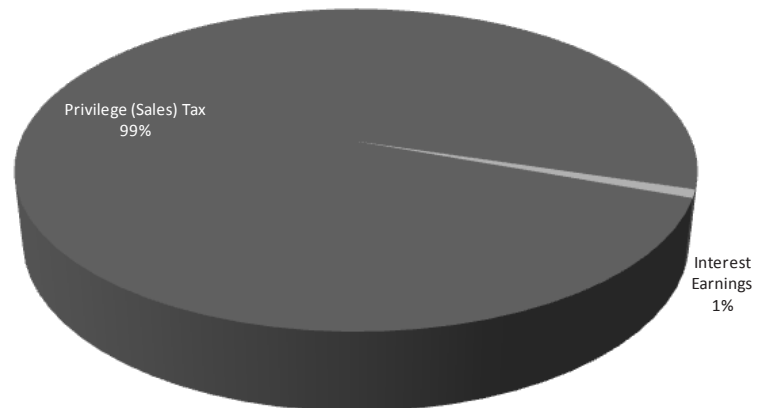
The Preservation Privilege Tax Fund accounts for the portion of the city's privilege (sales) tax (0.35 percent) dedicated to the purchase of land within the McDowell Sonoran Preserve. In 1995, voters approved increasing the city's privilege (sales) tax rate by 0.20 percent for the purchase of land within the McDowell Sonoran Preserve. In May 2004, voters approved an additional 0.15 percent in the city's privilege (sales) tax rate dedicated to the McDowell Sonoran Preserve land acquisition. As with the 1995 tax, the 2004 tax covers the purchase of land within the preserve plus the construction of essential preserve related necessities such as proposed trailheads.

Revenue collections and contractual debt associated with purchased land are accounted for in this fund. A transfer out is made to the Debt Service Fund to pay debt service payments associated with bonds issued for land purchases.

### Preservation Fund Sources (in millions)

Privilege (Sales) Tax	\$	30.2
Interest Earnings		0.3
<b>Total Revenue</b>	<b>\$</b>	<b>30.4</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>30.4</b>

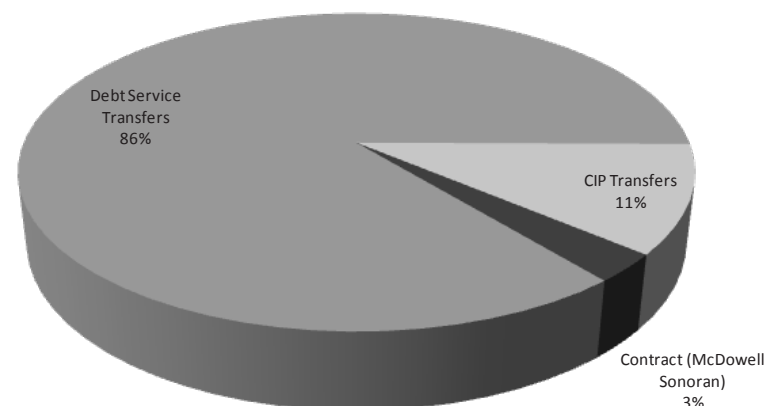
### Preservation Fund Sources



### Preservation Fund Uses (in millions)

Personnel Services	\$	-
Contractual		-
Commodities		-
Contract (McDowell Sonoran)		1.0
Capital Outlay		-
Other	\$	-
<b>Adopted Budget</b>	<b>\$</b>	<b>1.0</b>
Transfers Out		
Debt Service Transfers		28.6
CIP Transfers		3.7
<b>Total Uses</b>	<b>\$</b>	<b>33.2</b>

### Preservation Fund Uses



Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Preservation Privilege Tax Fund Summary

	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance</b>				
Unreserved Fund Balance	17,287,931	21,296,374	22,219,679	20,206,045
<b>Total Beginning Fund Balance *</b>	<u>17,287,931</u>	<u>21,296,374</u>	<u>22,219,679</u>	<u>20,206,045</u>
<b>Revenues</b>				
Privilege Tax (0.20%)	15,505,717	15,756,557	16,463,071	17,284,784
Privilege Tax (0.15%)	11,693,310	11,760,798	12,288,145	12,901,477
Interest Earnings	297,002	134,726	175,000	250,000
<b>Subtotal</b>	<u>27,496,029</u>	<u>27,652,081</u>	<u>28,926,216</u>	<u>30,436,261</u>
<b>Transfers In</b>				
Reimbursements	1,347,701	-	-	-
<b>Subtotal</b>	<u>1,347,701</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Sources</b>	<u>28,843,730</u>	<u>27,652,081</u>	<u>28,926,216</u>	<u>30,436,261</u>
<b>Expenditures</b>				
<b>Operating</b>				
Miscellaneous	2,100	2,200	2,200	2,200
<b>Subtotal</b>	<u>2,100</u>	<u>2,200</u>	<u>2,200</u>	<u>2,200</u>
<b>Contracts Payable</b>				
McDowell Sonoran Contract	954,175	953,750	953,750	955,500
<b>Subtotal</b>	<u>954,175</u>	<u>953,750</u>	<u>953,750</u>	<u>955,500</u>
<b>Total Expenditures</b>	<u>956,275</u>	<u>955,950</u>	<u>955,950</u>	<u>957,700</u>
<b>Transfers Out</b>				
Debt Service Fund (Preserve GO Bonds)	15,731,631	20,164,437	17,019,621	22,139,617
Debt Service Fund (Preserve Revenue Bonds)	5,940,361	6,491,773	6,491,763	6,486,113
CIP Fund (General Capital Projects)	1,283,715	5,110,000	6,472,516	3,650,800
<b>Subtotal</b>	<u>22,955,707</u>	<u>31,766,210</u>	<u>29,983,900</u>	<u>32,276,530</u>
<b>Total Uses</b>	<u>23,911,982</u>	<u>32,722,160</u>	<u>30,939,850</u>	<u>33,234,230</u>
<b>Sources Over/(Under) Uses</b>	<u>4,931,748</u>	<u>(5,070,079)</u>	<u>(2,013,634)</u>	<u>(2,797,969)</u>
<b>Ending Fund Balance</b>				
Unreserved Fund Balance	22,219,679	16,226,295	20,206,045	17,408,076
<b>Total Ending Fund Balance *</b>	<u>22,219,679</u>	<u>16,226,295</u>	<u>20,206,045</u>	<u>17,408,076</u>

\* Excludes revenue accruals of \$2.2 million in FY 2010/11 and unknown revenue accrual amount in current and future years.

## Budget by Fund

Preservation Privilege Tax Fund  
Five -Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance</b>					
Unreserved Fund Balance	20,206,045	17,408,076	13,771,876	13,780,476	12,270,876
<b>Total Beginning Fund Balance *</b>	<b>20,206,045</b>	<b>17,408,076</b>	<b>13,771,876</b>	<b>13,780,476</b>	<b>12,270,876</b>
<b>Revenues</b>					
Privilege Tax (0.20%)	17,284,784	17,879,000	18,511,000	19,149,000	19,819,000
Privilege Tax (0.15%)	12,901,477	13,345,000	13,817,000	14,293,000	14,793,000
Interest Earnings	250,000	298,000	420,000	460,000	483,000
<b>Subtotal</b>	<b>30,436,261</b>	<b>31,522,000</b>	<b>32,748,000</b>	<b>33,902,000</b>	<b>35,095,000</b>
<b>Transfers In</b>					
Reimbursements	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>30,436,261</b>	<b>31,522,000</b>	<b>32,748,000</b>	<b>33,902,000</b>	<b>35,095,000</b>
<b>Expenditures</b>					
<b>Operating</b>					
Miscellaneous	2,200	2,200	2,200	2,200	2,200
<b>Subtotal</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>Contracts Payable</b>					
McDowell Sonoran Contract	955,500	-	-	-	-
<b>Subtotal</b>	<b>955,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>957,700</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>Transfers Out</b>					
Debt Service Fund (Preserve GO Bonds)	22,139,617	27,714,100	25,833,900	28,500,300	28,164,500
Debt Service Fund (Preserve Revenue Bonds)	6,486,113	6,474,900	6,476,300	6,489,100	6,117,400
CIP Fund (General Capital Projects)	3,650,800	967,000	427,000	420,000	420,000
<b>Subtotal</b>	<b>32,276,530</b>	<b>35,156,000</b>	<b>32,737,200</b>	<b>35,409,400</b>	<b>34,701,900</b>
<b>Total Uses</b>	<b>33,234,230</b>	<b>35,158,200</b>	<b>32,739,400</b>	<b>35,411,600</b>	<b>34,704,100</b>
<b>Sources Over/(Under) Uses</b>	<b>(2,797,969)</b>	<b>(3,636,200)</b>	<b>8,600</b>	<b>(1,509,600)</b>	<b>390,900</b>
<b>Ending Fund Balance</b>					
Unreserved Fund Balance	17,408,076	13,771,876	13,780,476	12,270,876	12,661,776
<b>Total Ending Fund Balance *</b>	<b>17,408,076</b>	<b>13,771,876</b>	<b>13,780,476</b>	<b>12,270,876</b>	<b>12,661,776</b>

\* Excludes revenue accruals of \$2.2 million in FY 2010/11 and unknown revenue accrual amount in current and future years.

## Budget by Fund

## Preservation Privilege Tax Fund Sources

**Preservation Fund Revenues**

The Preservation Privilege Tax Fund revenues for FY 2012/13 are budgeted at \$30.4 million, an increase of \$1.5 million from the FY 2011/12 year-end forecast. The same methodology for developing the transaction privilege (sales) tax budgeted in the General Fund is also used for the Preservation Fund.

**Privilege (Sales) Tax - McDowell Preserve**

Privilege (Sales) Tax - McDowell Preserve represents the 1995 voter approved 0.20 percent of the city's privilege (sales) tax dedicated to the purchase of land within the McDowell Sonoran Preserve. The FY 2012/13 budget of \$17.3 million represents an increase of \$0.8 million from the FY 2011/12 year-end forecast. The increase in revenues is based on the economic recovery in sales activity for Scottsdale.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	17.3	17.3 *
2011/12	15.8	16.5 *
2010/11	15.6	15.5
2009/10	14.7	15.2
2008/09	20.6	17.0

**Privilege (Sales) Tax – Preservation**

Privilege (Sales) Tax - Preservation represents the 2004 voter approved 0.15 percent of the city's privilege (sales) tax dedicated to the purchase of land within the McDowell Sonoran Preserve, plus construction of essential preserve related necessities such as proposed trailheads. The FY 2012/13 budget of \$12.9 million represents an increase of \$0.6 million from the FY 2011/12 year-end forecast. The increase in revenues is based on the economic recovery in sales activity for Scottsdale.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	12.9	12.9 *
2011/12	11.8	12.3 *
2010/11	12.1	11.7
2009/10	11.4	11.3
2008/09	14.9	12.6

**Interest Earnings**

Interest Earnings is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investments in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield. The FY 2012/13 budget of \$0.3 million is developed by staff based on current interest rates and the available cash balance.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.3	0.3 *
2011/12	0.1	0.2 *
2010/11	0.2	0.3
2009/10	0.3	0.8
2008/09	1.1	1.1

### Preservation Privilege Tax Special Revenue Fund Expenditures

All of the expenditures in this fund are for debt service expenses on Preserve General Obligation and Revenue Bonds and transfers-out to the Capital Project Fund for land acquisition and construction of essential preserve related assets such as proposed trailheads.

#### Contracts Payable

The contracts payable adopted budget for FY 2012/13 of \$1.0 million remains flat with the FY 2011/12 adopted budget and consists of contractual debt for the McDowell Sonoran Preserve.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.0	1.0 *
2011/12	1.0	1.0 *
2010/11	1.0	1.0
2009/10	1.0	1.0
2008/09	1.0	1.0

#### Transfers-Out

Transfers-Out is authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2012/13 adopted budget of \$32.3 million consists of \$28.6 million in transfers out to the Debt Service Fund for debt payments on Preservation bonds and \$3.7 million in transfers out to the Capital Project Fund.

#### Preservation Privilege Tax Fund Balance

The adopted ending fund balance for FY 2012/13 is \$17.4 million.



FY 2012/13 Adopted Budget



## Budget by Fund

## Special Programs Fund Overview

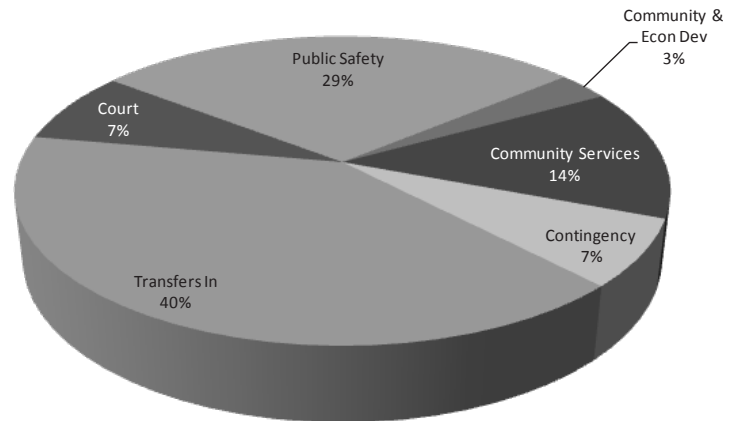
**Fund Purpose**

In accordance with the Governmental Accounting Standards Board (GASB) 54, this fund is used to account for dedicated funding sources and donations earmarked for specific purposes pursuant to constraints imposed by formal action of the City Council or restricted by an outside source. All revenues not expended in the current fiscal year are carried over to the next fiscal year to continue funding the intended purpose.

**Special Programs Sources  
by Program Area  
(in millions)**

Court	\$	1.6
Public Safety		6.1
Community & Econ Dev		0.7
Community Services		2.9
Public Works		-
Contingency		1.5
<b>Total Revenue</b>	<b>\$</b>	<b>12.8</b>
Transfers In		8.6
<b>Total Sources</b>	<b>\$</b>	<b>21.4</b>

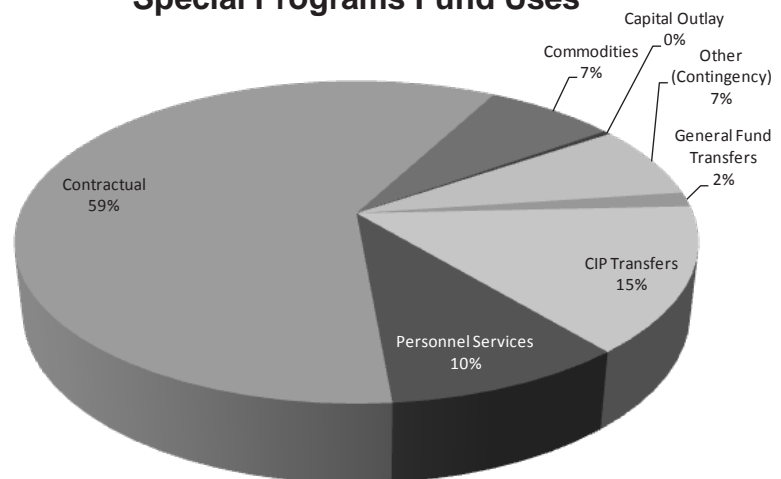
**Special Programs Sources  
by Program Area**



**Special Programs Fund Uses  
(in millions)**

Personnel Services	\$	2.0
Contractual		12.2
Commodities		1.5
Debt Service		-
Capital Outlay		0.1
Other (Contingency)		1.5
<b>Adopted Budget</b>	<b>\$</b>	<b>17.2</b>
Transfers Out		
General Fund Transfers		0.3
CIP Transfers		3.0
<b>Total Uses</b>	<b>\$</b>	<b>20.5</b>

**Special Programs Fund Uses**



Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Special Programs Fund Summary

	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
Operating Contingency <sup>(A)</sup>	1,500,000	1,500,000	1,500,000	1,500,000
<b>Beginning Fund Balance</b>				
Community & Ec. Development - EV (CVB) <sup>(B)</sup>	(314,823)	(314,823)	-	-
City Court	4,373,416	4,119,076	4,176,190	3,991,647
Downtown Cultural/Community Arts (CED)	330,226	304,076	293,506	267,356
Admin. Services - HR (Cultural Diversity)	6,100	6,700	6,100	6,100
Public Safety - Police <sup>(C)</sup>	(251,720)	271,262	(625,102)	1,491,125
Community Services	3,765,066	3,538,274	3,990,411	2,006,712
Community and Economic Development	354,370	289,370	392,912	300,115
Public Safety - Fire	6,941	7,441	7,336	1,095
Community & Economic Development - WestWorld	-	-	-	-
Community & Economic Development - AIPP	-	-	-	721,542
Public Works - AIPP	-	-	-	-
<b>Total Beginning Fund Balance <sup>(D)</sup></b>	<b>8,269,576</b>	<b>8,221,376</b>	<b>8,241,353</b>	<b>8,785,692</b>
<b>Revenues</b>				
City Court	1,099,854	1,724,553	1,627,303	1,627,369
Downtown Cultural/Community Arts (CED)	4,000	150,000	150,000	150,000
Admin Services - HR (Cultural Diversity)	-	-	-	-
Public Safety - Police	1,930,509	2,845,932	5,479,007	6,123,921
Community Services	2,137,996	2,200,000	2,200,000	2,940,911
Public Safety - Fire	395	400	659	400
Community & Economic Development - WestWorld	10,000	1,200,000	875,000	500,000
<b>Subtotal</b>	<b>5,182,754</b>	<b>8,120,885</b>	<b>10,331,969</b>	<b>11,342,601</b>
<b>Transfers In</b>				
GF - Community & Economic Development - AIPP	-	-	721,542	429,488
GF - Community Services	-	220,000	220,000	-
GF - Community & Economic Development	60,000	60,000	60,000	60,000
GF - Community & Ec. Development - EV (CVB)	6,661,497	6,123,500	6,466,016	6,692,500
CIP Fund - Public Works - AIPP	-	-	-	1,380,078
Grants Fund - Community Services (Affordable Housing)	6,400	-	-	-
<b>Subtotal</b>	<b>6,727,897</b>	<b>6,403,500</b>	<b>7,467,558</b>	<b>8,562,066</b>
<b>Total Sources</b>	<b>11,910,651</b>	<b>14,524,385</b>	<b>17,799,527</b>	<b>19,904,667</b>

## Budget by Fund

## Special Programs Fund Summary

	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Expenditures</b>				
<b>Programs</b>				
Community & Ec. Development - EV (CVB)	6,346,674	6,123,500	6,466,016	6,692,500
City Court	1,262,781	1,985,506	1,800,746	1,921,341
Downtown Cultural/Community Arts (CED)	40,720	176,150	176,150	176,150
Admin Services - HR (Cultural Diversity)	-	-	-	-
Public Safety - Police	1,395,189	1,645,933	1,223,439	1,830,073
Community Services	1,909,050	2,343,599	2,343,599	2,658,998
Community & Economic Development	21,459	152,797	152,797	60,000
Public Safety - Fire	-	6,900	6,900	1,495
Community & Economic Development - WestWorld	10,000	1,200,000	875,000	500,000
Community & Economic Development - AIPP	-	-	-	482,948
Public Works - AIPP	-	-	-	1,380,078
2% Pay for Performance	-	-	-	35,767
Compensation Adjustments	-	-	-	10,455
<b>Subtotal</b>	<b>10,985,873</b>	<b>13,634,385</b>	<b>13,044,647</b>	<b>15,749,805</b>
<b>TOTAL OPERATING BUDGET</b>	<b>10,985,873</b>	<b>13,634,385</b>	<b>13,044,647</b>	<b>15,749,805</b>
<b>Transfers Out</b>				
GF - Public Safety - Police (30-Day Tow)	-	389,862	389,862	314,804
GF Community & Ec. Development (Green Building)	-	-	39,559	-
GF - Community Services (Parks)	-	59,000	59,000	-
CIP Fund - Community Services	10,000	2,003,200	2,001,100	300
CIP Fund - Public Safety - Police	25,264	60,700	79,809	113,500
CIP Fund - Public Safety - Police (RICO)	883,438	1,016,800	1,669,670	2,930,700
CIP Fund - City Court	34,300	11,100	11,100	-
<b>Subtotal</b>	<b>953,001</b>	<b>3,540,662</b>	<b>4,250,100</b>	<b>3,359,304</b>
<b>Total Uses</b>	<b>11,938,874</b>	<b>17,175,047</b>	<b>17,294,747</b>	<b>19,109,109</b>
<b>Sources Over/(Under) Uses</b>	<b>(28,223)</b>	<b>(2,650,662)</b>	<b>504,780</b>	<b>795,558</b>
<b>Ending Fund Balance</b>				
Operating Contingency <sup>(A)</sup>	1,500,000	1,500,000	1,500,000	1,500,000
<b>Reserved</b>				
Community & Ec. Development - EV (CVB) <sup>(B)</sup>	(0)	(314,823)	-	-
City Court	4,176,190	3,847,023	3,991,647	3,697,675
Downtown Cultural/Community Arts (CED)	293,506	277,926	267,356	241,206
Admin Services - HR (Cultural Diversity)	6,100	6,700	6,100	6,100
Public Safety - Police <sup>(C)</sup>	(625,102)	3,899	1,491,125	2,425,969
Community Services	3,990,411	1,552,475	2,006,712	2,288,325
Community & Economic Development	392,912	196,573	300,115	300,115
Public Safety - Fire	7,336	941	1,095	-
Community & Economic Development - WestWorld	-	-	-	-
Community & Economic Development - AIPP	-	-	721,542	668,082
Public Works - AIPP	-	-	-	-
<b>Total Ending Fund Balance <sup>(D)</sup></b>	<b>8,241,353</b>	<b>5,570,714</b>	<b>8,785,692</b>	<b>9,581,250</b>

(A) The Operating Contingency for the Special Programs Fund is an unfunded contingency that allows for the expenditure of unanticipated revenues and is not included in the beginning or ending fund balance. Any use of this unfunded contingency requires City Council's approval.

(B) Reflects the liability for the CVB contract stated on a CAFR versus Budget basis.

(C) Negative balances result of a timing issue on Racketeer Influenced and Corrupt Organizations (RICO) reimbursements.

(D) Excludes revenue accruals of \$0.4 million in FY 2010/11 and unknown revenue accrual amount in current and future years.

## Budget by Fund

Special Programs Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
Operating Contingency <sup>(A)</sup>	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Beginning Fund Balance</b>					
Community & Ec. Development - EV (CVB) <sup>(B)</sup>	-	-	-	-	-
City Court	3,991,647	3,697,675	3,382,575	3,072,675	2,775,375
Downtown Cultural/Community Arts (CED)	267,356	241,206	241,206	241,206	241,206
Admin. Services - HR (Cultural Diversity)	6,100	6,100	6,100	6,100	6,100
Public Safety - Police <sup>(C)</sup>	1,491,125	2,425,969	3,250,169	3,758,369	4,282,669
Community Services	2,006,712	2,288,325	2,039,925	1,746,525	1,406,325
Community and Economic Development	300,115	300,115	249,115	203,515	167,915
Public Safety - Fire	1,095	-	-	-	-
Community & Economic Development - WestWorld	-	-	-	-	-
Community & Economic Development - AIPP	721,542	-	-	-	-
Public Works - AIPP	-	-	-	-	-
<b>Total Beginning Fund Balance <sup>(D)</sup></b>	<b>8,785,692</b>	<b>8,959,390</b>	<b>9,169,090</b>	<b>9,028,390</b>	<b>8,879,590</b>
<b>Revenues</b>					
City Court	1,627,369	1,659,900	1,693,100	1,735,400	1,778,800
Downtown Cultural/Community Arts (CED)	150,000	150,000	150,000	150,000	150,000
Admin Services - HR (Cultural Diversity)	-	-	-	-	-
Public Safety - Police	6,123,921	2,588,800	2,252,800	2,259,400	2,266,400
Community Services	2,940,911	2,500,000	2,537,500	2,575,600	2,614,200
Public Safety - Fire	400	400	400	400	400
Community & Economic Development - WestWorld	500,000	200,000	200,000	200,000	200,000
<b>Subtotal</b>	<b>11,342,601</b>	<b>7,099,100</b>	<b>6,833,800</b>	<b>6,920,800</b>	<b>7,009,800</b>
<b>Transfers In</b>					
GF - Community & Economic Development - AIPP	429,488	-	-	-	-
GF - Community Services	-	-	-	-	-
GF - Community & Economic Development	60,000	60,000	60,000	60,000	60,000
GF - Community & Ec. Development - EV (CVB)	6,692,500	6,960,000	7,322,000	7,644,000	8,026,000
CIP Fund - Public Works - AIPP	1,380,078	13,000	13,000	10,000	60,000
Grants Fund - Community Services (Affordable Housing)	-	-	-	-	-
<b>Subtotal</b>	<b>8,562,066</b>	<b>7,033,000</b>	<b>7,395,000</b>	<b>7,714,000</b>	<b>8,146,000</b>
<b>Total Sources</b>	<b>19,904,667</b>	<b>14,132,100</b>	<b>14,228,800</b>	<b>14,634,800</b>	<b>15,155,800</b>

## Budget by Fund

Special Programs Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Expenditures</b>					
<b>Programs</b>					
Community & Ec. Development - EV (CVB)	6,692,500	6,960,000	7,322,000	7,644,000	8,026,000
City Court	1,921,341	1,975,000	2,003,000	2,032,700	2,061,500
Downtown Cultural/Community Arts (CED)	176,150	150,000	150,000	150,000	150,000
Admin Services - HR (Cultural Diversity)	-	-	-	-	-
Public Safety - Police	1,830,073	1,349,800	1,359,800	1,370,300	1,380,400
Community Services	2,658,998	2,747,600	2,830,100	2,915,000	3,002,400
Community & Economic Development	60,000	111,000	105,600	95,600	-
Public Safety - Fire	1,495	400	400	400	400
Community & Economic Development - WestWorld	500,000	200,000	200,000	200,000	200,000
Community & Economic Development - AIPP	482,948	-	-	-	-
Public Works - AIPP	1,380,078	13,000	13,000	10,000	60,000
2% Pay for Performance	35,767	-	-	-	-
Compensation Adjustments	10,455	-	-	-	-
<b>Subtotal</b>	<b>15,749,805</b>	<b>13,506,800</b>	<b>13,983,900</b>	<b>14,418,000</b>	<b>14,880,700</b>
<b>TOTAL OPERATING BUDGET</b>	<b>15,749,805</b>	<b>13,506,800</b>	<b>13,983,900</b>	<b>14,418,000</b>	<b>14,880,700</b>
<b>Transfers Out</b>					
GF - Public Safety - Police (30-Day Tow)	314,804	314,800	314,800	314,800	314,800
GF Community & Ec. Development (Green Building)	-	-	-	-	-
GF - Community Services (Parks)	-	-	-	-	-
CIP Fund - Community Services	300	800	800	800	700
CIP Fund - Public Safety - Police	113,500	100,000	70,000	50,000	23,500
CIP Fund - Public Safety - Police (RICO)	2,930,700	-	-	-	-
CIP Fund - City Court	-	-	-	-	-
<b>Subtotal</b>	<b>3,359,304</b>	<b>415,600</b>	<b>385,600</b>	<b>365,600</b>	<b>339,000</b>
<b>Total Uses</b>	<b>19,109,109</b>	<b>13,922,400</b>	<b>14,369,500</b>	<b>14,783,600</b>	<b>15,219,700</b>
<b>Sources Over/(Under) Uses</b>	<b>795,558</b>	<b>209,700</b>	<b>(140,700)</b>	<b>(148,800)</b>	<b>(63,900)</b>
<b>Ending Fund Balance</b>					
Operating Contingency <sup>(A)</sup>	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Reserved</b>					
Community & Ec. Development - EV (CVB) <sup>(B)</sup>	-	-	-	-	-
City Court	3,697,675	3,382,575	3,072,675	2,775,375	2,492,675
Downtown Cultural/Community Arts (CED)	241,206	241,206	241,206	241,206	241,206
Admin Services - HR (Cultural Diversity)	6,100	6,100	6,100	6,100	6,100
Public Safety - Police <sup>(C)</sup>	2,425,969	3,250,169	3,758,369	4,282,669	4,830,369
Community Services	2,288,325	2,039,925	1,746,525	1,406,325	1,017,425
Community & Economic Development	300,115	249,115	203,515	167,915	227,915
Public Safety - Fire	-	-	-	-	-
Community & Economic Development - WestWorld	-	-	-	-	-
Community & Economic Development - AIPP	668,082	-	-	-	-
Public Works - AIPP	-	-	-	-	-
<b>Total Ending Fund Balance <sup>(D)</sup></b>	<b>9,581,250</b>	<b>9,169,090</b>	<b>9,028,390</b>	<b>8,879,590</b>	<b>8,815,690</b>

(A) The Operating Contingency for the Special Programs Fund is an unfunded contingency that allows for the expenditure of unanticipated revenues and is not included in the beginning or ending fund balance. Any use of this unfunded contingency requires City Council's approval.

(B) Reflects the liability for the CVB contract stated on a CAFR versus Budget basis.

(C) Negative balances result of a timing issue on Racketeer Influenced and Corrupt Organizations (RICO) reimbursements.

(D) Excludes revenue accruals of \$0.4 million in FY 2010/11 and unknown revenue accrual amount in current and future years.

### Special Programs Revenues

Revenues received in the Special Programs Fund consist of various Fines, Fees and Forfeitures of approximately \$3.8 million; Intergovernmental Revenue of \$0.2 million; Property Rental of \$0.1 million; Contributions/Donations of \$1.3 million; and Other Revenues of \$5.9 million. The revenue by program area is detailed in the following sections.

#### City Court

City Court revenue originates from three sources: Court Enhancement, Judicial Collections Enhancement Fund (JCEF) and Fill-the-Gap (FTG). The Court Enhancement is established by Scottsdale City Ordinance 2570 section 9-7.2 and provides funding to enhance the technological, operational, and security facilities of the Court. JCEF and FTG were established by Arizona Revised Statutes (ARS) 12-116 (A) (B) and Senate Bill (SB) 1013, which provide funding for maintaining and enhancing the Court's ability to collect and manage monies. The FY 2012/13 budget for restricted Court Revenue is \$1.6 million, which is \$0.1 million less than the FY 2011/12 adopted budget

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.6	1.6 *
2011/12	1.7	1.7 *
2010/11	1.1	1.1
2009/10	1.1	1.2
2008/09	1.0	1.1

#### Downtown Cultural/Community Arts (CED)

Downtown Cultural Trust Revenue - This account holds funds generated from donations and contributions from private development as outlined in the city's art in private development ordinance (Section 5.083). The FY 2012/13 budget for this revenue source is \$63,250.

Community Arts Trust Revenue - This account hold funds that are generated by the lease agreement with the Scottsdale Artists' School at Loloma. The FY 2012/13 budget for this revenue source is \$86,750.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.2	0.2 *
2011/12	0.2	0.2 *
2010/11	0.2	-
2009/10	0.2	0.1
2008/09	0.2	0.1

## Budget by Fund

## Special Programs Fund Sources

**Public Safety - Police**

Revenue through restricted revenue sources for FY 2012/13 is \$6.1 million, an increase from previous fiscal year. The increase is due to two new sources of restricted revenue (Officer Safety Equipment and Second Hand and Pawn Transaction Fees), and includes an expected increase in RICO funds from Federal Forfeitures.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	6.1	6.1 *
2011/12	2.8	5.5 *
2010/11	3.6	1.9
2009/10	3.4	1.1
2008/09	1.4	1.6

Police revenue is generated from the following seven (7) sources:

1) Racketeering Influenced Corrupt Organization (RICO) funds, which are strictly regulated for law enforcement purposes only; 2) Forensic Services Intergovernmental Agreements (IGA) with communities neighboring Scottsdale for full cost recovery of services provided at the crime laboratory; 3) donations made specifically for the Mounted Unit and Family Advocacy Center, as well as general donations to the Police Department; 4) drug conviction assessments, for the purpose of crime laboratory analysis; 5) Police 30-Day Tow Program that enforces the State Statute related to suspended driver's licenses, driving under the influence offenses, and driving without insurance; 6) Officer Safety Equipment established by Senate Bill 1398 that imposes a \$13 assessment, (\$4 to the investigating/arresting agency) on all criminal charges, civil traffic and parking charges to purchase additional safety equipment for officers; and 7) Second Hand and Pawn Transaction Fees established by Ordinance 3966 in May 2012 that requires electronically processed pawn tickets and related fees, which will be used to recover costs related the administration of the program.

**Community Services**

Community Services special revenues include donations, contributions, user fees and charges that are restricted to specific uses per the revenue source. Restricted uses of special revenue include library and human services, enhancing parks, youth sports field and pool sponsored team allocations, Handlebar Helpers, Silverado Golf Surcharge, Charros/Giants for capital improvement, providing memorials, special events, funding community support agencies (Scottsdale Cares), and maintaining and operating the train, carousel, and park facilities at the McCormick-Stillman Railroad Park. FY 2012/13 special revenues are budgeted at \$2.9 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	2.9	2.9 *
2011/12	2.2	2.2 *
2010/11	1.7	2.1
2009/10	2.0	1.9
2008/09	1.9	2.0

**Public Safety - Fire**

Fire Revenue includes donations and contributions that are to be used for the specific purpose indicated by the donors. Categories include public education support, equipment acquisition, and fire station enhancements. The FY 2012/13 budget for this restricted revenue source is \$400.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	400	400 *
2011/12	400	659 *
2010/11	500	395
2009/10	500	265
2008/09	4,000	490

## Budget by Fund

## Special Programs Fund Sources

**Community & Economic Development - WestWorld**

WestWorld Special Revenue reflects revenues from Bureau of Reclamation for Sanctuary Golf Course reimbursements and Tournament Players Club reimbursements to be used for specific projects. The FY 2012/13 budget for this restricted revenue source is \$0.5 million.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	500,000	500,000 *
2011/12	1,200,000	875,000 *
2010/11	200,000	10,000
2009/10	-	-
2008/09	-	89,288

**Transfers-In**

Beginning in FY 2010/11, 100 percent of the 5.0 percent Transient Occupancy (Bed Tax) revenue was recorded in the General Fund with a corresponding transfer in of 50 percent to the Special Programs Fund, as reflected in the Transfers-In section of the Five Year Financial Forecast. For FY 2012/13, the transfer-in for this transaction is \$6.7 million.

FY 2012/13 transfers-in from the General Fund also include the following:

\$1.4 million for Public Works' Art In Public Places program

\$0.4 million for Community and Economic Developments' Arts In Public Places program

\$0.1 million for the preservation and maintenance of properties on Scottsdale's Historic Register



## Budget by Fund

## Special Programs Fund Uses

**Special Programs Fund Expenditures**

The expenditures by Program area are as follows:

**Community & Economic Development – EV (CVB)**

Prior to July 2010, the use of the bed tax was restricted for tourism and hospitality purposes and to pay for contracts to increase tourism and debt service for destination attractions. Beginning in July 2010 the use of this bed tax is only used for destination marketing purposes. The entire FY 2012/13 budget of \$6.7 million will cover payments associated with the Destination Marketing Contract.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	6.7	6.7 *
2011/12	6.1	6.5 *
2010/11	5.0	6.3
2009/10	6.0	5.8
2008/09	7.9	6.9

**City Court**

Court Expenditure budget for FY 2012/13 is \$1.9 million and includes the following specific uses: Enhancements to the Court's technological, operational, and security facilities, as allowed under the Court Enhancement Fund established by Scottsdale City Ordinance 2570 section 9-7.2. Maintenance and enhancement of the Court's ability to collect and manage monies, as allowed by Judicial Collections Enhancement Fund (JCEF) and Fill-the-Gap (FTG) established by Arizona Revised Statutes (ARS) 12-116 (A) (B) and Senate Bill (SB) 1013.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.9	1.9 *
2011/12	2.0	1.8 *
2010/11	1.4	1.3
2009/10	1.4	1.2
2008/09	0.5	0.4

**Downtown Cultural/Community Arts (CED)**

The adopted budget for FY 2012/13 Downtown Cultural/Community Arts Expenditures special programs is \$0.2 million and will support the arts and special events in the downtown.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.2	0.2 *
2011/12	0.2	0.2 *
2010/11	0.2	-
2009/10	0.2	0.1
2008/09	0.3	0.2

## Budget by Fund

## Special Programs Fund Uses

**Public Safety - Police**

Police expenditures budget for FY 2012/13 is \$1.8 million and includes the following specific uses: 1) Law enforcement enhancements through the use of Racketeering Influenced Corrupt Organization (RICO) funds; 2) Expenses incurred by the city for Crime Laboratory Services provided to surrounding communities. The city recovers the full cost of the crime laboratory service through Forensic Services Intergovernmental Agreements (IGA's); 3) Crime laboratory analysis as outlined in drug conviction assessments; 4) Veterinary costs, specific training, education and supplies as specified by the donor for the Mounted Unit, Canine Unit, School Resource Education and Family Advocacy Center; 5) Administrative costs including transportation, associated with administering the 30-Day Tow Program that enforces ARS §28-3511; 6) Equipment that enhances officer's safety while on duty; and 7) cost recovery for administration and enforcement of City Ordinance 3966 (Second Hand and Pawn Transaction Fees). Costs associated with administering the 30-Day Tow Program for the enforcement of the State Statute relating to suspended driver's licenses, driving under the influence offenses, and driving without insurance.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.8	1.8 *
2011/12	1.6	1.2 *
2010/11	1.9	1.4
2009/10	1.2	1.0
2008/09	1.1	0.9

**Community Services**

Community Services expenditures budget for FY 2012/13 is \$2.7 million. Expenditures include youth sports field and pool maintenance, Silverado golf course maintenance/improvements, Charros/Giants for capital improvements, Handlebar Helpers program, special events, providing memorials, funding community support agencies (Scottsdale Cares), and maintaining and operating the train, carousel, and park facilities at the McCormick-Stillman Railroad Park.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	2.7	2.7 *
2011/12	2.3	2.3 *
2010/11	2.3	1.9
2009/10	2.6	2.0
2008/09	2.3	2.0

**Community and Economic Development**

Community and Economic Development expenditures relate to the preservation and maintenance of properties on Scottsdale's Historic Register and to fund neighborhood preservation. The FY 2012/13 adopted budget is \$60,000. This funding includes resources available for the city's Preservation Rehabilitation and Historic Preservation special programs.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	60,000	60,000 *
2011/12	152,797	152,797 *
2010/11	125,000	21,459
2009/10	140,000	41,344
2008/09	280,000	19,986

## Budget by Fund

## Special Programs Fund Uses

**Public Safety - Fire**

Fire expenditures include public education support, equipment acquisition, and fire station enhancements. The FY 2012/13 adopted budget is \$1,495.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1,495	1,495 *
2011/12	6,900	6,900 *
2010/11	-	-
2009/10	500	-
2008/09	5,000	-

**Community & Economic Development - WestWorld**

WestWorld expenditure budget for FY 2012/13 is \$0.5 million. Expenditures made from this fund are to be used for projects related to maintaining and preserving the assets at the Sanctuary and TPC golf courses. Emergency issues that arise can also be funded. Approval must be obtained from the Bureau of Reclamation prior to any funds being used.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	500,000	500,000 *
2011/12	1,200,000	875,000 *
2010/11	200,000	10,000
2009/10	-	6,344
2008/09	-	89,288

**Community & Economic Development - AIPP**

Art In Public Places (AIPP) supports vendors and exhibits of Public Art. The \$0.5 million budget represents the former program for AIPP that Community & Economic Development will administer until funds are depleted. Effective FY 2012/13 a new Art in Public Places (AIPP) operating project was created in the Public Works Division.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.5	0.5 *
2011/12	-	- *
2010/11	-	-
2009/10	-	-
2008/09	-	-

**Public Works - AIPP**

Public Works Art In Public Places (AIPP) represents the new program that was relocated to Public Works from CIP. The AIPP is funded by one percent of each city capital improvement project. Funds in the account are used for the commission and acquisition of public art in conjunction with capital project development as required by Section 20-123 of the city code. The FY 2012/13 adopted budget is \$1.4 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.4	1.4 *
2011/12	-	- *
2010/11	-	-
2009/10	-	-
2008/09	-	-

**Transfers-Out**

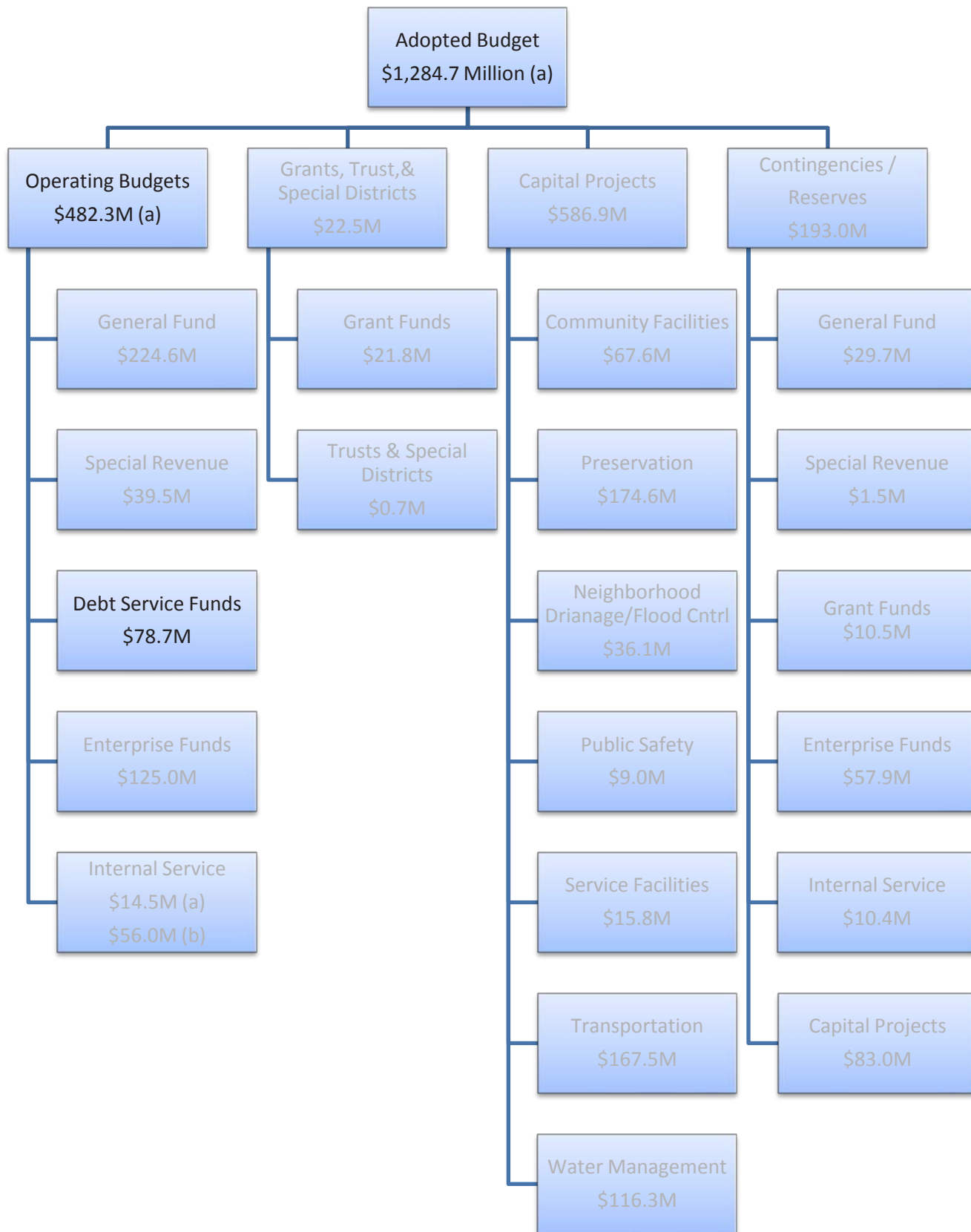
Transfers-out is the authorized movement of cash or other resources to fund programs in the General Fund supported by Special Programs (e.g., Police 30-Day Tow), to fund debt service and/or capital projects. The FY 2012/13 budget for transfers out is \$3.3 million consists of \$3.0 million to the Capital Improvement Fund for Police and RICO projects; the remaining \$0.3 million is to the General Fund for the 30-Day Tow program.

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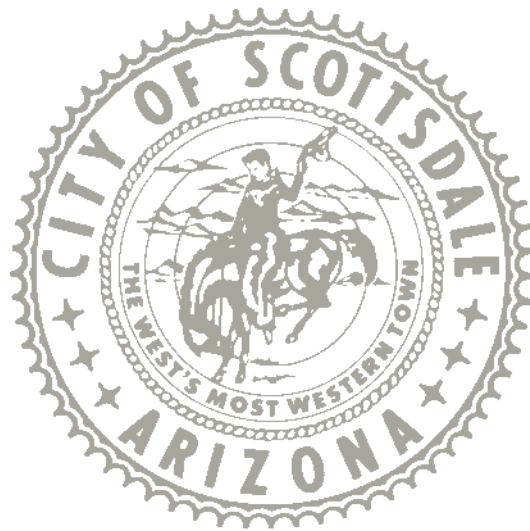
**Special Programs Fund Balance**

Special Programs Fund ending balance of \$9.6 million for FY 2012/13 represents the following individual ending fund balances: \$3.7 million for City Court, \$0.2 million for Downtown Cultural/Community Arts (CED), \$2.4 million for Public Safety - Police, \$2.3 million for Community Services, \$0.7 million for Community & Economic Development - AIPP, and \$0.3 million for Community and Economic Development.

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(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$41.5M  
 (b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$41.5M



FY 2012/13 Adopted Budget

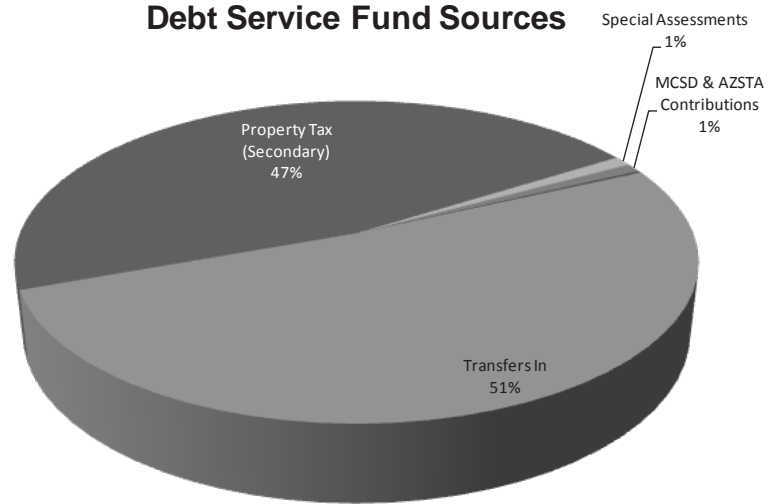
### Fund Purpose

This fund accounts for the accumulation of resources for, and the payment of, long-term debt principal and interest not serviced by the proprietary funds, with the exception of the General Fund. The General Fund includes Contracts Payable for contractual debt related to sales tax development agreements, and will vary based on the actual sales tax collections at each development site. The applicable specific revenues, expenditures, and fund balance of the Debt Service Fund are described in the following sections.

#### Debt Service Fund Sources (in millions)

Property Tax (Secondary)	\$	36.7
Special Assessments		0.8
MCS D & AZSTA Contributions		0.7
Interest Earnings		0.1
<b>Total Revenue</b>	<b>\$</b>	<b>38.3</b>
Transfers In		40.4
<b>Total Sources</b>	<b>\$</b>	<b>78.7</b>

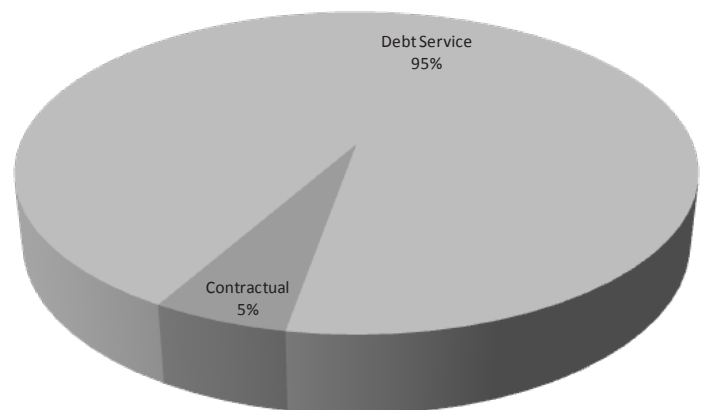
#### Debt Service Fund Sources



#### Debt Service Fund Uses (in millions)

Personnel Services	\$	-
Contractual		4.3
Commodities		-
Debt Service		74.4
Capital Outlay		-
Other		-
<b>Adopted Budget</b>	<b>\$</b>	<b>78.7</b>
Transfers Out		
General Fund Transfers		-
CIP Transfers		-
Other Transfers		-
<b>Total Uses</b>	<b>\$</b>	<b>78.7</b>

#### Debt Service Fund Uses



Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Debt Service Funds Summary

	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance:</b>				
G.O. Debt Service	4,932,433	4,458,655	6,787,124	6,787,124
MPC Excise Debt	9,280,208	9,958,191	9,100,133	8,372,989
SPA Debt Service	2	3	36,644	36,644
Special Assessment Debt	627,595	625,613	516,705	516,705
<b>Total Beginning Fund Balance</b>	<b>14,840,238</b>	<b>15,042,462</b>	<b>16,440,606</b>	<b>15,713,462</b>
<b>Revenues</b>				
Property Tax (Secondary)	37,449,819	37,016,377	37,016,377	36,701,738
Special Assessments	732,517	803,992	808,235	771,321
MCS D and AZSTA Contributions	10,551	1,107,144	200,000	678,167
Spring Exhibition Surcharge	150,618	180,000	180,000	145,000
Miscellaneous - GO	2,719,349	201,528	-	-
Miscellaneous - Special Assessment	403	-	-	-
Miscellaneous - SPA	37,642	-	-	-
<b>Subtotal</b>	<b>41,100,899</b>	<b>39,309,041</b>	<b>38,204,612</b>	<b>38,296,226</b>
<b>Transfers In</b>				
Preservation Privilege Tax Fund - G.O. Bonds	15,731,631	20,164,437	17,019,621	22,139,617
Preservation Privilege Tax Fund - Rev Bonds	5,940,361	6,491,773	6,491,763	6,486,113
General Fund - MPC Bonds	6,684,114	7,623,535	7,624,685	10,250,971
CIP Fund - MPC Bonds	256,895	-	-	-
General Fund/Bed Tax - MPC Bonds	600,000	1,185,051	600,000	1,500,000
<b>Subtotal</b>	<b>29,213,001</b>	<b>35,464,796</b>	<b>31,736,069</b>	<b>40,376,701</b>
<b>Total Sources</b>	<b>70,313,900</b>	<b>74,773,837</b>	<b>69,940,681</b>	<b>78,672,927</b>
<b>Expenditures</b>				
<b>Operating</b>				
Miscellaneous - Special Assessment	913	510	-	-
Miscellaneous - MPC	594	1,472	-	-
<b>Subtotal</b>	<b>1,506</b>	<b>1,982</b>	<b>-</b>	<b>-</b>
<b>Debt Service by Type</b>				
General Obligation Bonds	39,056,471	37,016,377	37,016,377	36,710,417
Preserve G. O. Bonds	14,989,638	20,164,437	17,019,621	22,139,617
Special Assessment Bonds	834,825	801,075	801,075	767,325
Special Assessment - Series 104	8,073	2,917	7,160	3,996
Preserve Revenue Bonds (SPA)	5,941,361	6,491,773	6,491,763	6,486,113
MPC Bonds	7,624,764	9,915,730	9,331,829	12,613,115
<b>Subtotal</b>	<b>68,455,131</b>	<b>74,392,309</b>	<b>70,667,825</b>	<b>78,720,583</b>
<b>TOTAL OPERATING BUDGET</b>	<b>68,456,637</b>	<b>74,394,291</b>	<b>70,667,825</b>	<b>78,720,583</b>
<b>Total Uses</b>	<b>68,456,637</b>	<b>74,394,291</b>	<b>70,667,825</b>	<b>78,720,583</b>
<b>Sources Over/(Under) Uses</b>	<b>1,857,263</b>	<b>379,546</b>	<b>(727,144)</b>	<b>(47,656)</b>
<b>Ending Fund Balance</b>				
G.O. Debt Service	6,787,124	4,660,183	6,787,124	6,778,445
MPC Excise Debt	9,100,133	10,138,191	8,372,989	8,334,012
SPA	36,644	3	36,644	36,644
Special Assessment Debt	516,705	623,631	516,705	516,705
<b>Total Ending Fund Balance</b>	<b>16,440,606</b>	<b>15,422,008</b>	<b>15,713,462</b>	<b>15,665,806</b>



## Budget by Fund

Debt Service Funds  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance:</b>					
G.O. Debt Service	6,787,124	6,778,445	6,778,645	6,778,345	6,777,945
MPC Excise Debt	8,372,989	8,334,012	7,999,412	7,928,912	7,601,012
SPA Debt Service	36,644	36,644	36,644	36,644	36,644
Special Assessment Debt	516,705	516,705	516,705	516,705	516,705
<b>Total Beginning Fund Balance</b>	<b>15,713,462</b>	<b>15,665,806</b>	<b>15,331,406</b>	<b>15,260,606</b>	<b>14,932,306</b>
<b>Revenues</b>					
Property Tax (Secondary)	36,701,738	36,802,000	35,594,000	34,039,000	34,911,000
Special Assessments	771,321	-	-	-	-
MCS D and AZSTA Contributions	678,167	1,111,000	1,102,000	2,200,000	3,542,000
Spring Exhibition Surcharge	145,000	145,000	145,000	145,000	145,000
Miscellaneous - GO	-	-	-	-	-
Miscellaneous - Special Assessment	-	-	-	-	-
Miscellaneous - SPA	-	-	-	-	-
<b>Subtotal</b>	<b>38,296,226</b>	<b>38,058,000</b>	<b>36,841,000</b>	<b>36,384,000</b>	<b>38,598,000</b>
<b>Transfers In</b>					
Preservation Privilege Tax Fund - G.O. Bonds	22,139,617	27,714,100	25,833,900	28,500,300	28,164,500
Preservation Privilege Tax Fund - Rev Bonds	6,486,113	6,474,900	6,476,300	6,489,100	6,117,400
General Fund - MPC Bonds	10,250,971	11,221,000	11,311,600	11,357,800	11,395,700
CIP Fund - MPC Bonds	-	-	-	-	-
General Fund/Bed Tax - MPC Bonds	1,500,000	1,800,000	2,400,000	2,400,000	2,400,000
<b>Subtotal</b>	<b>40,376,701</b>	<b>47,210,000</b>	<b>46,021,800</b>	<b>48,747,200</b>	<b>48,077,600</b>
<b>Total Sources</b>	<b>78,672,927</b>	<b>85,268,000</b>	<b>82,862,800</b>	<b>85,131,200</b>	<b>86,675,600</b>
<b>Expenditures</b>					
<b>Operating</b>					
Miscellaneous - Special Assessment	-	-	-	-	-
Miscellaneous - MPC	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Debt Service by Type</b>					
General Obligation Bonds	36,710,417	36,801,800	35,594,300	34,039,400	34,911,100
Preserve G. O. Bonds	22,139,617	27,714,100	25,833,900	28,500,300	28,164,500
Special Assessment Bonds	767,325	-	-	-	-
Special Assessment - Series 104	3,996	-	-	-	-
Preserve Revenue Bonds (SPA)	6,486,113	6,474,900	6,476,300	6,489,100	6,117,400
MPC Bonds	12,613,115	14,611,600	15,029,100	16,430,700	17,477,100
<b>Subtotal</b>	<b>78,720,583</b>	<b>85,602,400</b>	<b>82,933,600</b>	<b>85,459,500</b>	<b>86,670,100</b>
<b>TOTAL OPERATING BUDGET</b>	<b>78,720,583</b>	<b>85,602,400</b>	<b>82,933,600</b>	<b>85,459,500</b>	<b>86,670,100</b>
<b>Total Uses</b>	<b>78,720,583</b>	<b>85,602,400</b>	<b>82,933,600</b>	<b>85,459,500</b>	<b>86,670,100</b>
<b>Sources Over/(Under) Uses</b>	<b>(47,656)</b>	<b>(334,400)</b>	<b>(70,800)</b>	<b>(328,300)</b>	<b>5,500</b>
<b>Ending Fund Balance</b>					
G.O. Debt Service	6,778,445	6,778,645	6,778,345	6,777,945	6,777,845
MPC Excise Debt	8,334,012	7,999,412	7,928,912	7,601,012	7,606,612
SPA	36,644	36,644	36,644	36,644	36,644
Special Assessment Debt	516,705	516,705	516,705	516,705	516,705
<b>Total Ending Fund Balance</b>	<b>15,665,806</b>	<b>15,331,406</b>	<b>15,260,606</b>	<b>14,932,306</b>	<b>14,937,806</b>

## Budget by Fund

## Debt Service Funds Sources

**Property Tax (Secondary)**

Property Tax (Secondary) represents the portion of the property tax that is limited to pay debt service. While the growth is unlimited, the city's use of this portion of the property tax is restricted by State Statute to solely pay debt service on voter-approved general obligation bonds. The FY 2012/13 revenue of \$36.7 million represents a decrease of \$0.3 million from the FY 2011/12 year-end forecast of \$37.0 million due to lower debt service payments.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	36.7	36.7 *
2011/12	37.0	37.0 *
2010/11	37.9	37.5
2009/10	31.8	31.6
2008/09	35.8	34.9

**Special Assessments - Improvement Districts**

Special Assessment Revenue results from billings to the property owners within an Improvement District. Districts are formed when owners desire improvement 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. Improvement District debt will be permitted only when the full cash value of the property, as reported by the Maricopa County Assessor's Office, 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. Should the full cash value to debt ratio not meet the minimum requirements, property value may be determined by an appraisal paid for by the applicant and administered by the city. In addition, per adopted financial policy, the city's cumulative improvement district debt will not exceed 5.0 percent of the city's secondary assessed valuation. Bonds issued to finance improvement district projects will not have maturities longer than ten years.

**Special Assessments**

Scottsdale currently has improvement districts with special assessments levied on property owners to pay debt associated with improvements. The FY 2012/13 revenue is budgeted for \$0.8 million, unchanged from the FY 2011/12 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.8	0.8 *
2011/12	0.8	0.8 *
2010/11	0.8	0.7
2009/10	0.9	0.7
2008/09	1.0	0.8

**Maricopa County Stadium District (MCSD) and Arizona Sports and Tourism Authority (AZSTA)**

Maricopa County Stadium District (MCSD) and Arizona Sports and Tourism Authority (AZSTA) contributions are made to the city to pay debt service associated with the Cactus League spring training facilities (San Francisco Giants professional baseball practice facility). MCSD contributions are derived from a \$2.50 surcharge on car rentals in Maricopa County for MCSD contributions; AZSTA contributions are derived from a 1.0 percent hotel room tax and a 3.25 percent car rental surcharge (net of the \$2.50 MCSD surcharge).

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.7	0.7 *
2011/12	1.1	0.2 *
2010/11	0.3	-
2009/10	0.6	0.1
2008/09	0.3	1.0

## Budget by Fund

## Debt Service Funds Sources

**Spring Exhibition Surcharge**

Spring Exhibition Surcharge represents the \$1 ticket surcharge assessed on San Francisco Giants spring training games held in Scottsdale. The FY 2012/13 budgeted revenue is \$0.1 million. The surcharge is used to pay for capital projects and debt service related to professional baseball facilities.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.1	0.1 *
2011/12	0.2	0.2 *
2010/11	0.1	0.2
2009/10	0.1	0.1
2008/09	0.1	0.2

**Transfers-In**

Transfers-in is the authorized movement of cash or other resources from other funds, divisions, departments, and/or capital projects. These transfers-in originate from the General Fund, Capital Improvement Plan Fund, and the Special Revenue Fund for MPC debt service payments (for years prior to FY 2010/11), and the Preservation Privilege Tax Fund for the payment of Preserve general obligation debt service and Preserve revenue bond debt service.

Total transfers-in for FY 2012/13 equal \$40.4 million, consisting of \$22.1 million from Preservation Privilege Tax Fund-G.O. Bonds, \$6.5 million from Preservation Privilege Tax Fund-Revenue Bonds, \$10.3 million from General Fund-MPC Bonds, and \$1.5 million from General Fund-MPC Bonds/Bed Tax Funds.

### Debt Service Fund Expenditures by Debt Type

#### General Obligation (GO)/Preserve GO

The GO Bonds represent debt issuances related to capital projects authorized in Bond 1989, Bond 1999, Bond 2000, and Bond 2004 programs. The Preserve GO Bonds represent debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. Preserve debt is repaid by a dedicated 0.20 percent sales tax authorized by voters in 1995 and a 0.15 percent sales tax authorized in 2004. The FY 2012/13 budget totals \$58.9 million, which represents an increase of approximately \$4.9 million from the FY 2011/12 year-end forecast of \$54.0 million. The increase in debt service can be attributed to the inclusion of a full year of debt service payments for the 2012 GO Preserve bond issuance and the planned 2013 issuance of GO Preserve debt to finance Preserve land acquisitions.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	58.9	58.9 *
2011/12	57.2	54.0 *
2010/11	57.5	53.5
2009/10	51.3	50.1
2008/09	50.0	49.9

#### Special Assessment Bonds

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 FY 2012/13 budget totals \$0.8 million, unchanged from the FY 2011/12 year-end forecast.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.8	0.8 *
2011/12	0.8	0.8 *
2010/11	0.8	0.8
2009/10	0.9	0.9
2008/09	1.0	1.0

#### Preserve Authority Revenue Bonds

The Preserve Authority Revenue Bonds represent prior debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. Preserve Authority Revenue debt is repaid by the dedicated 0.20 percent sales tax authorized by voters in 1995 and the 0.15 percent sales tax authorized by voters in 2004. Obligations for FY 2012/13 total \$6.5 million which is unchanged from the FY 2011/12 year-end forecast.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	6.5	6.5 *
2011/12	6.5	6.5 *
2010/11	6.7	5.9
2009/10	6.7	6.7
2008/09	6.8	6.8

**Budget by Fund****Debt Service Funds Uses****Municipal Property Corporation (MPC) Bonds**

MPC Bonds are issued by the city of Scottsdale Municipal Property Corporation, a nonprofit corporation created by the city in 1967, solely for the purpose of constructing, acquiring and equipping buildings, structures, or improvements on land owned by the city. The debt incurred by the corporation is a city obligation and the repayment of debt is financed by pledged General Fund excise taxes. Obligations for FY 2012/13 total \$12.6 million, a \$3.3 million increase over FY 2011/12 year-end forecast due to a proposed new bond issuance for the Tony Nelson Equestrian Center project supported by excise and bed tax receipts as well as a Tournament Players Club project supported by excise and bed tax receipts.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	12.6	12.6 *
2011/12	9.9	9.3 *
2010/11	7.9	7.6
2009/10	7.9	7.9
2008/09	7.0	6.7

**Debt Service Fund Balance**

The Debt Service Fund balance varies primarily due to the timing of debt issuances and related repayment schedules as mentioned above. The ending FY 2012/13 fund balance is approximately \$15.7 million, which is unchanged from the FY 2011/12 year-end forecast.

## Budget by Fund

## Debt Service Expense - All Funds

DEBT SERVICE EXPENSE - ALL FUNDS							
	Forecast 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Final Payment Date
<b>General Fund</b>							
<u>Contracts Payable</u>							
U.S. Corps of Engineers - IBW	231,166	231,166	231,166	231,166	231,166	231,166	2032
BOR Administration/WestWorld	121,551	127,628	134,010	140,710	147,746	155,133	2033
BOR Administration/TPC	127,629	127,628	134,010	140,710	147,746	155,133	2035
Nordstrom Garage Lease	2,907,949	3,024,267	3,145,238	3,271,047	3,401,889	3,537,965	2028
Nordstrom Garage Sales Tax	62,521	65,022	67,623	70,328	73,141	76,066	2028
Hotel Valley Ho	109,260	113,631	118,176	122,903	127,819	132,932	2019
Stacked 40's/Lund - Retail Sales Tax Rebate	-	-	-	1,393,004	266,433	274,426	2024
Stacked 40's/Lund - Construction Sales Tax Rebate	-	-	-	50,000	-	-	2024
Total General Fund Contracts Payable	3,560,076	3,689,342	3,830,223	5,419,868	4,395,940	4,562,821	
<u>Certificates of Participation</u>							
2005 Certificates of Participation - Fire & Police Building Fiscal Agent Fees	3,409,567	-	-	-	-	-	2011
<u>Leases</u>							
Police/Fire Radio Communication	2,548,680	2,548,679	2,548,679	2,548,679	2,548,679	2,548,679	2020
Total Certificates of Participation and Leases	5,958,247	2,548,679	2,548,679	2,548,679	2,548,679	2,548,679	
<b>Total General Fund</b>	<b>9,518,323</b>	<b>6,238,021</b>	<b>6,378,902</b>	<b>7,968,547</b>	<b>6,944,619</b>	<b>7,111,500</b>	
<b>Debt Service Funds</b>							
<u>General Obligation Bonds - Property Tax (Secondary) Supported</u>							
1997 G.O. Refunding Bonds	1,398,725	1,398,275	1,424,250	-	-	-	2014
2002 G.O. Refunding Bonds-6% & 20%	7,702,000	6,316,000	6,319,500	6,334,250	609,000	-	2016
2003 G.O. Refunding Bonds-6% & 20% (16,265,000 iss. 9/03)	1,438,244	1,424,844	-	-	-	-	2013
2004 G.O. Var. Purpose-6% & 20% (48M iss. 4/04)	2,088,125	2,088,125	6,088,125	7,363,125	8,269,125	8,646,875	2021
2005 G.O. Refunding Bonds-6% & 20% (8,542,000 iss. 3/05)	3,142,000	4,591,250	1,601,250	-	-	-	2014
2005A G.O. Var. Purpose-6% & 20% (125M iss. 12/05)	9,520,750	10,295,750	10,520,750	10,720,750	11,895,750	12,495,750	2024
2008A G.O. Var. Purpose-20% (100M iss. 4/08)	4,362,469	7,437,469	7,612,531	7,828,656	8,400,031	8,750,031	2028
2010 G.O. Var. Purpose-20% (50,800,000 issued 4/7/2010)	2,879,125	2,958,125	3,035,125	3,147,625	3,255,625	3,409,125	2030
2011 G.O. Refunding Bonds-20%	4,475,900	191,900	191,900	191,900	1,601,900	1,601,400	2018
Fiscal Agent Fees and Arbitrage Fees	9,040	8,680	8,320	7,960	7,960	7,960	
Total General Obligation Bonds	37,016,377	36,710,417	36,801,751	35,594,266	34,039,391	34,911,141	
<u>Preserve General Obligation Bonds - Preserve Sales Tax Supported</u>							
2002 G.O. Refunding Bonds-Preservation Portion (1995 tax)	360,693	360,693	360,693	360,692	3,430,693	1,832,193	2019
2004 Preservation GO (65.4M, iss. 4/04) (1995 tax)	5,993,300	4,418,300	4,313,300	2,108,300	2,108,300	2,108,300	2025
2005 G.O. Refunding Bonds-Preservation Portion (66.088M 3/05) (1995 tax)	2,838,128	2,838,128	5,843,128	7,532,878	7,550,628	7,570,903	2024
2005B G.O. Bonds-Preservation Portion (20M 12/05) (2004 tax)	1,651,619	1,655,369	1,631,619	1,631,619	1,629,119	1,624,119	2024
2008B G.O. Bonds-Preservation Portion (20M 04/08) (2004 tax)	1,335,281	1,319,531	1,327,469	1,334,594	1,339,469	1,340,469	2034
2011 G.O. Bonds - Preserve	1,695,000	1,687,800	1,680,150	1,672,050	863,500	1,673,500	2034
2011 G.O. Refunding Bonds	2,480,900	4,978,400	4,434,050	2,737,750	2,773,350	2,842,850	2024
2012 G.O. Bonds - Preserve \$50M Feb 2012	662,740	1,601,250	1,601,250	1,601,250	1,601,250	1,601,250	2034
Fiscal Agent Fees (1995 tax)	1,960	1,820	1,680	1,540	1,540	1,540	
Future G.O. Bond: \$150M issue Jan 2013 (2004 tax)	-	3,278,326	6,520,799	6,853,208	7,202,465	7,569,420	2034
Total Preserve General Obligation Bonds - Preserve Sales Tax Supported	17,019,621	22,139,617	27,714,138	25,833,881	28,500,314	28,164,544	
<u>Scottsdale Preserve Authority Bonds - Preserve Sales Tax Supported</u>							
2004 Scottsdale Preserve Revenue Refunding Bonds (1995 tax)	3,487,500	3,475,750	3,462,750	3,473,250	3,480,750	-	2016
2010 Scottsdale Preserve Revenue Refunding Bonds	1,599,063	1,599,063	1,599,063	1,599,062	1,599,063	4,709,063	2024
2011 Scottsdale Preserve Revenue Refunding Bonds	1,403,200	1,404,800	1,406,600	1,397,500	1,402,800	1,401,800	2022
Fiscal Agent Fees	2,000	6,500	6,500	6,500	6,500	6,500	
Total Scottsdale Preserve Authority Bonds	6,491,763	6,486,113	6,474,913	6,476,312	6,489,113	6,117,363	
<u>McDowell Sonoran Preserve Contract - Preserve Sales Tax Supported (1995 tax)</u>							
	953,750	955,500	-	-	-	-	2013
<u>Municipal Property Corp. (MPC) Bonds - Excise Tax Supported</u>							
2004A MPC SkySong Bonds	1,322,400	1,320,550	1,320,150	1,322,650	1,322,400	104,400	2019
2005 MPC Giants Practice Field MCSD and AZSTA funded	1,107,144	862,144	1,590,689	1,317,489	2,672,883	3,681,383	2021
2005D MPC Westworld Land Acquisition (46.5Mil, Dec 2005)	1,117,500	1,106,250	1,695,000	1,753,750	1,807,500	731,250	2035
2006 MPC Refunding WestWorld	1,274,250	1,274,250	1,274,250	1,274,250	1,274,250	2,379,250	2030
2006 MPC Refunding SkySong	1,498,250	1,498,250	1,498,250	1,498,250	1,498,250	2,703,250	2034
2006A MPC TPC (10Mil, Nov 2006)	649,906	648,706	647,106	650,106	644,356	646,356	2031
2006B MPC Westworld Land Acquisition (32.5Mil, Nov 2006) Excise Tax Funded	1,750,594	1,762,594	1,772,594	1,780,594	1,775,594	1,804,594	2031
2006B MPC Westworld Land Acquisition (32.5Mil, Nov 2006) Bed Tax Funded	600,000	600,000	600,000	600,000	600,000	600,000	2031
Fiscal Agent Fees	11,785	11,785	11,785	11,785	11,785	11,785	
Future Bonds - TNEC (\$15M Oct 2012) Bed Tax funded	-	900,000	1,200,000	1,200,000	1,200,000	1,200,000	2032
Future Bonds - TNEC (\$23.9M Oct 2012) Excise Tax funded	-	1,250,451	1,612,451	1,634,991	1,642,989	1,638,996	2032
Future Bonds - TPC (\$17.9M Jul 2012) Excise Tax funded	-	1,378,135	1,389,373	1,385,191	1,380,688	1,375,864	2032
Future Bonds - Western Art Museum (\$7.5M Jan 2014) Bed Tax funded	-	-	-	600,000	600,000	600,000	2034
<i>Subtotal:</i>							
MPC - General Fund/Excise Tax funded	7,624,685	10,250,971	11,220,959	11,311,567	11,357,812	11,395,745	
MPC - Bed Tax funded	600,000	1,500,000	1,800,000	2,400,000	2,400,000	2,400,000	
MPC - TSA funded	1,107,144	862,144	1,590,689	1,317,489	2,672,883	3,681,383	
Total Municipal Property Corp. Bonds	9,331,829	12,613,115	14,611,648	15,029,056	16,430,695	17,477,128	

## Budget by Fund

## Debt Service Expense - All Funds

DEBT SERVICE EXPENSE - ALL FUNDS							
	Forecast 2011/12	Forecast 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Final Payment Date
<u>Special Assessments</u>							
Series 104 Contract	7,160	3,996	-	-	-	-	2013
Existing Districts (excluding ID 104)	800,625	766,875	-	-	-	-	2013
Fiscal Agent Fees	450	450	-	-	-	-	
Total Special Assessments	808,235	771,321	-	-	-	-	
<b>Total Debt Service Funds</b>	<b>71,621,575</b>	<b>79,676,083</b>	<b>85,602,450</b>	<b>82,933,515</b>	<b>85,459,513</b>	<b>86,670,176</b>	
<u>Water and Sewer Funds</u>							
<u>Water Sewer Revenue Bonds</u>							
2004 Water Sewer Revenue Refunding Bonds-Water Portion	299,452	263,450	86,245	86,619	87,150	-	2016
2008 Water Sewer Revenue Refunding Bonds-Water Portion	123,953	125,756	145,392	-	-	-	2014
2004 Water Sewer Revenue Refunding Bonds-Sewer Portion	3,308,398	2,910,650	952,855	956,981	962,850	-	2016
2008 Water Sewer Revenue Refunding Bonds-Sewer Portion	1,704,272	1,705,807	3,793,646	3,495,838	3,491,638	4,549,438	2023
Fiscal Agent Fees	400	850	850	850	850	450	
Total Water Sewer Revenue Bonds	5,436,475	5,006,513	4,978,988	4,540,288	4,542,488	4,549,888	
<u>Municipal Property Corp. (MPC) Bonds</u>							
2004 Water & Sewer MPC Bonds-Water Portion	2,792,533	2,763,383	2,729,650	-	-	-	2014
2005E Water & Sewer MPC Bonds	3,196,500	3,171,500	3,166,500	3,155,250	3,417,750	-	2016
2006 MPC Refunding Water/Sewer MPC Bonds-Water Portion	4,937,178	4,937,178	4,937,178	8,153,872	8,122,598	11,341,749	2030
2004 Water & Sewer-Sewer Portion	1,015,467	1,004,867	992,600	-	-	-	2014
2006 MPC Refunding Water/Sewer-Sewer Portion	588,322	588,322	588,322	971,628	967,902	1,351,501	2030
2008A MPC Bonds-Water Portion	5,788,650	5,778,150	5,781,968	5,780,059	5,791,514	5,777,195	2032
2008A MPC Bonds-Sewer Portion	1,791,725	1,788,475	1,789,657	1,789,066	1,792,611	1,788,180	2032
2010 MPC Bonds-Water Portion	805,216	831,196	860,893	890,908	919,563	951,392	2036
2010 MPC Bonds-Sewer Portion	2,746,684	2,835,304	2,936,607	3,038,992	3,136,737	3,245,308	2036
Fiscal Agent Fees	3,625	10,125	10,125	8,125	8,125	6,825	
Future Revenue Bonds - Water/Sewer (\$43M 01/2017)	-	-	-	-	-	1,715,706	2041
Fiscal Agent Fees (Future Bonds @ \$1,000/bond)	-	-	-	-	-	1,000	
Total MPC Bonds - Water and Sewer Supported	23,665,900	23,708,500	23,793,500	23,787,900	24,156,800	26,178,856	
<b>Total Water and Sewer Funds</b>	<b>29,102,375</b>	<b>28,715,013</b>	<b>28,772,488</b>	<b>28,328,188</b>	<b>28,699,288</b>	<b>30,728,744</b>	
<b>TOTAL DEBT SERVICE</b>	<b>110,242,273</b>	<b>114,629,117</b>	<b>120,753,839</b>	<b>119,230,249</b>	<b>121,103,420</b>	<b>124,510,420</b>	

## Budget by Fund

## Long-Term Debt Outstanding - All Funds

Long-Term Debt Outstanding - All Funds As of 6/30/12 through 6/30/16						
	Balance at 6/30/12	Balance at 6/30/13	Balance at 6/30/14	Balance at 6/30/15	Balance at 6/30/16	Payment Date
<b>General Fund</b>						
<u>Contracts Payable</u>						
U.S. Corps of Engineers - IBW	2,614,288	2,516,868	2,414,464	2,306,821	2,193,671	2032
BOR Administration/Westworld	4,558,782	4,431,154	4,297,145	4,156,434	4,008,689	2033
BOR Administration/TPC	5,287,695	5,160,067	5,026,057	4,885,347	4,737,602	2035
Total General Fund Contracts Payable	12,460,765	12,108,089	11,737,666	11,348,602	10,939,962	
<u>Certificates of Participation</u>						
2010 Certificates of Participation - Public Safety Communications	18,030,698	16,002,471	13,913,555	11,762,134	9,546,338	2020
Total Certificates of Participation	18,030,698	16,002,471	13,913,555	11,762,134	9,546,338	
<b>Total General Fund</b>	<b>30,491,463</b>	<b>28,110,560</b>	<b>25,651,221</b>	<b>23,110,736</b>	<b>20,486,300</b>	
<b>Debt Service Funds</b>						
<u>General Obligation Bonds - Property Tax (Secondary) Supported</u>						
1997 G.O. Refunding Bonds	2,605,000	1,350,000	-	-	-	2014
2002 G.O. Refunding Bonds- 20%	17,720,000	12,290,000	6,585,000	580,000	-	2016
2003 G.O. Refunding Bonds-20%	1,375,000	-	-	-	-	2013
2004 G.O. Var. Purpose-6% & 20%	48,000,000	48,000,000	44,000,000	38,525,000	31,925,000	2021
2005 G.O. Refunding Bonds-20%	5,825,000	1,525,000	-	-	-	2014
2005A G.O. Var. Purpose-6% & 20%	105,250,000	99,750,000	93,750,000	87,250,000	79,250,000	2024
2008A G.O. Var. Purpose-20%	100,000,000	96,925,000	93,575,000	89,900,000	85,525,000	2028
2010 G.O.Var. Purpose Bonds-20%	48,800,000	47,650,000	46,400,000	45,000,000	43,450,000	2030
2011 G.O. Refunding Bonds-20%	4,445,000	4,445,000	4,445,000	4,445,000	3,035,000	2019
Total General Obligation Bonds	334,020,000	311,935,000	288,755,000	265,700,000	243,185,000	
<u>Preserve General Obligation Bonds - Preserve Sales Tax Supported</u>						
2002 G.O. Refunding Bonds-Preservation Portion	8,100,000	8,100,000	8,100,000	8,100,000	5,030,000	2019
2004 Preservation GO	48,700,000	46,600,000	44,500,000	44,500,000	44,500,000	2025
2005 G.O. Refunding Bonds-Preservation Portion	66,090,000	66,090,000	63,085,000	58,240,000	53,135,000	2024
2005B G.O. Bonds-Preservation Portion	14,875,000	13,900,000	12,900,000	11,850,000	10,750,000	2024
2008B G.O. Bonds-Preservation Portion	18,150,000	17,625,000	17,075,000	16,500,000	15,900,000	2034
2011 G.O. Bonds-Preservation	21,785,000	21,030,000	20,260,000	19,475,000	19,475,000	2034
2011 G.O. Refunding Bonds-Preservation Portion	32,705,000	29,060,000	25,850,000	24,240,000	22,530,000	2024
2012 G.O. Bonds-Preservation	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	2034
Future G.O. Bonds	-	149,346,674	148,369,379	147,041,508	145,334,753	2034
Total Preserve General Obligation Bonds	260,405,000	401,751,674	390,139,379	379,946,508	366,654,753	
<u>Scottsdale Preserve Authority Bonds - Preserve Sales Tax Supported</u>						
2004 Scottsdale Preserve Revenue Refunding Bonds	12,315,000	9,455,000	6,465,000	3,315,000	-	2016
2010 Scottsdale Preserve Revenue Refunding Bonds	32,855,000	32,855,000	32,855,000	32,855,000	32,855,000	2024
2011 Scottsdale Preserve Revenue Refunding Bonds	11,095,000	10,155,000	9,185,000	8,195,000	7,170,000	2022
Total Scottsdale Preserve Authority Bonds	56,265,000	52,465,000	48,505,000	44,365,000	40,025,000	
<u>McDowell Sonoran Preserve Contract - Preserve Sales Tax Supported</u>						
	910,000	-	-	-	-	2013
<u>Municipal Property Corp. (MPC) Bonds - Excise Tax Supported</u>						
2004A MPC SkySong Bonds	6,935,000	5,925,000	4,875,000	3,770,000	2,610,000	2019
2005 MPC Giants Practice Field	18,679,092	18,069,092	17,549,092	17,284,092	15,654,092	2021
2005D MPC WestWorld Land Acquisition	19,250,000	19,025,000	18,200,000	17,275,000	16,250,000	2035
2006 MPC Refunding WestWorld	25,485,000	25,485,000	25,485,000	25,485,000	25,485,000	2030
2006 MPC Refunding SkySong	29,965,000	29,965,000	29,965,000	29,965,000	29,965,000	2034
2006A MPC TPC	8,305,000	8,015,000	7,715,000	7,400,000	7,075,000	2031
2006B MPC Westworld Land Acquisition	31,550,000	30,550,000	29,500,000	28,400,000	27,250,000	2031
Future MPC Bonds	17,900,000	55,089,353	60,100,216	57,695,420	55,214,676	2034
Total Municipal Property Corp. Bonds	158,069,092	192,123,445	193,389,308	187,274,512	179,503,768	
<u>Special Assessments</u>						
Series 104 Contract	3,996	-	-	-	-	2013
Existing Districts (excluding ID 104)	750,000	-	-	-	-	2013
Total Special Assessments	753,996	-	-	-	-	
<b>Total Debt Service Funds</b>	<b>810,423,088</b>	<b>958,275,119</b>	<b>920,788,687</b>	<b>877,286,020</b>	<b>829,368,520</b>	



## Budget by Fund

## Long-Term Debt Outstanding - All Funds

Long-Term Debt Outstanding - All Funds As of 6/30/12 through 6/30/16						
	Balance at 6/30/12	Balance at 6/30/13	Balance at 6/30/14	Balance at 6/30/15	Balance at 6/30/16	Payment Date
<b>Water and Sewer Funds</b>						
<u>Water Sewer Revenue Bonds</u>						
2004 Water Sewer Revenue Refunding Bonds	5,770,000	2,870,000	1,960,000	1,000,000	-	2016
2008 Water Sewer Revenue Refunding Bonds	32,860,000	32,645,000	30,315,000	28,335,000	26,280,000	2023
Total Water Sewer Revenue Bonds	<u>38,630,000</u>	<u>35,515,000</u>	<u>32,275,000</u>	<u>29,335,000</u>	<u>26,280,000</u>	
<u>Municipal Property Corp. (MPC) Bonds</u>						
2004 Water & Sewer MPC Bonds	6,965,000	3,545,000	-	-	-	2014
2005E Water & Sewer MPC Bonds	11,430,000	8,830,000	6,105,000	3,255,000	-	2016
2006 MPC Refunding Water/Sewer MPC Bonds	110,510,000	110,510,000	110,510,000	106,910,000	103,165,000	2030
2008A Water & Sewer MPC Bonds	96,050,000	93,150,000	90,100,000	86,900,000	83,525,000	2032
2010 Water & Sewer MPC Bonds	74,820,000	74,520,000	74,080,000	73,490,000	72,750,000	2036
Future MPC Bonds	-	-	-	-	-	2039
Total MPC Bonds - Water and Sewer Supported	<u>299,775,000</u>	<u>290,555,000</u>	<u>280,795,000</u>	<u>270,555,000</u>	<u>259,440,000</u>	
<b>Total Water and Sewer Funds</b>	<b><u>338,405,000</u></b>	<b><u>326,070,000</u></b>	<b><u>313,070,000</u></b>	<b><u>299,890,000</u></b>	<b><u>285,720,000</u></b>	
<b>TOTAL LONG-TERM DEBT OUTSTANDING</b>	<b><u>1,179,319,551</u></b>	<b><u>1,312,455,679</u></b>	<b><u>1,259,509,908</u></b>	<b><u>1,200,286,756</u></b>	<b><u>1,135,574,820</u></b>	
<b>Sales Tax Agreements</b>						
The City also has the following sales tax agreements, in which the City's payments are contingent upon the sales tax generated on the sites. These agreements are not included in the Long-term Debt Outstanding in accordance with generally accepted accounting principles. However, they are debt service shown on the schedule for purposes of budget expenditure authority and cash flow planning.						
Nordstrom						2028
Hotel Valley Ho						2020
Stacked 40's						2024

## Budget by Fund

## Legal Debt Margins

<b>COMPUTATION OF LEGAL DEBT MARGINS</b>	
<b>Forecast 6/30/2012</b>	
Net Secondary Assessed Valuation Forecasted as of June 30, 2012	\$ 5,691,989,913
Debt Limit Equal to 20% of Assessed Valuation	1,138,397,983
General Obligation Bonded Debt Subject to 20% Debt Limit (net of amounts available in Debt Service Funds forecasted for payment on July 1, 2012):	
1997 Refunding	\$ 2,605,000
2002 Refunding	25,820,000
2003 Refunding	1,375,000
2004	79,700,000
2005 Refunding	71,915,000
2005A	52,500,000
2005B	14,875,000
2008A	100,000,000
2008B	18,150,000
2010	48,800,000
2011	21,785,000
2011 Refunding	37,150,000
2012	<u>50,000,000</u>
Net Outstanding Forecasted Bonded Debt Subject to 20% Limit	<u>524,675,000</u> (A)
<b>Forecasted Legal 20% Debt Margin (Available Borrowing Capacity)</b>	<b><u>\$ 613,722,983</u></b> (C)
Debt Limit Equal to 6% of Assessed Valuation	\$ 341,519,395
General Obligation Bonded Debt Subject to 6% Debt Limit (net of amounts available in Debt Service Funds forecasted for payment on July 1, 2012):	
2004	\$ 17,000,000
2005A	<u>52,750,000</u>
Net Outstanding Forecasted Bonded Debt Subject to 6% Limit	<u>69,750,000</u> (B)
<b>Forecasted Legal 6% Debt Margin (Available Borrowing Capacity)</b>	<b><u>\$ 271,769,395</u></b> (D)

**State Regulation**

The Arizona Constitution (Article 9, Section 8), provides that the general obligation bonded indebtedness for a city for general municipal purposes may not exceed 6% of the secondary assessed valuation of the taxable property in that city. In addition to the 6% limitation for general municipal purpose bonds, cities may issue general obligation bonds up to an additional 20% of the secondary assessed valuation for supplying such city with water, artificial light, or sewers, for the acquisition and development of land for open space preserves, parks, playgrounds and recreational facilities, public safety, law enforcement, fire and emergency services facilities and transportation facilities.

**City of Scottsdale Compliance with State Regulation**

This schedule indicates the secondary assessed valuation of property tax within the City of Scottsdale allows a maximum legal bonding capacity of \$1,138,397,983 for projects subject to the 20% limitation and \$341,519,395 for projects subject to the 6% limitation.

**Legal Debt Capacity Used**

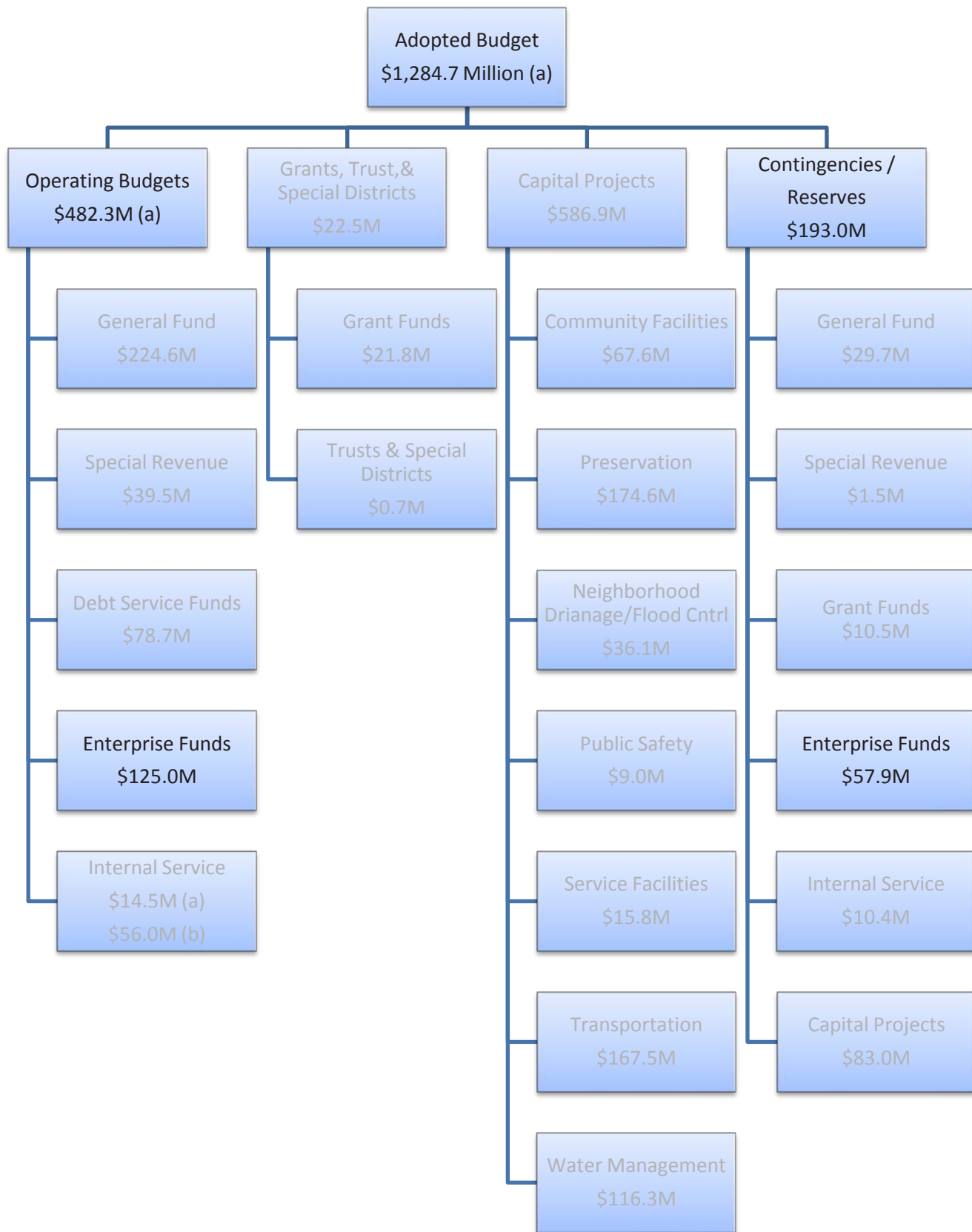
Based on the City's current outstanding general obligation debt, it is forecasted as of June 30, 2012, the City has used (borrowed) the following legal debt capacity by percentage limitation:

20% limitation (A) \$524,675,000 or 46%  
6% limitation (B) \$69,750,000 or 20%

**Legal Capacity Available**

Based on the City's current outstanding general obligation debt, it is forecasted as of June 30, 2012, the City has available (for borrowing) the following legal debt capacity by percentage limitation:

20% limitation (C) \$613,722,983 or 54%  
6% limitation (D) \$271,769,895 or 80%



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$41.5M  
 (b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$41.5M

### Enterprise Funds Description

Scottsdale uses three separate Enterprise Funds to account for the activity of this proprietary fund. The individual funds are Water & Water Reclamation, Solid Waste, and Aviation. In aggregate, the Enterprise Funds are the city's second largest source of revenues, which are derived from user fees and charges. User fees and charges are established to promote efficiency by shifting costs to specific users of services and avoiding general taxation. The applicable specific revenues of the individual funds, along with each fund's purpose, are described below.

### Overview of User Fees Revenue Policy

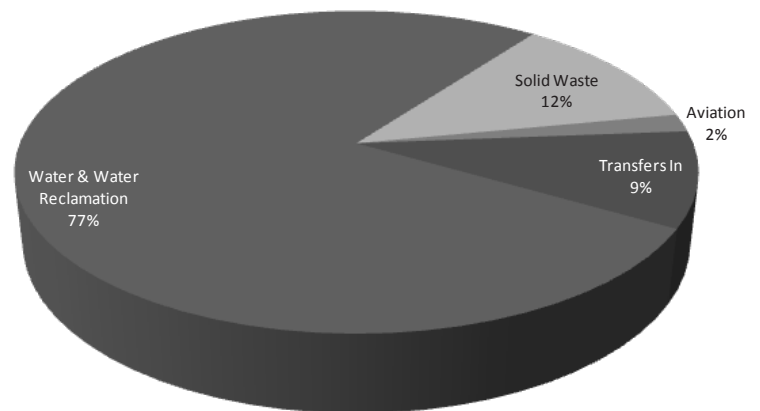
Rate adjustments for Enterprise User Fees are based upon five-year financial plans developed for each operation and are reviewed annually per Scottsdale's adopted financial policies to meet the stated objectives of:

- Equity - to ensure that charges are borne by the beneficiaries of a product or service;
- Level distribution of necessary cost increases - to avoid large rate increases in any one year;
- Manage the level of debt - to ensure the city can meet bond coverage requirements, provide for capital financing needs and remain financially healthy;
- Rate design - to encourage conservation and efficient use of city resources.

### Enterprise Funds Sources (in millions)

Water & Water Reclamation	\$	133.1
Solid Waste		20.3
Aviation		3.1
Total Revenue		\$ 156.5
Transfers In		16.6
Total Sources		\$ 173.1

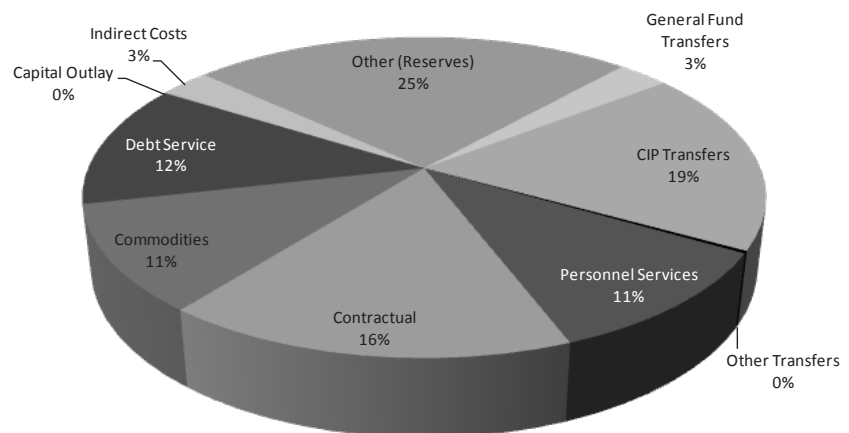
### Enterprise Funds Sources



### Enterprise Funds Uses (in millions)

Personnel Services	\$	25.2
Contractual		38.5
Commodities		25.1
Debt Service		29.1
Capital Outlay		0.2
Indirect Costs		6.7
Other (Reserves)		57.9
Adopted Budget		\$ 182.8
Transfers Out		
General Fund Transfers		6.8
CIP Transfers		43.3
Other Transfers		0.6
Total Uses		\$ 233.4

### Enterprise Funds Uses



Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Water &amp; Water Reclamation Funds Overview

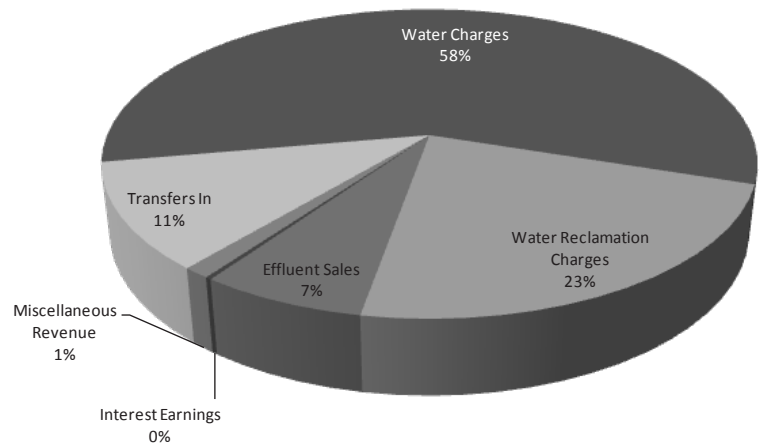
## Fund Purpose

These funds account for the transactions related to the city's water and water reclamation business activities, including operating revenue, expenditures and debt service payments. Capital expenditures are accounted for in various Capital Improvement Plan funds (see Volume Two for project detail).

### Water & Water Reclamation Funds Sources (in millions)

Water Charges	\$	86.5
Water Reclamation Charges		34.1
Effluent Sales		10.4
Interest Earnings		0.4
Miscellaneous Revenue		1.7
<b>Total Revenue</b>	<b>\$</b>	<b>133.1</b>
Transfers In		16.6
<b>Total Sources</b>	<b>\$</b>	<b>149.7</b>

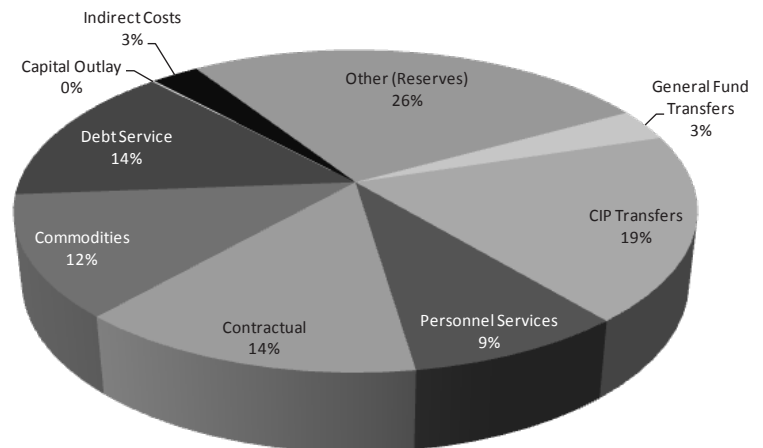
### Water & Water Reclamation Funds Sources



### Water & Water Reclamation Funds Uses (in millions)

Personnel Services	\$	17.6
Contractual		28.1
Commodities		24.6
Debt Service		28.7
Capital Outlay		0.2
Indirect Costs		5.4
Other (Reserves)		52.7
<b>Adopted Budget</b>	<b>\$</b>	<b>157.3</b>
Transfers Out		
General Fund Transfers		6.4
CIP Transfers		37.7
<b>Total Uses</b>	<b>\$</b>	<b>201.4</b>

### Water & Water Reclamation Funds Uses



Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Water &amp; Water Reclamation Funds Summary

	Actual 2010/11*	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance</b>				
Operating Reserve	19,704,950	15,328,189	19,540,540	13,901,104
Repair/Replacement Reserve	28,793,767	30,374,161	30,868,162	28,173,550
Revenue Bond Debt Service Reserve	5,466,237	5,419,075	5,419,075	5,436,077
Special Contractual Funds	543,475	-	3,754,457	4,227,834
Unreserved Fund Balance	18,398,869	34,869,535	15,283,416	-
<b>Total Beginning Fund Balance</b>	<b>72,907,299</b>	<b>85,990,960</b>	<b>74,865,651</b>	<b>51,738,565</b>
<b>Revenues</b>				
Water Charges	86,486,728	98,442,324	87,627,623	86,544,981
Water Reclamation Charges	34,515,613	34,244,184	34,298,749	34,085,166
Non-Potable Water Charges	7,583,855	900,793	9,404,858	10,395,147
Interest Earnings	1,321,414	302,543	325,200	382,337
Land and Building Rent	-	34,500	-	-
Miscellaneous Revenue	1,332,603	17,537,453	13,005,771	1,714,827
<b>Subtotal</b>	<b>131,240,213</b>	<b>151,461,797</b>	<b>144,662,200</b>	<b>133,122,458</b>
<b>Transfers In</b>				
Development Fees Transfer for Debt Service	16,376,194	17,289,927	15,995,353	15,673,824
Bond Proceeds	-	-	-	-
CIP Fund	46,125	-	-	-
Fleet	-	126,772	126,772	-
Other Transfers	900,447	825,000	900,000	900,000
<b>Subtotal</b>	<b>17,322,766</b>	<b>18,241,699</b>	<b>17,022,125</b>	<b>16,573,824</b>
<b>Total Sources</b>	<b>148,562,979</b>	<b>169,703,496</b>	<b>161,684,325</b>	<b>149,696,282</b>
<b>Expenditures</b>				
<b>Division</b>				
Mayor's Office	-	110,000	110,000	110,000
Finance and Accounting	2,404,860	2,088,362	2,088,362	2,042,228
Water Resources	55,643,514	65,617,543	65,617,543	67,917,399
Indirect Cost Allocation	9,663,088	6,531,635	6,531,635	5,413,261
2% Pay For Performance/Compensation Adj.	-	-	-	395,348
<b>Subtotal</b>	<b>67,711,461</b>	<b>74,347,540</b>	<b>74,347,540</b>	<b>75,878,236</b>
<b>Debt Service</b>				
Revenue Bonds	5,419,925	5,436,475	5,436,075	5,006,513
MPC Bonds	24,350,177	23,665,900	23,664,300	23,708,500
<b>Subtotal</b>	<b>29,770,102</b>	<b>29,102,375</b>	<b>29,100,375</b>	<b>28,715,013</b>
<b>TOTAL OPERATING BUDGET</b>	<b>97,481,563</b>	<b>103,449,915</b>	<b>103,447,915</b>	<b>104,593,249</b>
<b>Transfers Out</b>				
In Lieu Property Tax	1,745,130	871,257	871,257	-
Franchise Fee	6,433,054	6,910,712	6,459,177	6,441,159
CIP Fund (General Capital Projects)	744,398	84,700	84,700	78,600
CIP Fund (Enterprise Capital Projects)	10,593,768	92,329,022	60,342,678	37,648,809
General & Special Program Funds	454,438	-	-	-
MPC Bond Proceeds To CIP	29,125,185	-	13,605,685	-
<b>Subtotal</b>	<b>49,095,973</b>	<b>100,195,691</b>	<b>81,363,497</b>	<b>44,168,568</b>
<b>Total Uses</b>	<b>146,577,536</b>	<b>203,645,606</b>	<b>184,811,412</b>	<b>148,761,817</b>
<b>Other GAAP Adjustments <sup>(1)</sup></b>				
Unreconciled Variance	27,093	-	-	-
<b>GAAP to Budget Adjustment</b>	<b>27,093</b>	<b>-</b>	<b>-</b>	<b>-</b>
<small>(1) impacts fund balance but does not affect revenues or expense</small>				
<b>Sources Over/(Under) Uses</b>	<b>1,958,350</b>	<b>(33,942,110)</b>	<b>(23,127,087)</b>	<b>934,465</b>
<b>Ending Fund Balance</b>				
Operating Reserve	19,540,540	13,985,918	13,901,104	14,419,498
Repair/Replacement Reserve	30,868,162	29,184,070	28,173,550	28,586,906
Revenue Bond Debt Service Reserve	5,419,075	5,436,075	5,436,077	5,005,663
Special Contractual Fund Balance	3,754,457	3,442,786	4,227,834	4,660,963
Unreserved Balance	15,283,416	-	-	-
<b>Total Ending Fund Balance</b>	<b>74,865,651</b>	<b>52,048,849</b>	<b>51,738,565</b>	<b>52,673,030</b>

\* FY 2010/11 Actuals include accrued payroll CAFR adjustments.

## Budget by Fund

Water & Water Reclamation Funds  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance</b>					
Operating Reserve	13,901,104	14,419,498	14,477,800	15,211,955	15,726,556
Repair/Replacement Reserve	28,173,550	28,586,906	28,817,730	29,038,874	29,338,573
Revenue Bond Debt Service Reserve	5,436,077	5,005,663	4,978,137	4,539,438	4,541,638
Special Contractual Funds	4,227,834	4,660,963	5,094,092	5,527,221	5,960,350
Unreserved Fund Balance	-	-	-	-	22,975,000
<b>Total Beginning Fund Balance</b>	<b>51,738,565</b>	<b>52,673,030</b>	<b>53,367,759</b>	<b>54,317,488</b>	<b>78,542,117</b>
<b>Revenues</b>					
Water Charges	86,544,981	85,489,200	87,432,700	89,436,100	91,488,700
Water Reclamation Charges	34,085,166	34,877,500	35,701,100	36,546,400	37,411,300
Non-Potable Water Charges	10,395,147	10,579,600	10,843,100	11,117,500	11,417,300
Interest Earnings	382,337	368,200	683,500	972,200	1,310,000
Land and Building Rent	-	-	-	-	-
Miscellaneous Revenue	1,714,827	1,741,800	1,786,000	1,831,200	1,879,700
<b>Subtotal</b>	<b>133,122,458</b>	<b>133,056,300</b>	<b>136,446,400</b>	<b>139,903,400</b>	<b>143,507,000</b>
<b>Transfers In</b>					
Development Fees Transfer for Debt Service	15,673,824	15,955,100	15,312,200	15,401,600	16,021,400
Bond Proceeds	-	-	-	43,000,000	-
CIP Fund	-	-	-	-	-
Fleet	-	-	-	-	-
Other Transfers	900,000	900,000	900,000	900,000	900,000
<b>Subtotal</b>	<b>16,573,824</b>	<b>16,855,100</b>	<b>16,212,200</b>	<b>59,301,600</b>	<b>16,921,400</b>
<b>Total Sources</b>	<b>149,696,282</b>	<b>149,911,400</b>	<b>152,658,600</b>	<b>199,205,000</b>	<b>160,428,400</b>
<b>Expenditures</b>					
<b>Division</b>					
Mayor's Office	110,000	112,800	115,600	116,200	119,700
Finance and Accounting	2,042,228	2,110,900	2,180,500	2,231,400	2,293,400
Water Resources	67,917,399	70,858,271	74,600,571	77,370,871	80,745,371
Indirect Cost Allocation	5,413,261	4,351,300	4,481,900	4,616,400	4,754,800
2% Pay For Performance/Compensation Adj.	395,348	179,800	180,600	181,500	182,400
<b>Subtotal</b>	<b>75,878,236</b>	<b>77,613,071</b>	<b>81,559,171</b>	<b>84,516,371</b>	<b>88,095,671</b>
<b>Debt Service</b>					
Revenue Bonds	5,006,513	4,979,000	4,540,300	4,542,500	4,549,900
MPC Bonds	23,708,500	23,793,500	23,787,900	25,873,500	28,912,700
<b>Subtotal</b>	<b>28,715,013</b>	<b>28,772,500</b>	<b>28,328,200</b>	<b>30,416,000</b>	<b>33,462,600</b>
<b>TOTAL OPERATING BUDGET</b>	<b>104,593,249</b>	<b>106,385,571</b>	<b>109,887,371</b>	<b>114,932,371</b>	<b>121,558,271</b>
<b>Transfers Out</b>					
In Lieu Property Tax	-	-	-	-	-
Franchise Fee	6,441,159	6,649,600	6,805,800	6,821,600	6,850,100
CIP Fund (General Capital Projects)	78,600	121,500	124,700	119,000	104,000
CIP Fund (Enterprise Capital Projects)	37,648,809	36,060,000	34,891,100	33,082,400	30,375,000
General & Special Program Funds	-	-	-	-	-
MPC Bond Proceeds To CIP	-	-	-	20,025,000	14,750,000
<b>Subtotal</b>	<b>44,168,568</b>	<b>42,831,100</b>	<b>41,821,600</b>	<b>60,048,000</b>	<b>52,079,100</b>
<b>Total Uses</b>	<b>148,761,817</b>	<b>149,216,671</b>	<b>151,708,971</b>	<b>174,980,371</b>	<b>173,637,371</b>
<b>Other GAAP Adjustments <sup>(1)</sup></b>					
Unreconciled Variance	-	-	-	-	-
<b>GAAP to Budget Adjustment</b>	-	-	-	-	-
<small>(1) impacts fund balance but does not affect revenues or expense</small>					
<b>Sources Over/(Under) Uses</b>	<b>934,465</b>	<b>694,729</b>	<b>949,629</b>	<b>24,224,629</b>	<b>(13,208,971)</b>
<b>Ending Fund Balance</b>					
Operating Reserve	14,419,498	14,477,800	15,211,955	15,726,556	16,359,193
Repair/Replacement Reserve	28,586,906	28,817,730	29,038,874	29,338,573	29,576,386
Revenue Bond Debt Service Reserve	5,005,663	4,978,137	4,539,438	4,541,638	4,549,438
Special Contractual Fund Balance	4,660,963	5,094,092	5,527,221	5,960,350	6,393,479
Unreserved Balance	-	-	-	22,975,000	8,454,750
<b>Total Ending Fund Balance</b>	<b>52,673,030</b>	<b>53,367,759</b>	<b>54,317,488</b>	<b>78,542,117</b>	<b>65,333,246</b>

## Budget by Fund

## Water & Water Reclamation Funds Sources

### Water Charges Revenue

Water Charges Revenue adopted budget for FY 2012/13 totals \$86.5 million, reflecting a 1 percent or \$1.1 million decrease from the FY 2011/12 year-end forecast. The revenue forecast assumes no fee increases in the FY 2012/13 budget. The revenues are based on lower water demand. Additionally, golf course irrigation charges have been removed from adopted water charges and shifted to Non-potable water charges. Monthly water billings consist of a base charge according to meter size and a monthly quantity usage charge based on the amount of water consumed. Fees are reviewed annually to determine if they cover the costs of the services provided.

### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	86.5	86.5 *
2011/12	98.4	87.6 *
2010/11	97.2	86.5
2009/10	95.5	94.8
2008/09	95.6	92.0

### Water Reclamation Charges Revenue

Water Reclamation Charges Revenue adopted budget for FY 2012/13 totals \$34.1 million, a \$0.2 million decrease from the FY 2011/12 year-end forecast. The revenue budget assumes no fee increases in FY 2012/13. The decline in revenues is based on lower flow, driven by lower water deliveries. Monthly water reclamation billings consist of a flow charge for capital costs as well as a flow charge for operation and maintenance expenses that varies by customer classification determined by relative sewer loadings. Fees are reviewed annually to determine if they cover the costs of the services provided.

### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	34.1	34.1 *
2011/12	34.2	34.3 *
2010/11	33.7	34.5
2009/10	34.7	35.4
2008/09	35.3	34.1

### Non-Potable Water Revenue

Non-Potable Water Revenue adopted budget for FY 2012/13 totals \$10.4 million, reflecting a 11 percent or \$1.0 million increase from the FY 2011/12 year-end forecast. Non-Potable water revenue includes effluent sales related to water treated to irrigation standards at the city's Water Reclamation Plant for the 23 golf courses in north Scottsdale that are part of the Reclaimed Water Distribution System (RWDS), and the city's Gainey Water Reclamation Plant for irrigation use at the Gainey Ranch Golf Club. Other non-potable water sales include three golf courses in north Scottsdale that are part of the Irrigation Water Distribution System (IWDS), the McDowell Mountain golf course and three city recreation facilities. All contractual obligations to provide water for irrigation uses and costs for providing these services are recovered through rates charged for the use.

### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	10.4	10.4 *
2011/12 <sup>(a)</sup>	0.9	9.4 *
2010/11 <sup>(a)</sup>	0.9	7.6
2009/10	0.9	0.6
2008/09	0.7	0.7

<sup>(a)</sup> The adopted budget for FY 2010/11 and FY 2011/12 was included in Water Charges Revenue budget above.



**Budget by Fund****Water & Water Reclamation Funds Sources****Interest Earnings Revenue**

Interest Earnings Revenue adopted budget for FY 2012/13 totals \$0.4 million, reflecting a \$0.1 million increase from the FY 2011/12 year-end forecast. Interest earnings are generated on Water & Water Reclamation Fund cash balances throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on 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.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.4	0.4 *
2011/12	0.3	0.3 *
2010/11	0.8	1.3
2009/10	2.1	2.9
2008/09	2.3	3.4

**Miscellaneous Revenue**

Miscellaneous Revenue adopted budget for FY 2012/13 totals \$1.7 million, reflecting an \$11.3 million decrease from the FY 2011/12 year-end forecast. The sale of the Planet Ranch property and water rights occurred in FY 2011/12 which caused the large fluctuation in revenue between fiscal years.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.7	1.7 *
2011/12	17.6	13.0 *
2010/11	17.2	1.3
2009/10	3.6	2.7
2008/09	4.1	1.3

**Transfers-In**

Transfers-in is the authorized movement of cash or other resources from other funds, divisions, departments, and/or capital projects. The transfers-in adopted budget for FY 2012/13 totals \$16.6 million, reflecting a 3 percent or \$0.4 million decrease from the FY 2011/12 year-end forecast. The decrease in transfers-in is related to the reduction in debt that will be paid from the development fee impact funds, as well as a one-time transfer in from the Fleet fund that occurred in FY 2011/12.

## Budget by Fund

## Water &amp; Water Reclamation Funds Uses

**Water and Water Reclamation Funds Expenditures By Expenditure Type**

The Water & Water Reclamation Funds expenditures are presented by the following six major operating budget expenditure categories: personnel services, contractual services, commodities, capital outlay, debt service, and indirect cost allocation. Additionally, there are transfers-out to other funds.

**Personnel Services**

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY 2012/13 adopted budget of \$17.6 million represents 17 percent of the total Water and Water Reclamation operating budget and reflects a 5 percent or \$0.9 million increase from the adopted FY 2011/12 budget. The increases are related to higher healthcare and retirement rates, anticipated increases to employee compensation and the addition of two technicians to operate the Motorola Solutions Inc. Removal Facility. Additionally, a pipeline staffing program was created to minimize the negative impacts of turnover and overtime.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	17.6	17.6 *
2011/12	16.7	16.7 *
2010/11	16.5	15.5
2009/10	16.7	15.6
2008/09	15.7	16.7

**Contractual Services**

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The adopted FY 2012/13 budget of \$28.1 million represents 27 percent of the total Water and Water Reclamation operating budget and reflects a 2 percent or \$0.5 million increase from the adopted FY 2011/12 budget. The increase is primarily due to increased costs associated with Fleet maintenance and replacement, and electricity costs.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	28.1	28.1 *
2011/12	27.6	27.6 *
2010/11	27.4	22.2
2009/10	28.6	23.3
2008/09	29.7	24.9

**Commodities**

Commodities are expendable items purchased through the city-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted FY 2012/13 budget of \$24.6 million represents 24 percent of the total Water and Water Reclamation operating budget and reflects a 4 percent or \$1.1 million increase from the adopted FY 2011/12 budget. The increase is primarily related to increased purchased water costs and materials to maintain and repair electrical systems.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	24.6	24.6 *
2011/12	23.5	23.5 *
2010/11	24.0	22.1
2009/10	21.2	19.7
2008/09	22.1	17.7

**Budget by Fund****Water & Water Reclamation Funds Uses****Capital Outlay**

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. The adopted FY 2012/13 budget of \$0.2 million is for the purchase of additional vehicles; two are for new staff to operate the Motorola Solutions Inc. Removal Facility and two are for travel to remote sites.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.2	0.2 *
2011/12	-	- *
2010/11	0.1	0.2
2009/10	-	0.1
2008/09	0.1	0.3

**Debt Service**

Debt Service represents the repayment of revenue and Municipal Property Corporation (MPC) bonds, along with the applicable annual fiscal agent fees. The adopted FY 2012/13 budget of \$28.7 million represents 27 percent of the total Water and Water Reclamation operating budget and reflects a 1 percent or \$0.4 million decrease from the adopted FY 2011/12. The decrease is related to the reduction reflected in the annual debt service schedules.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	28.7	28.7 *
2011/12	29.1	29.1 *
2010/11	28.1	29.8
2009/10	25.7	25.7
2008/09	26.5	26.5

**Indirect Cost Allocation**

Indirect Cost Allocation represents Enterprise Funds charges for specific General Fund central administrative functions, which benefit the Enterprise operations (e.g., City Manager, Financial Management, Human Resources, Legal, etc.). The city's indirect costs are allocated to the Enterprise Funds based on relative benefits received. The adopted FY 2012/13 budget of \$5.4 million represents 5 percent of the total Water and Water Reclamation operating budget and reflects a \$1.1 million decrease, or 17 percent, from the FY 2011/12 adopted budget as a result of changes to the indirect cost allocation methodology to capture more accurately the cost of services related to facilities maintenance.

**Transfers-Out**

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The adopted FY 2012/13 budget of \$44.2 million reflects a \$56.0 million decrease from the FY 2011/12 adopted budget, primarily related to transfers of unspent bond proceeds to the water and water reclamation CIP funds. The transfer to the General Fund for In Lieu Property Tax has been eliminated completely starting with FY 2012/13.

### **Water and Water Reclamation Fund Balance/Reserves**

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 a company's net equity (assets less liabilities). Prudent fiscal management dictates fund balances should only be used for nonrecurring (non-operational) expenditures. Once fund balances are spent, they are only replenished by future year resources in excess of expenditures.

The city's budget planning, bond indenture and adopted financial policies call for the establishment of reserves as part of the resource allocation/limit setting process. This process allows the city to set aside savings before allocated or spent as budgeted expenditures. The specific make-up of the city's fund balance and reserves are noted below:

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#### **Operating Reserve**

The FY 2012/13 ending fund balance includes an Operating Reserve of \$14.4 million. This reserve is intended to ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days.

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#### **Repair/Replacement Reserve**

The FY 2012/13 ending fund balance includes a Repair/Replacement Reserve of \$28.6 million. This reserve is required per the term of the revenue bond indenture to ensure that funds are set aside to preserve the assets, which, in turn, are the collateral for the Water Revenue Bonds. There shall be deposited an amount equal to at least 2.0 percent of the revenues received during the year into the reserve until such time as the reserve equals 2.0 percent of the value of total tangible assets. The reserve may be used in times of unusual circumstances for replacement or extension of the assets.

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#### **Revenue Bond Debt Service Reserve**

The FY 2012/13 ending fund balance includes a Revenue Bond Debt Service Reserve of \$5.0 million. This reserve is required per the terms of the revenue bond indenture to ensure that funds are set aside as collateral for the Water Revenue Bonds debt service payments.

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#### **Special Contractual Fund Balance**

The FY 2012/13 ending fund balance includes a Special Contractual Fund Balance of \$4.7 million. This balance reflects reserves established in accordance with various contractual agreements for delivery of non-potable water by the Water Resources Division.

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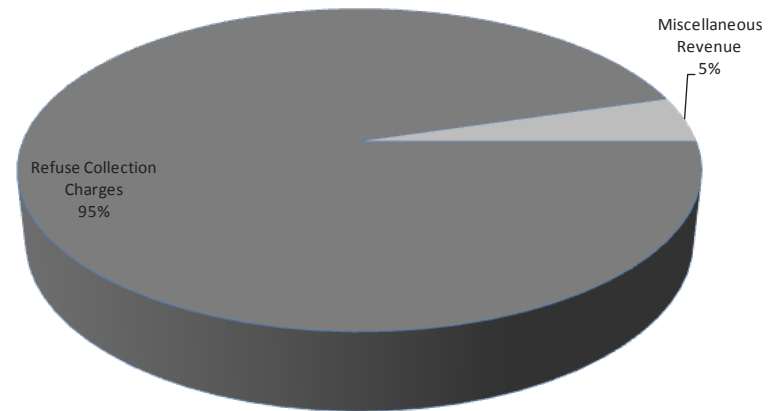
**Fund Purpose**

This fund accounts for the transactions related to the city’s solid waste and recycling business activities, which includes operating revenues and expenditures. Capital expenditures are accounted for in a separate CIP fund.

**Solid Waste Sources  
(in millions)**

Refuse Collection Charges	\$	19.3
Interest Earnings		-
Miscellaneous Revenue		0.9
<b>Total Revenue</b>	<b>\$</b>	<b>20.2</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>20.2</b>

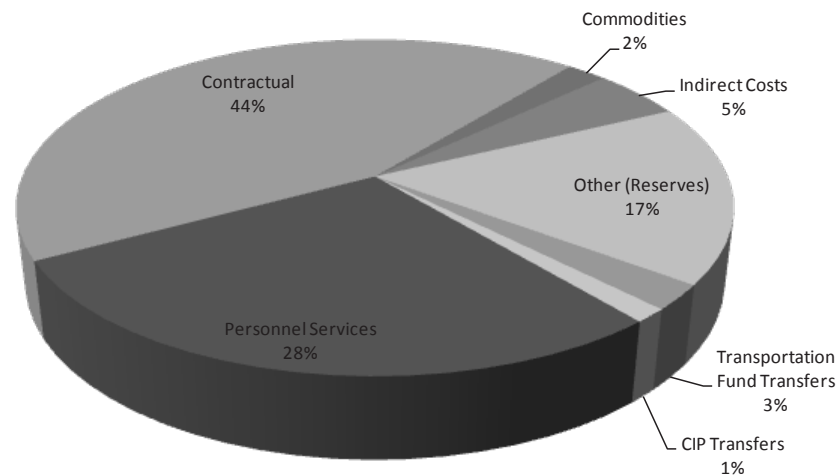
**Solid Waste Fund Sources**



**Solid Waste Fund Uses  
(in millions)**

Personnel Services	\$	6.5
Contractual		10.1
Commodities		0.5
Capital Outlay		-
Indirect Costs		1.1
Other (Reserves)		4.0
<b>Adopted Budget</b>	<b>\$</b>	<b>22.3</b>
Transfers Out		
Transportation Fund Transfers		0.6
CIP Transfers		0.3
<b>Total Uses</b>	<b>\$</b>	<b>23.1</b>

**Solid Waste Fund Uses**



Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Solid Waste Fund Summary

	Actual 2010/11*	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance</b>				
Operating Reserve	3,277,868	3,876,794	4,566,241	3,821,725
Unreserved Fund Balance	3,479,848	2,395,525	2,378,887	5,006,219
<b>Total Beginning Fund Balance</b>	<b>6,757,716</b>	<b>6,272,319</b>	<b>6,945,128</b>	<b>8,827,944</b>
<b>Revenues</b>				
Refuse Collection Charges	20,940,186	19,348,599	19,242,920	19,313,960
Interest Earnings	82,988	38,286	40,572	46,065
Miscellaneous Revenue	1,404	948,006	922,579	930,781
<b>Subtotal</b>	<b>21,024,577</b>	<b>20,334,891</b>	<b>20,206,071</b>	<b>20,290,806</b>
<b>Transfers In</b>				
Fleet	-	193,299	193,299	-
<b>Subtotal</b>	<b>-</b>	<b>193,299</b>	<b>193,299</b>	<b>-</b>
<b>Total Sources</b>	<b>21,024,577</b>	<b>20,528,190</b>	<b>20,399,370</b>	<b>20,290,806</b>
<b>Expenditures</b>				
<b>Division</b>				
Finance and Accounting	651,726	861,442	861,442	876,781
Public Works	15,484,862	15,209,761	15,209,761	16,116,245
Indirect Cost Allocation	2,509,556	1,481,959	1,481,959	1,118,361
2% Pay For Performance	-	-	-	110,746
Compensation Adjustments	-	-	-	32,371
<b>Subtotal</b>	<b>18,646,144</b>	<b>17,553,162</b>	<b>17,553,162</b>	<b>18,254,504</b>
<b>TOTAL OPERATING BUDGET</b>	<b>18,646,144</b>	<b>17,553,162</b>	<b>17,553,162</b>	<b>18,254,504</b>
<b>Transfers Out</b>				
In Lieu Property Tax	7,050	3,525	3,525	-
CIP Fund (General Capital Projects)	403,908	17,000	17,000	15,900
CIP Fund (Enterprise Capital Projects)	1,400,000	460,000	460,000	292,000
Fleet & Transportation Funds	-	-	-	-
Transportation Fund - Alley Maintenance	380,063	482,867	482,867	557,776
<b>Subtotal</b>	<b>2,191,021</b>	<b>963,392</b>	<b>963,392</b>	<b>865,676</b>
<b>Total Uses</b>	<b>20,837,165</b>	<b>18,516,554</b>	<b>18,516,554</b>	<b>19,120,180</b>
<b>Sources Over/(Under) Uses</b>	<b>187,412</b>	<b>2,011,636</b>	<b>1,882,816</b>	<b>1,170,626</b>
<b>Ending Fund Balance</b>				
Operating Reserve	4,566,241	3,861,228	3,821,725	3,996,457
Unreserved Balance	2,378,887	4,422,727	5,006,219	6,002,113
<b>Total Ending Fund Balance</b>	<b>6,945,128</b>	<b>8,283,955</b>	<b>8,827,944</b>	<b>9,998,570</b>

\* FY 2010/11 Actuals include accrued payroll CAFR adjustments.

## Budget by Fund

Solid Waste Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance</b>					
Operating Reserve	3,821,725	3,996,457	4,181,282	4,395,343	4,672,317
Unreserved Fund Balance	5,006,219	6,002,113	6,715,588	6,424,427	5,862,053
<b>Total Beginning Fund Balance</b>	<b>8,827,944</b>	<b>9,998,570</b>	<b>10,896,870</b>	<b>10,819,770</b>	<b>10,534,370</b>
<b>Revenues</b>					
Refuse Collection Charges	19,313,960	19,469,000	19,635,000	19,853,000	20,084,000
Interest Earnings	46,065	52,000	108,000	106,000	102,000
Miscellaneous Revenue	930,781	942,000	963,000	984,000	1,005,000
<b>Subtotal</b>	<b>20,290,806</b>	<b>20,463,000</b>	<b>20,706,000</b>	<b>20,943,000</b>	<b>21,191,000</b>
<b>Transfers In</b>					
Fleet	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>20,290,806</b>	<b>20,463,000</b>	<b>20,706,000</b>	<b>20,943,000</b>	<b>21,191,000</b>
<b>Expenditures</b>					
<b>Division</b>					
Finance and Accounting	876,781	897,200	917,300	933,900	949,600
Public Works	16,116,245	17,129,600	17,839,500	18,686,500	19,295,400
Indirect Cost Allocation	1,118,361	899,000	925,900	953,700	982,300
2% Pay For Performance	110,746	-	-	-	-
Compensation Adjustments	32,371	65,100	65,400	65,700	66,000
<b>Subtotal</b>	<b>18,254,504</b>	<b>18,990,900</b>	<b>19,748,100</b>	<b>20,639,800</b>	<b>21,293,300</b>
<b>TOTAL OPERATING BUDGET</b>	<b>18,254,504</b>	<b>18,990,900</b>	<b>19,748,100</b>	<b>20,639,800</b>	<b>21,293,300</b>
<b>Transfers Out</b>					
In Lieu Property Tax	-	-	-	-	-
CIP Fund (General Capital Projects)	15,900	10,600	10,800	10,400	9,100
CIP Fund (Enterprise Capital Projects)	292,000	-	-	-	-
Fleet & Transportation Funds	-	-	452,700	-	-
Transportation Fund - Alley Maintenance	557,776	563,200	571,500	578,200	584,800
<b>Subtotal</b>	<b>865,676</b>	<b>573,800</b>	<b>1,035,000</b>	<b>588,600</b>	<b>593,900</b>
<b>Total Uses</b>	<b>19,120,180</b>	<b>19,564,700</b>	<b>20,783,100</b>	<b>21,228,400</b>	<b>21,887,200</b>
<b>Sources Over/(Under) Uses</b>	<b>1,170,626</b>	<b>898,300</b>	<b>(77,100)</b>	<b>(285,400)</b>	<b>(696,200)</b>
<b>Ending Fund Balance</b>					
Operating Reserve	3,996,457	4,181,282	4,395,343	4,672,317	4,907,326
Unreserved Balance	6,002,113	6,715,588	6,424,427	5,862,053	4,930,844
<b>Total Ending Fund Balance</b>	<b>9,998,570</b>	<b>10,896,870</b>	<b>10,819,770</b>	<b>10,534,370</b>	<b>9,838,170</b>

## Budget by Fund

## Solid Waste Fund Sources

**Refuse Collection Charges**

Refuse Collection Revenue adopted FY 2012/13 budget totals \$20.2 million, remaining flat with the FY 2011/12 year-end forecast. The revenue budget assumes no fee increases in FY 2012/13. 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. Fees are reviewed annually to determine if they cover the costs of the services provided.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	20.2	20.2 *
2011/12	20.3	20.2 *
2010/11	20.1	20.2
2009/10	20.3	20.4
2008/09	20.0	20.0

**Interest Earnings Revenue**

Interest Earnings Revenue adopted FY 2012/13 budget of \$0.05 million, slightly higher than the FY 2011/12 year-end forecast. Interest earnings are generated on Solid Waste Fund cash balance throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	-	- *
2011/12	-	- *
2010/11	0.1	0.1
2009/10	0.1	0.2
2008/09	0.2	0.2

**Transfers-In**

Transfers-in is the authorized movement of cash or other resources from other funds. There are no transfers-in budgeted for FY 2012/13.



### Solid Waste Fund Expenditures By Expenditure Type

The Solid Waste Fund expenditures are presented by the following major operating budget expenditure categories: personnel services, contractual services, commodities, capital outlay, and indirect cost allocation. Additionally, there are transfers-out to other funds.

#### Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY adopted 2012/13 budget of \$6.5 million represents 38 percent of the total Solid Waste operating budget and reflects an 3 percent or \$0.2 million increase from the FY 2011/12 adopted budget primarily related to increases in healthcare and retirement rates, as well as increases to employee compensation.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	6.5	6.5 *
2011/12	6.3	6.3 *
2010/11	5.8	5.9
2009/10	6.0	5.9
2008/09	6.2	6.0

#### Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The FY 2012/13 adopted budget of \$10.1 million represents 59 percent of the total Solid Waste operating budget and reflects a 9 percent or \$0.8 million increase from the FY 2011/12 adopted budget, primarily related to an increases in Fleet charges for maintenance and replacement.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	10.1	10.1 *
2011/12	9.3	9.3 *
2010/11	10.2	9.7
2009/10	10.6	9.7
2008/09	10.1	10.2

#### Commodities

Commodities are expendable items purchased through the city-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The FY 2012/13 adopted budget of \$0.5 million represents 3 percent of the total Solid Waste operating budget, which is a slight increase from the FY 2011/12 adopted budget.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.5	0.5 *
2011/12	0.4	0.4 *
2010/11	0.4	0.3
2009/10	0.5	0.4
2008/09	0.5	0.5

**Budget by Fund****Solid Waste Fund Uses****Capital Outlay**

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. There are no capital outlay expenditures included for FY 2012/13 adopted budget.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	-	- *
2011/12	-	- *
2010/11	-	-
2009/10	-	-
2008/09	0.2	-

**Indirect Cost Allocation**

Indirect Cost Allocation represents Enterprise Funds charges for specific General Fund central administrative functions, which benefit the Enterprise operations (e.g., City Manager, Financial Management, Human Resources, Legal, etc.). The city's indirect costs are allocated to the Enterprise Funds based on relative benefits received. The FY 2012/13 adopted budget of \$1.1 million represents 6 percent of the total Solid Waste operating budget and reflects a 25 percent or \$0.4 million decrease from the FY 2011/12 adopted budget as a result of changes to the indirect cost allocation methodology to capture more accurately the cost of services related to facilities maintenance.

**Transfers-Out**

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2012/13 adopted budget of \$0.9 million reflects an overall decrease of \$0.1 million from the FY 2011/12 adopted budget. While transfers out to the CIP Fund decreased by \$0.2 million, the transfer out to the Transportation Fund for the direct cost of alley maintenance performed for the benefit of the Solid Waste operations increased by approximately \$0.1 million.

**Solid Waste Fund Balance**

Fund balance/reserves protect the city's financial condition and provide for unexpected economic challenges. Growth of fund balance occurs when revenues exceed expenditures. The city's budget planning, and adopted financial policies call for the establishment of reserves as part of the resource allocation/limit setting process. This process allows the city to "set aside savings" before allocated or spent as budgeted expenditures. The specific make-up of the city's fund balance and reserves are noted below:

**Operating Reserve**

The FY 2012/13 ending fund balance includes an Operating Reserve of \$4.0 million. This reserve is intended to ensure adequate funding for operations for a maximum period of 90 days. The purpose of the reserve is to provide for emergencies and the possibility of significant future increases in landfill costs.

**Unreserved Fund Balance**

The FY 2012/13 ending fund balance includes an Unreserved Fund Balance of \$6.0 million. The unreserved balance represents the net financial resources that are expendable or available for budgeting.

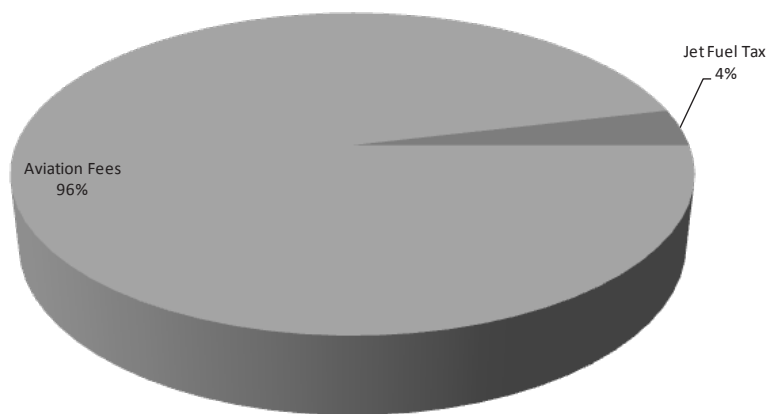
**Fund Purpose**

This fund accounts for the transactions related to the city’s aviation business activity at the Scottsdale Airport, which includes operating revenue and expenditures. Capital expenditures are accounted for in a separate CIP fund.

**Aviation Fund Sources  
(in millions)**

Aviation Fees	\$	3.0
Jet Fuel Tax		0.1
Interest Earnings		-
<b>Total Revenue</b>	<b>\$</b>	<b>3.1</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>3.1</b>

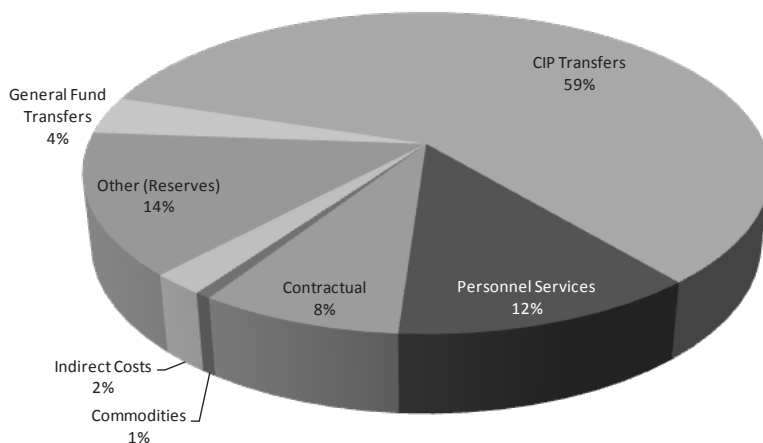
**Aviation Fund Sources**



**Aviation Fund Uses  
(in millions)**

Personnel Services	\$	1.1
Contractual		0.7
Commodities		0.1
Capital Outlay		-
Indirect Costs		0.2
Other (Reserves)		1.3
<b>Adopted Budget</b>	<b>\$</b>	<b>3.3</b>
Transfers Out		
General Fund Transfers		0.3
CIP Transfers		5.2
<b>Total Uses</b>	<b>\$</b>	<b>8.9</b>

**Aviation Fund Uses**



Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Aviation Fund Summary

	Actual 2010/11*	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance</b>				
Operating Reserve	589,843	946,930	569,815	565,760
Repair/Replacement Reserve	2,326,220	2,618,172	3,255,606	2,598,936
Land Purchase Reserve	-	407,772	-	2,371,901
Unreserved Fund Balance	1,784,325	-	2,457	228,169
<b>Total Beginning Fund Balance</b>	<b>4,700,388</b>	<b>3,972,874</b>	<b>3,827,878</b>	<b>5,764,766</b>
<b>Revenues</b>				
Aviation Fees	2,817,197	2,950,023	4,950,023	2,979,523
Land Purchase Reimbursement	-	-	-	-
Jet Fuel Tax	134,541	113,863	113,863	115,002
Interest Earnings	59,900	25,744	14,359	3,463
Federal & State Aid	(116)	-	-	-
<b>Subtotal</b>	<b>3,011,521</b>	<b>3,089,630</b>	<b>5,078,245</b>	<b>3,097,988</b>
<b>Transfers In</b>				
Fleet	-	6,753	6,753	-
Other Transfers	-	2,000,000	-	-
<b>Subtotal</b>	<b>-</b>	<b>2,006,753</b>	<b>6,753</b>	<b>-</b>
<b>Total Sources</b>	<b>3,011,521</b>	<b>5,096,383</b>	<b>5,084,998</b>	<b>3,097,988</b>
<b>Expenditures</b>				
<b>Division</b>				
Community & Economic Development - Aviation	1,617,490	1,705,659	1,705,659	1,828,407
Indirect Cost Allocation	154,500	183,571	183,571	189,665
2% Pay For Performance	-	-	-	19,358
Compensation Adjustments	-	-	-	5,658
<b>Subtotal</b>	<b>1,771,990</b>	<b>1,889,230</b>	<b>1,889,230</b>	<b>2,043,088</b>
<b>TOTAL OPERATING BUDGET</b>	<b>1,771,990</b>	<b>1,889,230</b>	<b>1,889,230</b>	<b>2,043,088</b>
<b>Transfers Out</b>				
Direct Cost Allocation (Fire)	528,768	400,241	400,241	337,834
CIP Fund (General Capital Projects)	10,700	5,000	5,000	4,600
CIP Fund (Enterprise Capital Projects)	1,572,574	645,900	853,639	5,217,500
<b>Subtotal</b>	<b>2,112,042</b>	<b>1,051,141</b>	<b>1,258,880</b>	<b>5,559,934</b>
<b>Total Uses</b>	<b>3,884,031</b>	<b>2,940,371</b>	<b>3,148,110</b>	<b>7,603,022</b>
<b>Sources Over/(Under) Uses</b>	<b>(872,510)</b>	<b>2,156,012</b>	<b>1,936,888</b>	<b>(4,505,034)</b>
<b>Ending Fund Balance</b>				
Operating Reserve	569,815	565,760	565,760	588,211
Repair/Replacement Reserve	3,255,606	3,386,691	2,598,936	671,521
Land Purchase Reserve	-	2,176,435	2,371,901	-
Unreserved Balance	2,457	-	228,169	-
<b>Total Ending Fund Balance</b>	<b>3,827,878</b>	<b>6,128,886</b>	<b>5,764,766</b>	<b>1,259,732</b>

\* FY 2010/11 Actuals include accrued payroll CAFR adjustments.

## Budget by Fund

Aviation Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance</b>					
Operating Reserve	565,760	588,211	378,132	611,852	628,816
Repair/Replacement Reserve	2,598,936	671,521	-	683,080	1,767,416
Land Purchase Reserve	2,371,901	-	-	-	-
Unreserved Fund Balance	228,169	-	-	-	-
<b>Total Beginning Fund Balance</b>	<b>5,764,766</b>	<b>1,259,732</b>	<b>378,132</b>	<b>1,294,932</b>	<b>2,396,232</b>
<b>Revenues</b>					
Aviation Fees	2,979,523	3,009,000	3,039,000	3,070,000	3,101,000
Land Purchase Reimbursement	-	870,000	500,000	500,000	500,000
Jet Fuel Tax	115,002	116,000	117,000	118,000	119,000
Interest Earnings	3,463	4,000	21,000	22,000	24,000
Federal & State Aid	-	-	-	-	-
<b>Subtotal</b>	<b>3,097,988</b>	<b>3,999,000</b>	<b>3,677,000</b>	<b>3,710,000</b>	<b>3,744,000</b>
<b>Transfers In</b>					
Fleet	-	-	-	-	-
Other Transfers	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>3,097,988</b>	<b>3,999,000</b>	<b>3,677,000</b>	<b>3,710,000</b>	<b>3,744,000</b>
<b>Expenditures</b>					
<b>Division</b>					
Community & Economic Development - Aviation	1,828,407	1,888,300	1,949,300	2,002,700	2,055,100
Indirect Cost Allocation	189,665	152,500	157,000	161,700	166,600
2% Pay For Performance	19,358	-	-	-	-
Compensation Adjustments	5,658	11,400	11,500	11,600	11,700
<b>Subtotal</b>	<b>2,043,088</b>	<b>2,052,200</b>	<b>2,117,800</b>	<b>2,176,000</b>	<b>2,233,400</b>
<b>TOTAL OPERATING BUDGET</b>	<b>2,043,088</b>	<b>2,052,200</b>	<b>2,117,800</b>	<b>2,176,000</b>	<b>2,233,400</b>
<b>Transfers Out</b>					
Direct Cost Allocation (Fire)	337,834	348,000	358,400	369,200	380,200
CIP Fund (General Capital Projects)	4,600	5,100	5,200	5,000	4,400
CIP Fund (Enterprise Capital Projects)	5,217,500	2,475,300	278,800	58,500	-
<b>Subtotal</b>	<b>5,559,934</b>	<b>2,828,400</b>	<b>642,400</b>	<b>432,700</b>	<b>384,600</b>
<b>Total Uses</b>	<b>7,603,022</b>	<b>4,880,600</b>	<b>2,760,200</b>	<b>2,608,700</b>	<b>2,618,000</b>
<b>Sources Over/(Under) Uses</b>	<b>(4,505,034)</b>	<b>(881,600)</b>	<b>916,800</b>	<b>1,101,300</b>	<b>1,126,000</b>
<b>Ending Fund Balance</b>					
Operating Reserve	588,211	378,132	611,852	628,816	645,534
Repair/Replacement Reserve	671,521	-	683,080	1,767,416	2,876,698
Land Purchase Reserve	-	-	-	-	-
Unreserved Balance	-	-	-	-	-
<b>Total Ending Fund Balance</b>	<b>1,259,732</b>	<b>378,132</b>	<b>1,294,932</b>	<b>2,396,232</b>	<b>3,522,232</b>

## Budget by Fund

## Aviation Fund Sources

**Aviation Fees Revenue**

Aviation Fees Revenue FY 2012/13 adopted budget totals \$3.0 million which is flat with the FY 2011/12 adopted budget. The revenue budget assumes no fee increases in FY 2012/13. Aviation fees are for a variety of services provided to airport customers including tie down fees, hangar rentals, fuel sales, and other rental charges. Fees are reviewed annually to determine if they cover the costs of the services provided.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	3.0	3.0 *
2011/12	3.0	5.0 *
2010/11	3.0	2.8
2009/10	2.7	2.9
2008/09	3.6	2.8

**Interest Earnings Revenue**

Interest earnings are generated on idle Aviation Fund cash balances throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield. For FY 2012/13, interest earnings in this fund will not be a significant source of revenue.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	-	- *
2011/12	-	- *
2010/11	0.1	0.1
2009/10	0.1	0.1
2008/09	0.1	0.1

**Jet Fuel Tax Revenue**

Jet Fuel Tax Revenue FY 2012/13 adopted budget totals \$0.1 million, remaining flat with the FY 2011/12 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.1	0.1 *
2011/12	0.1	0.1 *
2010/11	0.1	0.1
2009/10	0.1	0.1
2008/09	0.1	0.1

**Transfers-In**

Transfers-in is the authorized movement of cash or other resources from other funds, divisions, departments, and/or capital projects. There are no transfers-in budgeted in FY 2012/13.

### Aviation Fund Expenditures By Expenditure Type

The Aviation Fund expenditures are presented by the following major operating budget expenditure categories: personnel services, contractual services, commodities, capital outlay, and indirect cost allocation. Additionally, there are transfers-out to other funds.

#### Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY 2012/13 adopted budget of \$1.1 million represents 53 percent of the total Aviation Fund operating budget, which is a 10 percent increase from the FY 2011/12 year-end forecast. This increase is the result of increases to healthcare and retirement contribution rates, as well as anticipated employee compensation increases.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.1	1.1 *
2011/12	1.0	1.0 *
2010/11	1.0	1.0
2009/10	1.1	0.9
2008/09	1.1	1.2

#### Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The FY 2012/13 adopted budget of \$0.7 million represents 35 percent of the total Aviation Fund operating budget and reflects a 19 percent or \$0.1 million increase from the FY 2011/12 adopted budget primarily related to an increases in other professional services and Fleet charges for maintenance and replacement.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.7	0.7 *
2011/12	0.6	0.6 *
2010/11	0.7	0.6
2009/10	0.5	0.5
2008/09	0.6	0.6

#### Commodities

Commodities are expendable items purchased through the city-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The FY 2012/13 adopted budget of \$0.06 million represents 3 percent of the total Aviation Fund operating budget and is flat with the FY 2011/12 budget.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.1	0.1 *
2011/12	0.1	0.1 *
2010/11	-	-
2009/10	-	-
2008/09	-	-

**Budget by Fund****Aviation Fund Uses****Capital Outlay**

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. There are no capital outlay expenditures budgeted in FY 2012/13.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	-	- *
2011/12	-	- *
2010/11	-	-
2009/10	-	-
2008/09	-	-

**Indirect Cost Allocation**

Indirect Cost Allocation represents charges to the Aviation Fund for specific General Fund central administrative functions, which benefit the Enterprise operations (e.g., City Manager, Financial Management, Human Resources, Legal, etc.). The city's indirect costs are allocated to the Enterprise Funds based on relative benefits received. The indirect cost allocation FY 2012/13 adopted budget of \$0.2 million represents 9 percent of the total Aviation Fund operating budget remaining flat with the FY 2011/12 adopted budget.

**Transfers-Out**

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2012/13 adopted budget of \$5.6 million reflects an increase of \$4.3 million from the FY 2011/12 year-end forecast. This increase is related to increased transfers out to the CIP Fund for Aviation land purchases and capital projects. Also included in the transfers-out budget is a transfer of \$0.3 million to the General Fund for the direct cost of Fire services provided to the Scottsdale Airport.

**Aviation Fund Balance**

Fund balance/reserves protect the city's financial condition and provide for unexpected economic challenges. Growth of fund balance occurs when revenues exceed expenditures. The city's budget planning, and adopted financial policies call for the establishment of reserves as part of the resource allocation/limit setting process. This process allows the city to set aside savings before allocated or spent as budgeted expenditures. The specific make-up of the city's fund balance and reserves are noted below.

**Operating Reserve**

The FY 2012/13 ending fund balance includes an Operating Reserve of \$0.6 million. This reserve is intended to ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days. The purpose of the reserve is to provide for emergencies, provide for potential grant matches, and to ensure that General Fund subsidies are avoided.

**Repair and Replacement Reserve**

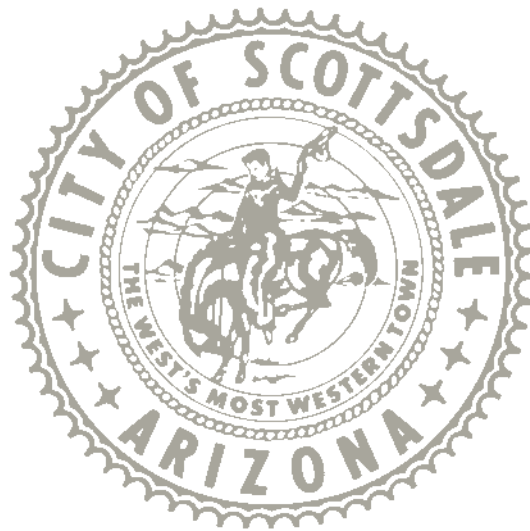
The FY 2013/13 ending fund balance includes a Repair and Replacement Reserve of \$0.7 million. This reserve is intended to ensure adequate funding for emergency repair and replacement needs at the airport.



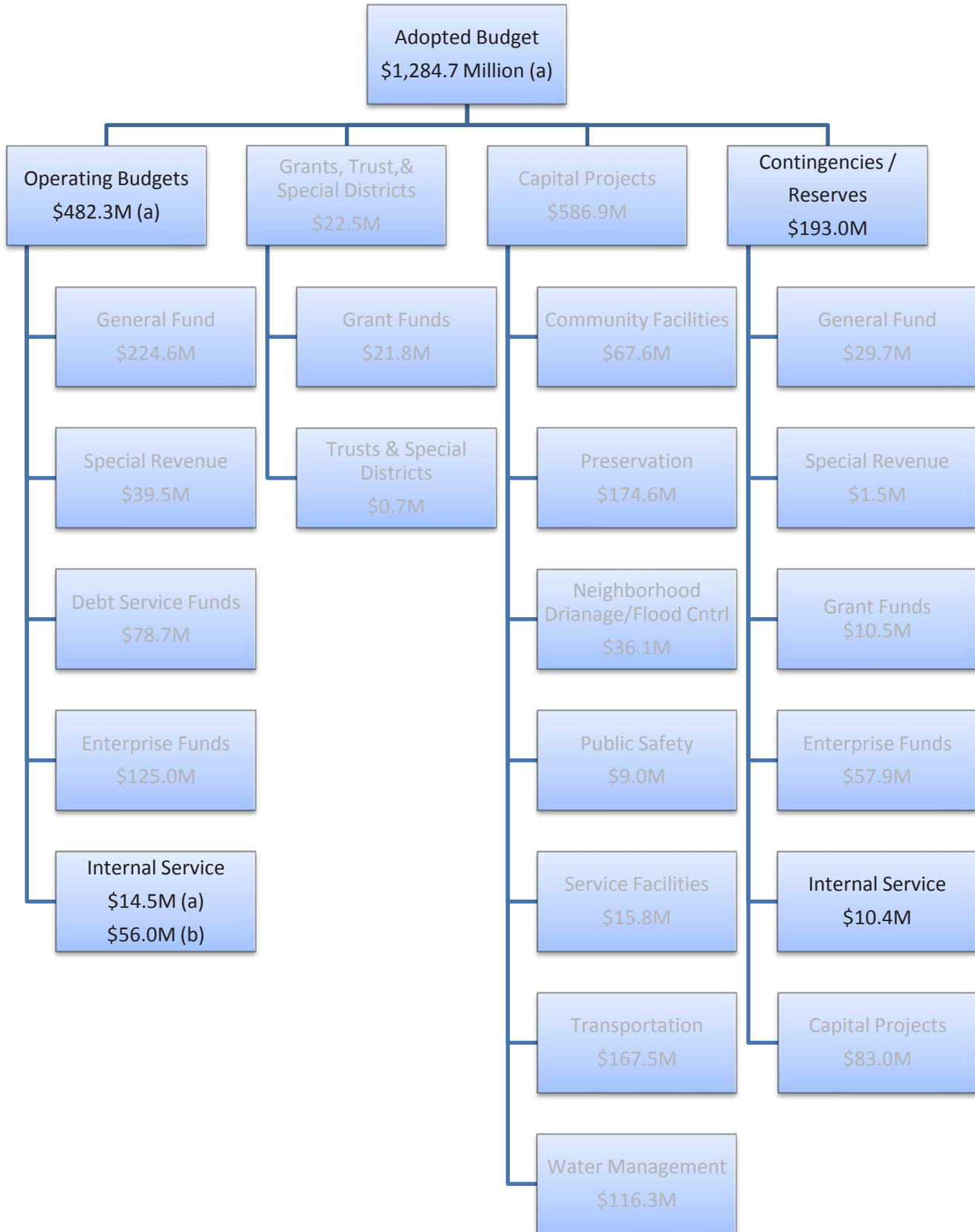
**Unreserved Fund Balance**

The FY 2012/13 ending fund balance has no Unreserved Fund Balance. The unreserved balance represents the net financial resources that are expendable or available for budgeting.

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FY 2012/13 Adopted Budget



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$41.5M  
 (b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$41.5M

## Budget by Fund

## Internal Service Funds Overview

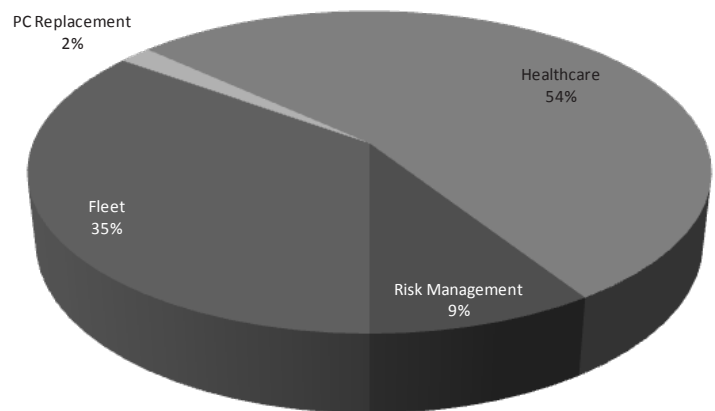
**Fund Purpose**

Internal Service Funds are established to account for the financing, on a cost-reimbursement basis, of commodities or services provided by one program for the benefit of other programs within the city. This allows the internal users of services to be charged for those services based on their use. The concept is the same as Enterprise Funds, except the customers are internal. Scottsdale has four separate Internal Service Funds to account for the activity of this fund type. The individual funds are Fleet Management, PC Replacement, Risk Management and Healthcare. In the adopted budget, Internal Service Offsets are included to eliminate the “double” budget, since the charges for these services are already included in the Divisions’ budgets.

**Internal Service Funds Sources**  
(in millions)

Fleet	\$	18.4
PC Replacement		1.0
Healthcare		28.5
Risk Management		4.8
<b>Total Sources</b>	\$	<b>52.7</b>

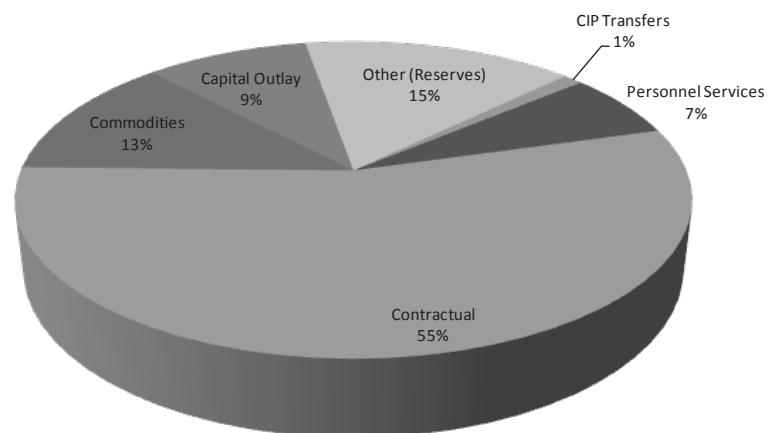
**Internal Service Funds Sources**



**Internal Service Funds Uses**  
(in millions)

Personnel Services	\$	4.5
Contractual		36.8
Commodities		8.5
Capital Outlay		6.3
Other (Reserves)		10.4
Internal Service Offsets		(41.5)
<b>Adopted Budget</b>	\$	<b>25.0</b>
Transfers Out		
CIP Transfers		0.8
<b>Total Uses</b>	\$	<b>25.7</b>

**Internal Service Funds Uses\***



\*Excludes the Internal Service Offset of (\$41.5) million

Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Fleet Management Fund Overview

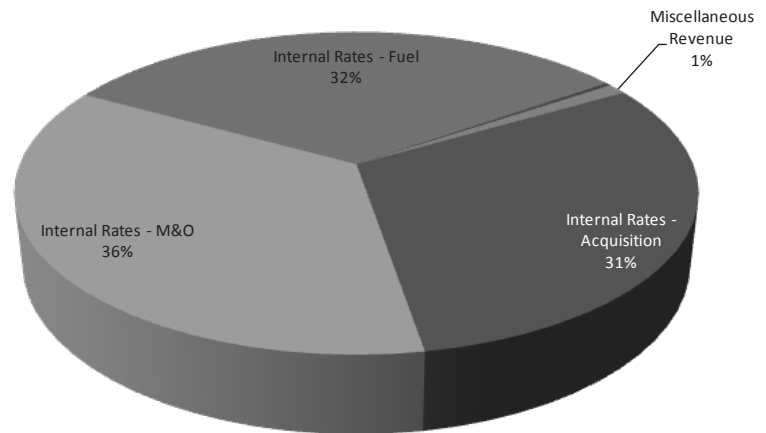
## Fund Purpose

This fund is used to account for the expenditures associated with purchasing and maintaining the city's vehicles. Replacement and operation of vehicles are charged to the city departments as internal operating costs to each program based on the quantity and type of vehicle used. The department charges become revenue to the Fleet Management Fund.

### Fleet Management Fund Sources (in millions)

Internal Rates - Acquisition	\$	5.7
Internal Rates - M&O		6.6
Internal Rates - Fuel		6.0
Interest Earnings		0.1
Miscellaneous Revenue		0.2
<b>Total Revenue</b>	<b>\$</b>	<b>18.4</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>18.4</b>

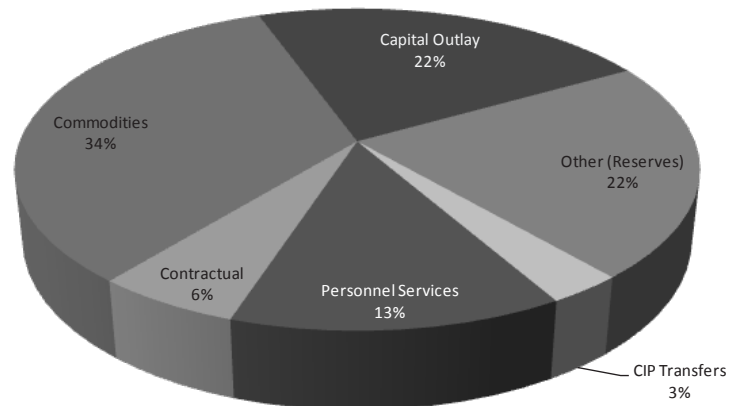
### Fleet Management Fund Sources



### Fleet Management Fund Uses (in millions)

Personnel Services	\$	3.3
Contractual		1.5
Commodities		8.3
Capital Outlay		5.6
Other (Reserves)		5.4
Internal Service Offset		(18.2)
<b>Adopted Budget</b>	<b>\$</b>	<b>6.0</b>
Transfers Out		
CIP Transfers		0.8
<b>Total Uses</b>	<b>\$</b>	<b>6.7</b>

### Fleet Management Fund Uses\*



\*Excludes the Internal Service Offset of (\$18.2) million

Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Fleet Management Fund Summary

	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance</b>				
Contingency Reserve	700,000	700,000	700,000	500,000
Designated for Future Acquisition	8,122,003	8,122,003	8,122,003	4,836,174
Unreserved, Undesignated	1,262,277	1,478,672	3,035,166	2,396,692
<b>Total Beginning Fund Balance</b>	<b>10,084,280</b>	<b>10,300,675</b>	<b>11,857,169</b>	<b>7,732,866</b>
<b>Revenues</b>				
Rates - Vehicle Acquisition	2,884,000	3,096,595	3,096,595	5,650,632
Rates - Maintenance & Operation	6,949,696	7,169,685	7,169,685	6,576,912
Rates - Fuel	4,233,999	3,800,501	3,800,501	5,950,800
Insurance Recoveries	-	-	-	-
Sale of Capital Assets	125,815	-	-	-
Miscellaneous Revenue	16,366	200,000	200,000	200,000
Interest Earnings	147,616	44,000	44,000	51,786
<b>Subtotal</b>	<b>14,357,492</b>	<b>14,310,781</b>	<b>14,310,781</b>	<b>18,430,130</b>
<b>Transfers In</b>				
Solid Waste	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>14,357,492</b>	<b>14,310,781</b>	<b>14,310,781</b>	<b>18,430,130</b>
<b>Expenditures</b>				
Vehicle Acquisition/Capital Outlay	1,589,540	5,605,538	5,605,538	5,557,000
Fleet Operations	7,222,496	7,987,796	7,987,796	8,043,671
Fuel	3,744,858	3,460,200	3,460,200	5,178,110
2% Pay for Performance	-	-	-	60,800
Compensation Adjustments	-	-	-	17,772
Leave Accrual Payments	-	48,051	48,051	33,000
Estimated Personnel Savings - Vacant Positions	-	(150,000)	(150,000)	(190,000)
<b>Subtotal</b>	<b>12,556,894</b>	<b>16,951,585</b>	<b>16,951,585</b>	<b>18,700,353</b>
<b>TOTAL OPERATING BUDGET</b>	<b>12,556,894</b>	<b>16,951,585</b>	<b>16,951,585</b>	<b>18,700,353</b>
<b>Transfers Out</b>				
CIP Fund - General Capital Projects	27,709	8,300	8,300	6,600
CIP Fund - Fleet Projects	-	-	-	750,000
Fleet One-Time Cash Adj For All Other Funds	-	1,475,199	1,475,199	-
<b>Subtotal</b>	<b>27,709</b>	<b>1,483,499</b>	<b>1,483,499</b>	<b>756,600</b>
<b>Total Uses</b>	<b>12,584,603</b>	<b>18,435,084</b>	<b>18,435,084</b>	<b>19,456,953</b>
<b>Sources Over/(Under) Uses</b>	<b>1,772,889</b>	<b>(4,124,303)</b>	<b>(4,124,303)</b>	<b>(1,026,823)</b>
<b>Ending Fund Balance</b>				
Contingency Reserve	700,000	1,300,000	1,300,000	500,000
Designated for Future Acquisition	8,122,003	4,836,174	4,836,174	4,929,806
Unreserved, Undesignated	3,035,166	40,198	1,596,692	1,276,237
<b>Total Ending Fund Balance</b>	<b>11,857,169</b>	<b>6,176,372</b>	<b>7,732,866</b>	<b>6,706,043</b>

## Budget by Fund

Fleet Management Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance</b>					
Contingency Reserve	500,000	500,000	700,000	700,000	700,000
Designated for Future Acquisition	4,836,174	4,929,806	4,386,106	4,387,106	4,388,106
Unreserved, Undesignated	2,396,692	1,276,237	1,497,997	2,428,337	2,964,057
<b>Total Beginning Fund Balance</b>	<b>7,732,866</b>	<b>6,706,043</b>	<b>6,584,103</b>	<b>7,515,443</b>	<b>8,052,163</b>
<b>Revenues</b>					
Rates - Vehicle Acquisition	5,650,632	5,651,000	5,651,000	5,651,000	5,651,000
Rates - Maintenance & Operation	6,576,912	6,643,000	6,709,000	6,776,000	6,844,000
Rates - Fuel	5,950,800	6,129,000	6,191,000	6,314,000	6,441,000
Insurance Recoveries	-	-	-	-	-
Sale of Capital Assets	-	-	-	-	-
Miscellaneous Revenue	200,000	200,000	200,000	200,000	200,000
Interest Earnings	51,786	54,260	100,240	140,120	185,470
<b>Subtotal</b>	<b>18,430,130</b>	<b>18,677,260</b>	<b>18,851,240</b>	<b>19,081,120</b>	<b>19,321,470</b>
<b>Transfers In</b>					
Solid Waste	-	-	452,700	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>452,700</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>18,430,130</b>	<b>18,677,260</b>	<b>19,303,940</b>	<b>19,081,120</b>	<b>19,321,470</b>
<b>Expenditures</b>					
Vehicle Acquisition/Capital Outlay	5,557,000	6,194,700	5,650,000	5,650,000	5,650,000
Fleet Operations	8,043,671	7,423,100	7,497,300	7,572,300	7,648,000
Fuel	5,178,110	5,333,500	5,386,800	5,494,500	5,604,400
2% Pay for Performance	60,800	-	-	-	-
Compensation Adjustments	17,772	-	-	-	-
Leave Accrual Payments	33,000	33,200	33,500	33,800	34,100
Estimated Personnel Savings - Vacant Positions	(190,000)	(199,500)	(209,500)	(220,000)	(231,000)
<b>Subtotal</b>	<b>18,700,353</b>	<b>18,785,000</b>	<b>18,358,100</b>	<b>18,530,600</b>	<b>18,705,500</b>
<b>TOTAL OPERATING BUDGET</b>	<b>18,700,353</b>	<b>18,785,000</b>	<b>18,358,100</b>	<b>18,530,600</b>	<b>18,705,500</b>
<b>Transfers Out</b>					
CIP Fund - General Capital Projects	6,600	14,200	14,500	13,800	12,100
CIP Fund - Fleet Projects	750,000	-	-	-	-
Fleet One-Time Cash Adj For All Other Funds	-	-	-	-	-
<b>Subtotal</b>	<b>756,600</b>	<b>14,200</b>	<b>14,500</b>	<b>13,800</b>	<b>12,100</b>
<b>Total Uses</b>	<b>19,456,953</b>	<b>18,799,200</b>	<b>18,372,600</b>	<b>18,544,400</b>	<b>18,717,600</b>
<b>Sources Over/(Under) Uses</b>	<b>(1,026,823)</b>	<b>(121,940)</b>	<b>931,340</b>	<b>536,720</b>	<b>603,870</b>
<b>Ending Fund Balance</b>					
Contingency Reserve	500,000	700,000	700,000	700,000	700,000
Designated for Future Acquisition	4,929,806	4,386,106	4,387,106	4,388,106	4,389,106
Unreserved, Undesignated	1,276,237	1,497,997	2,428,337	2,964,057	3,566,927
<b>Total Ending Fund Balance</b>	<b>6,706,043</b>	<b>6,584,103</b>	<b>7,515,443</b>	<b>8,052,163</b>	<b>8,656,033</b>

## Budget by Fund

## Fleet Management Fund Sources

**Rates - Vehicle Acquisition Revenue**

Rates - Vehicle Acquisition represents the “rental” rate charged to other city funds and programs sufficient for the acquisition and replacement of city vehicles. For FY 2012/13, 31 percent of the Fleet Management Fund’s operating revenues come from rates related to vehicle acquisition. The vehicle acquisition rates for FY 2012/13 total \$5.7 million and represent a \$2.6 million increase from the FY 2011/12 year-end revenue forecast. The increase is to ensure a more realistic and sustainable funding for future acquisition and replacement.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	5.7	5.7 *
2011/12	3.1	3.1 *
2010/11	2.9	2.9
2009/10	1.7	1.7
2008/09	5.4	5.4

**Rates -Maintenance & Operation Revenue**

Rates - Maintenance & Operation represents charges to other city programs based on the usage of city vehicles. For FY 2012/13, 36 percent of the Fleet Management Fund’s operating revenues come from rates related to vehicle maintenance and operation. The FY 2012/13 hourly rate is billed at \$76.50 per hour and parts are marked up 20 percent. The maintenance and operation rates revenue for FY 2012/13 totals \$6.6 million, which is a decrease of \$0.6 million from the FY 2011/12 year-end revenue forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	6.6	6.6 *
2011/12	7.2	7.2 *
2010/11	6.9	6.9
2009/10 <sup>(a)</sup>	11.9	11.5
2008/09 <sup>(a)</sup>	12.9	12.9

<sup>(a)</sup> NOTE: Prior to FY 2010/11, Fuel revenue was included in Maintenance & Operation revenue instead of its own category.

**Rates - Fuel**

This revenue represents the charges to other city programs based on the fuel consumption of city vehicles. Rates are determined based on historical as well as future consumption. Included in this methodology are local and national fuel cost trends. The cost basis for this revenue is \$4.55/gallon for bio-diesel and \$3.56/gallon for unleaded. To offset costs associated with the fuel program a markup of 15 percent is applied to the cost of fuel when charged to the divisions. The FY 2012/13 adopted budget of \$6.0 million represents an increase of \$2.2 million from the FY 2011/12 year-end forecast.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	6.0	6.0 *
2011/12	3.8	3.8 *
2010/11	4.3	4.2
2009/10	-	-
2008/09	-	-



## Budget by Fund

## Fleet Management Fund Sources

**Miscellaneous Revenue**

Miscellaneous Revenue comes from the liquidation of surplus property as well as any insurance recoveries received. The FY 2012/13 budget is \$0.2 million, which remains flat with the FY 2011/12 budget.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.2	0.2 *
2011/12	0.2	0.2 *
2010/11	0.2	-
2009/10	0.2	0.4
2008/09	0.2	0.3

**Interest Earnings**

Interest Earnings are generated on idle Fleet Management Fund cash balances throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and city Ordinance. The city's adopted investment policy stresses safety above yield. The FY 2012/13 adopted interest earnings budget is \$51,786.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.1	0.1 *
2011/12	-	- *
2010/11	0.1	0.1
2009/10	0.2	0.3
2008/09	0.3	0.4

### Fleet Management Fund Expenditures by Category

The direct operating expenditures of the Fleet Management Fund are divided into the following four major expenditure categories: personnel services, contractual services, commodities and capital outlay. Additionally, there are transfers-out to other funds.

#### Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The adopted personnel services budget totals approximately \$3.3 million, which represents 18 percent of the Fleet Management Fund total operating budget for FY 2012/13. The FY 2012/13 adopted personnel services increased by \$0.1 million from the FY 2011/12 adopted budget as a result of the compensation increases in FY 2012/13.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	3.3	3.3 *
2011/12	3.2	3.2 *
2010/11	3.1	3.2
2009/10	3.5	3.2
2008/09	3.6	3.5

#### Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The adopted budget of \$1.5 million represents 8 percent of the Fleet Management Fund total operating budget for FY 2012/13. The FY adopted 2012/13 contractual services budget remained flat with the FY 2011/12 adopted budget.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.5	1.5 *
2011/12	1.5	1.5 *
2010/11	1.5	1.3
2009/10	1.6	1.2
2008/09	1.2	1.4

#### Commodities

Commodities are expendable items purchased through the city-approved centralized purchasing process. This classification includes fuel, supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The budget of \$8.3 million represents 45 percent of the Fleet Management Fund total operating budget for FY 2012/13. The FY 2012/13 adopted commodities budget increased by \$1.7 million as a result of rising fuels costs.

#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	8.3	8.3 *
2011/12	6.6	6.6 *
2010/11	6.8	6.4
2009/10	6.7	5.6
2008/09	8.4	5.9

**Budget by Fund****Fleet Management Fund Uses****Capital Outlay**

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. The capital outlay budget of \$5.6 million represents 30 percent of the Fleet Management Fund total operating budget for FY 2012/13. The FY 2012/13 adopted capital outlay remained flat with the FY 2011/12 adopted budget.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	5.6	5.6 *
2011/12	5.6	5.6 *
2010/11	3.7	1.6
2009/10	2.1	3.5
2008/09	3.4	3.1

**Transfers-Out**

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. Transfers-out to the CIP funds totaling \$0.8 million are budgeted for FY 2012/13.

**Fleet Management Fund Balance**

The Fleet Management Fund balance varies primarily due to the vehicle replacement schedule. The portion of internal charges to programs for replacement vehicles is evenly spread over the expected life of the vehicles. This charge becomes revenue to the Fleet Management Fund and is representative of the replacement charge for many vehicles with differing useful lives. Therefore, this revenue does not vary significantly by year, but the year in which vehicles are purchased may vary significantly if, for example, several large, expensive vehicles are scheduled for replacement in a single year. The fund balance at the end of each year includes the accumulated balance to be used for future year vehicle purchases.

The ending FY 2012/13 fund balance is \$6.7 million, which is a \$1.0 million decrease from the FY 2011/12 forecasted ending balance. A majority of this change is the result of a \$0.8 million decrease in contingency reserve.



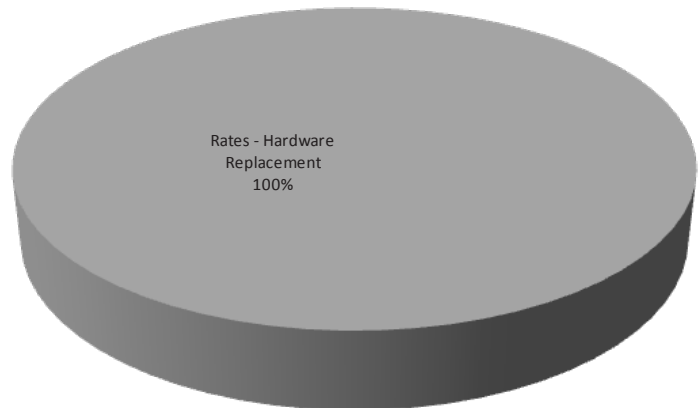
FY 2012/13 Adopted Budget

**Fund Purpose**

This fund is used to account for the expenditures associated with purchasing the city's computers, monitors and printers. Replacement of computers, monitors and printers (hardware) is charged to the city divisions as internal operating costs to each program based on the quantity and type of hardware used. The division charges become revenue to the PC Replacement Fund.

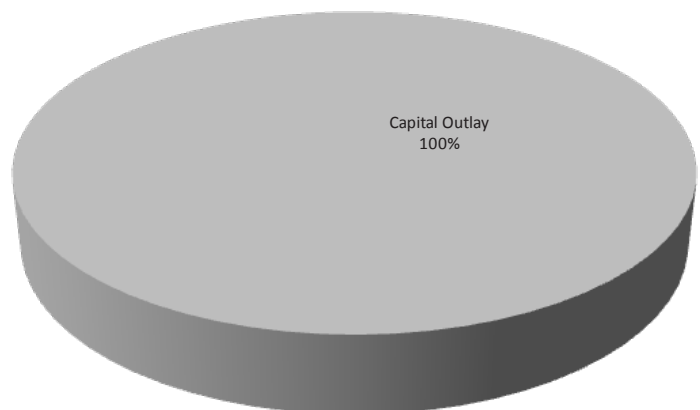
**PC Replacement Fund Sources**  
(in millions)

Rates - Hardware Replacement	\$	1.0
Total Revenue	\$	1.0
Transfers In		-
Total Sources	\$	1.0

**PC Replacement Fund Sources**

**PC Replacement Fund Uses**  
(in millions)

Capital Outlay	\$	0.7
Internal Service Offset		(1.0)
Adopted Budget	\$	(0.2)
Transfers Out		-
Total Uses	\$	(0.2)

**PC Replacement Fund Uses\***

\*Excludes the Internal Service Offset of (\$1.0) million

Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## PC Replacement Fund Summary

	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance *</b>		-	-	<b>207,151</b>
<b>Revenues</b>				
<b>Rates - Computer Hardware Acquisition</b>				
General Fund		-	-	243,963
Transportation Fund		-	-	39,864
Grants Fund (CDBG)		-	-	646
Grants Fund (Section 8 Housing)		-	-	1,293
Special Programs Fund (RICO)		-	-	499,972
Water Fund		-	-	127,478
Groundwater Treatment Facility Fund		-	-	323
Water Reclamation Fund		-	-	15,221
Aviation Fund		-	-	3,195
Solid Waste Enterprise Fund		-	-	8,473
Fleet Management Fund		-	-	11,187
Risk Management Fund		-	-	1,593
<b>Subtotal</b>		<b>-</b>	<b>-</b>	<b>953,208</b>
<b>Transfers In</b>				
General Fund		1,200,000	1,200,000	-
<b>Subtotal</b>		<b>1,200,000</b>	<b>1,200,000</b>	<b>-</b>
<b>Total Sources</b>		<b>1,200,000</b>	<b>1,200,000</b>	<b>953,208</b>
<b>Expenditures</b>				
<b>Division</b>				
<b>Administrative Services - Information Technology</b>				
CPU Purchases		304,357	304,357	252,747
Laptop Purchases		81,155	81,155	77,814
Ruggedized CF-31 Purchases		487,725	487,725	301,870
Ruggedized CF-19 Purchases		27,797	27,797	3,475
Ruggedized HPE274 Purchases		-	-	-
Monitors - 17" Purchases		29,380	29,380	29,380
Monitors - 19" Purchases		17,628	17,628	17,628
Monitors - 24" Purchases		4,591	4,591	4,591
Printers - Network B/W		26,199	26,199	26,199
Printers - Network Color		14,018	14,018	14,018
<b>Subtotal</b>		<b>992,849</b>	<b>992,849</b>	<b>727,722</b>
<b>TOTAL OPERATING BUDGET</b>		<b>992,849</b>	<b>992,849</b>	<b>727,722</b>
<b>Total Uses</b>		<b>992,849</b>	<b>992,849</b>	<b>727,722</b>
<b>Sources Over / (Under) Uses</b>		<b>207,151</b>	<b>207,151</b>	<b>225,486</b>
<b>Total Ending Fund Balance</b>		<b>207,151</b>	<b>207,151</b>	<b>432,637</b>

\* This was a new fund beginning in FY 2011/12 to account for computer equipment.

## Budget by Fund

PC Replacement Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance *</b>	<b>207,151</b>	<b>432,637</b>	<b>583,637</b>	<b>1,002,937</b>	<b>1,155,037</b>
<b>Revenues</b>					
<b>Rates - Computer Hardware Acquisition</b>					
General Fund	243,963	743,900	743,900	743,900	743,900
Transportation Fund	39,864	39,900	39,900	39,900	39,900
Grants Fund (CDBG)	646	600	600	600	600
Grants Fund (Section 8 Housing)	1,293	1,300	1,300	1,300	1,300
Special Programs Fund (RICO)	499,972	-	-	-	-
Water Fund	127,478	127,500	127,500	127,500	127,500
Groundwater Treatment Facility Fund	323	300	300	300	300
Water Reclamation Fund	15,221	15,200	15,200	15,200	15,200
Aviation Fund	3,195	3,200	3,200	3,200	3,200
Solid Waste Enterprise Fund	8,473	8,500	8,500	8,500	8,500
Fleet Management Fund	11,187	11,200	11,200	11,200	11,200
Risk Management Fund	1,593	1,600	1,600	1,600	1,600
<b>Subtotal</b>	<b>953,208</b>	<b>953,200</b>	<b>953,200</b>	<b>953,200</b>	<b>953,200</b>
<b>Transfers In</b>					
General Fund	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>953,208</b>	<b>953,200</b>	<b>953,200</b>	<b>953,200</b>	<b>953,200</b>
<b>Expenditures</b>					
<b>Division</b>					
<b>Administrative Services - Information Technology</b>					
CPU Purchases	252,747	355,600	401,300	203,000	523,000
Laptop Purchases	77,814	90,100	24,600	102,400	117,400
Ruggedized CF-31 Purchases	301,870	250,800	9,300	292,600	1,128,500
Ruggedized CF-19 Purchases	3,475	13,900	6,900	86,900	24,300
Ruggedized HPE274 Purchases	-	-	-	24,400	-
Monitors - 17" Purchases	29,380	29,400	29,400	29,400	29,400
Monitors - 19" Purchases	17,628	17,600	17,600	17,600	17,600
Monitors - 24" Purchases	4,591	4,600	4,600	4,600	4,600
Printers - Network B/W	26,199	26,200	26,200	26,200	26,200
Printers - Network Color	14,018	14,000	14,000	14,000	14,000
<b>Subtotal</b>	<b>727,722</b>	<b>802,200</b>	<b>533,900</b>	<b>801,100</b>	<b>1,885,000</b>
<b>TOTAL OPERATING BUDGET</b>	<b>727,722</b>	<b>802,200</b>	<b>533,900</b>	<b>801,100</b>	<b>1,885,000</b>
<b>Total Uses</b>	<b>727,722</b>	<b>802,200</b>	<b>533,900</b>	<b>801,100</b>	<b>1,885,000</b>
<b>Sources Over / (Under) Uses</b>	<b>225,486</b>	<b>151,000</b>	<b>419,300</b>	<b>152,100</b>	<b>(931,800)</b>
<b>Total Ending Fund Balance</b>	<b>432,637</b>	<b>583,637</b>	<b>1,002,937</b>	<b>1,155,037</b>	<b>223,237</b>

\* This was a new fund beginning in FY 2011/12 to account for computer equipment.

## Budget by Fund

## PC Replacement Fund Sources

**Rates – Computer Hardware Acquisition**

Rates – Computer Hardware Acquisition represents the “rental” rate charged to other city funds and programs sufficient for the acquisition and replacement of city computer hardware. This program was established in FY 2011/12. FY 2012/13 is the first year where user rates are being charged to operating divisions.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.0	1.0 *
2011/12	-	- *
2010/11	-	-
2009/10	-	-
2008/09	-	-

**Miscellaneous Revenue**

Miscellaneous Revenue comes from the liquidation of surplus property. The FY 2012/13 budget is zero as old computer equipment does not have a high surplus value.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	-	- *
2011/12	-	- *
2010/11	-	-
2009/10	-	-
2008/09	-	-

**Interest Earnings**

Interest earnings are generated on idle PC Replacement Fund cash balances throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city’s adopted investment policy stresses safety above yield. Interest earnings for FY 2012/13 is minimal.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	-	- *
2011/12	-	- *
2010/11	-	-
2009/10	-	-
2008/09	-	-



### PC Replacement Fund Expenditures by Category

The direct operating expenditures of the PC Replacement Fund are budgeted in the following major expenditure category:

#### Capital Outlay

Capital Outlay includes the purchase of desktop computers, laptops, ruggedized laptops, monitors, and printers. The computer hardware inventory for the entire city is aggregated as one asset and is thus classified as a capital asset on the city's balance sheet. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. The FY 2012/13 adopted capital outlay budget is \$0.7 million.

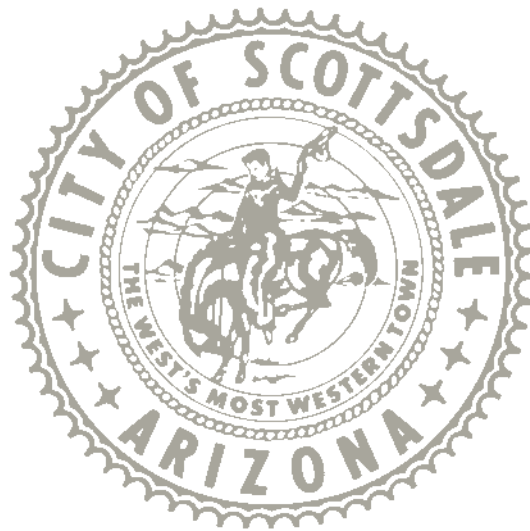
#### Adopted Budget to Actual/Forecast\* (in millions)

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.7	0.7 *
2011/12	1.0	1.0 *
2010/11	-	-
2009/10	-	-
2008/09	-	-

#### PC Replacement Fund Balance

The PC Replacement Fund balance varies primarily due to the hardware replacement schedule. The portion of internal charges to programs for replacement hardware is evenly spread over the expected life of the hardware. This charge becomes revenue to the PC Replacement Fund and is representative of the replacement charge for hardware with different costs. Therefore, the revenue does not vary significantly by year, but the year in which hardware is purchased may vary significantly if, for example, a large order of ruggedized laptops is scheduled for replacement in a single year. The fund balance at the end of each year includes the accumulated balance to be used for future year hardware purchases.

The ending FY 2012/13 fund balance is budgeted at \$0.4 million.



FY 2012/13 Adopted Budget

## Budget by Fund

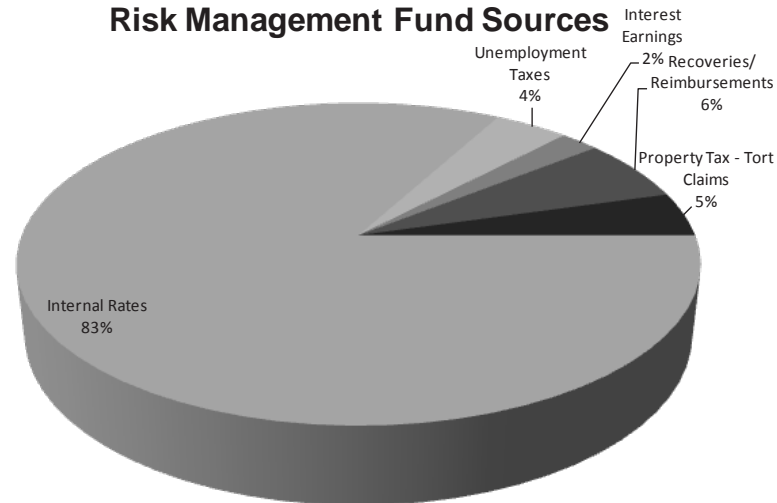
## Risk Management Fund Overview

**Fund Purpose**

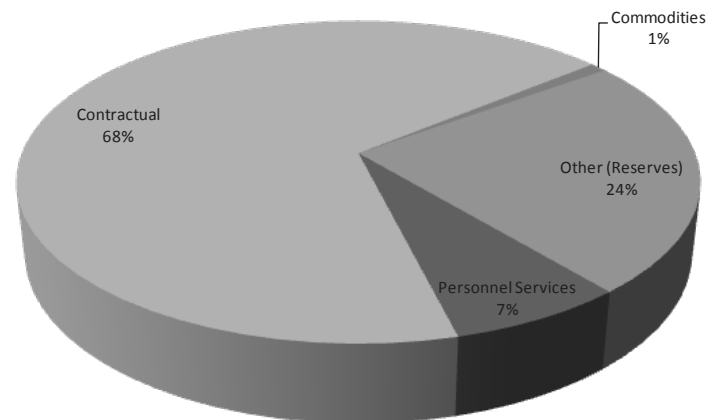
The Risk Management Fund is used to account for the city's self-insurance, safety and risk management functions. Revenue to this fund is derived from internal charges to division programs and is captured as internal rates. Payments for unemployment, workers' compensation, and property and liability claims are made from this fund

**Risk Management Fund Sources**  
 (in millions)

Internal Rates	\$	4.0
Unemployment Taxes		0.2
Interest Earnings		0.1
Recoveries/Reimbursements		0.3
Property Tax - Tort Claims		0.2
<b>Total Revenue</b>	<b>\$</b>	<b>4.8</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>4.8</b>

**Risk Management Fund Sources**

**Risk Management Fund Uses**  
 (in millions)

Personnel Services	\$	0.8
Contractual		7.1
Commodities		0.1
Other (Reserves)		2.5
Internal Service Offset		(4.2)
<b>Adopted Budget</b>	<b>\$</b>	<b>6.3</b>
Transfers Out		-
<b>Total Uses</b>	<b>\$</b>	<b>6.3</b>

**Risk Management Fund Uses\***


\*Excludes the Internal Service Offset of (\$4.2) million

Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Risk Management Fund Summary

	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance</b>				
Accruals (Short Term)	3,983,390	3,983,390	3,559,177	3,560,000
Accruals (Long Term) <sup>(a)</sup>			5,636,326	5,600,000
Property Casualty Claims Reserve	12,673,476	14,067,193	9,967,718	7,861,034
<b>Total Beginning Fund Balance</b>	<b>16,656,866</b>	<b>18,050,583</b>	<b>19,163,221</b>	<b>17,021,034</b>
<b>Revenues</b>				
Property, Liability, Work Comp Rates	6,604,852	5,104,860	5,104,860	4,000,000
Unemployment Taxes	327,310	350,000	350,000	200,000
Interest - Property Casualty	223,313	88,764	100,000	104,805
Property Tax (Tort Claims)	1,702,544	-	-	212,914
Insurance/Claim Recoveries	305,566	250,000	250,000	250,000
Special Event Reimbursements	70,238	53,000	53,000	53,000
<b>Subtotal</b>	<b>9,233,823</b>	<b>5,846,624</b>	<b>5,857,860</b>	<b>4,820,719</b>
<b>Transfers In &amp; Other Sources</b>				
Authorized Rate Reduction	(1,500,000)	(1,000,000)	(1,000,000)	-
Transfer-In from Fleet	-	251	251	-
<b>Subtotal</b>	<b>(1,500,000)</b>	<b>(999,749)</b>	<b>(999,749)</b>	<b>-</b>
<b>Total Sources</b>	<b>7,733,823</b>	<b>4,846,875</b>	<b>4,858,111</b>	<b>4,820,719</b>
<b>Expenditures</b>				
Risk Mgmt - Operating Budget	974,509	1,044,776	1,044,776	1,159,960
Risk Mgmt - Excess Ins. Premiums	1,067,395	1,250,000	1,250,000	1,475,000
Claims (General Liability)	1,468,485	2,245,000	1,495,000	3,064,130
Claims (Property)	281,462	225,012	225,012	275,000
Claims (Workers' Compensation)	1,291,318	2,183,210	1,783,210	1,836,706
Claims (Unemployment)	185,969	350,000	200,000	150,000
<b>Subtotal</b>	<b>5,269,138</b>	<b>7,297,998</b>	<b>5,997,998</b>	<b>7,960,796</b>
<b>Transfers Out</b>				
Transfer-Out to CIP Fund (Tech. Replacement)	7,200	2,300	2,300	1,300
Transfer-Out to Healthcare Self-Insurance Fund	-	-	1,000,000	-
<b>Subtotal</b>	<b>7,200</b>	<b>2,300</b>	<b>1,002,300</b>	<b>1,300</b>
<b>TOTAL OPERATING BUDGET</b>	<b>5,276,338</b>	<b>7,300,298</b>	<b>7,000,298</b>	<b>7,962,096</b>
<b>Total Uses</b>	<b>5,276,338</b>	<b>7,300,298</b>	<b>7,000,298</b>	<b>7,962,096</b>
<b>Sources Over/(Under) Uses</b>	<b>2,457,485</b>	<b>(2,453,423)</b>	<b>(2,142,187)</b>	<b>(3,141,377)</b>
GAAP Adjustment <sup>(b)</sup>	(48,870)	-	-	-
<b>Ending Fund Balance</b>				
Accruals (Short Term)	3,559,177	3,983,390	3,560,000	3,560,000
Accruals (Long Term)	5,636,326	-	5,600,000	5,600,000
Unreserved Fund Balance	9,967,718	11,613,770	7,861,034	4,719,657
<b>Total Ending Fund Balance</b>	<b>19,163,221</b>	<b>15,597,160</b>	<b>17,021,034</b>	<b>13,879,657</b>

(a) Long Term Accruals not separated from Unreserved Fund Balance until FY 2011/12 Forecast.

(b) Reflects transactions that do not affect revenues or expenditures but still impact ending fund balance.

## Budget by Fund

Risk Management Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance</b>					
Accruals (Short Term)	3,560,000	3,560,000	3,560,000	3,560,000	3,560,000
Accruals (Long Term) <sup>(a)</sup>	5,600,000	5,600,000	5,600,000	5,600,000	5,600,000
Property Casualty Claims Reserve	7,861,034	4,719,657	4,653,057	4,986,857	5,089,557
<b>Total Beginning Fund Balance</b>	<b>17,021,034</b>	<b>13,879,657</b>	<b>13,813,057</b>	<b>14,146,857</b>	<b>14,249,557</b>
<b>Revenues</b>					
Property, Liability, Work Comp Rates	4,000,000	6,000,000	6,500,000	6,500,000	7,000,000
Unemployment Taxes	200,000	150,000	100,000	100,000	100,000
Interest - Property Casualty	104,805	196,000	303,000	340,000	350,000
Property Tax (Tort Claims)	212,914	250,000	250,000	250,000	250,000
Insurance/Claim Recoveries	250,000	250,000	250,000	250,000	250,000
Special Event Reimbursements	53,000	53,000	55,000	55,000	55,000
<b>Subtotal</b>	<b>4,820,719</b>	<b>6,899,000</b>	<b>7,458,000</b>	<b>7,495,000</b>	<b>8,005,000</b>
<b>Transfers In &amp; Other Sources</b>					
Authorized Rate Reduction	-	-	-	-	-
Transfer-In from Fleet	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>4,820,719</b>	<b>6,899,000</b>	<b>7,458,000</b>	<b>7,495,000</b>	<b>8,005,000</b>
<b>Expenditures</b>					
Risk Mgmt - Operating Budget	1,159,960	1,191,600	1,231,800	1,273,500	1,316,500
Risk Mgmt - Excess Ins. Premiums	1,475,000	1,475,000	1,475,000	1,500,000	1,500,000
Claims (General Liability)	3,064,130	1,950,000	2,028,000	2,150,000	2,250,000
Claims (Property)	275,000	286,000	300,000	300,000	300,000
Claims (Workers' Compensation)	1,836,706	1,910,200	1,986,600	2,066,100	2,148,700
Claims (Unemployment)	150,000	150,000	100,000	100,000	100,000
<b>Subtotal</b>	<b>7,960,796</b>	<b>6,962,800</b>	<b>7,121,400</b>	<b>7,389,600</b>	<b>7,615,200</b>
<b>Transfers Out</b>					
Transfer-Out to CIP Fund (Tech. Replacement)	1,300	2,800	2,800	2,700	2,300
Transfer-Out to Healthcare Self-Insurance Fund	-	-	-	-	-
<b>Subtotal</b>	<b>1,300</b>	<b>2,800</b>	<b>2,800</b>	<b>2,700</b>	<b>2,300</b>
<b>TOTAL OPERATING BUDGET</b>	<b>7,962,096</b>	<b>6,965,600</b>	<b>7,124,200</b>	<b>7,392,300</b>	<b>7,617,500</b>
<b>Total Uses</b>	<b>7,962,096</b>	<b>6,965,600</b>	<b>7,124,200</b>	<b>7,392,300</b>	<b>7,617,500</b>
<b>Sources Over/(Under) Uses</b>	<b>(3,141,377)</b>	<b>(66,600)</b>	<b>333,800</b>	<b>102,700</b>	<b>387,500</b>
GAAP Adjustment <sup>(b)</sup>	-	-	-	-	-
<b>Ending Fund Balance</b>					
Accruals (Short Term)	3,560,000	3,560,000	3,560,000	3,560,000	3,560,000
Accruals (Long Term)	5,600,000	5,600,000	5,600,000	5,600,000	5,600,000
Unreserved Fund Balance	4,719,657	4,653,057	4,986,857	5,089,557	5,477,057
<b>Total Ending Fund Balance</b>	<b>13,879,657</b>	<b>13,813,057</b>	<b>14,146,857</b>	<b>14,249,557</b>	<b>14,637,057</b>

(a) Long Term Accruals not separated from Unreserved Fund Balance until FY 2011/12 Forecast.

(b) Reflects transactions that do not affect revenues or expenditures but still impact ending fund balance.

**Budget by Fund****Risk Management Fund Sources****Property Casualty Revenues**

Property Casualty Revenues represent this fund's operating resources, which are derived from internal charges for services to other city funds. The fund covers excess insurance premiums, administrative charges and claim payments for general and auto liability/physical damages, workers' compensation, unemployment taxes, and property damage.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	4.6	4.6 *
2011/12	4.8	4.9 *
2010/11	5.8	6.0
2009/10	7.3	7.6
2008/09	6.7	7.6

**Property Taxes (Tort Claims)**

This revenue represents a reimbursement to the city's Risk Management Fund for the liability tort settlements and judgments approved by City Council and paid during the most recently completed calendar year. The inclusion of the tort claim reimbursements in the city's primary tax levy is allowed per a March 20, 1986 Arizona Attorney General opinion. The tort expenses are paid from the Risk Management Fund and therefore, the reimbursement becomes revenue to this fund. The budgeted tort claims recoveries total \$0.2 million for FY 2012/13.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.2	0.2 *
2011/12	-	- *
2010/11	0.7	1.7
2009/10	1.9	1.9
2008/09	-	-

**Transfers-In**

Transfers-In may be used to address anticipated claim costs. There are no transfers-in budgeted for FY 2012/13.

## Budget by Fund

## Risk Management Fund Uses

**Risk Management Fund Expenditures By Category**

The direct operating expenditures of the Risk Management Fund are divided into the following four major expenditure categories plus transfers-out:

**Personnel Services**

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The budget of more than \$0.8 million represents 9 percent of the FY 2012/13 Risk Management Fund total operating budget.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.8	0.8 *
2011/12	0.6	0.6 *
2010/11	0.6	0.6
2009/10	0.5	0.6
2008/09	0.7	0.9

**Contractual Services**

Contractual Services include expenditures for excess insurance premiums, claim payments, services performed by firms, individuals, or other city departments. The budget of \$7.1 million represents 89 percent of the FY 2012/13 Risk Management Fund operating budget.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	7.1	7.1 *
2011/12	6.6	6.6 *
2010/11	6.5	4.6
2009/10	6.9	4.7
2008/09	5.9	6.5

**Commodities**

Commodities include supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted FY 2012/13 commodities budget of \$0.1 million remains consistent with the adopted FY 2011/12 budget.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.1	0.1 *
2011/12	0.1	0.1 *
2010/11	0.1	0.1
2009/10	0.1	0.1
2008/09	0.1	0.2

**Transfers-Out**

Transfers-Out is the authorized movement of cash to other funds, divisions, departments, and capital projects. Transfers-out of \$1,300 are planned to help cover the cost of general capital projects.

**Risk Management Fund Balance**

The Risk Management Fund balance is maintained to provide for coverage of unemployment, workers' compensation, and property and liability claims. The required fund balance is actuarially determined on an annual basis. The projected FY 2012/13 total ending fund balance is approximately \$13.9 million, which is a decrease of \$3.1 million from the FY 2011/12 year-end forecast and is in compliance with actuarial recommendations.



FY 2012/13 Adopted Budget



## Budget by Fund

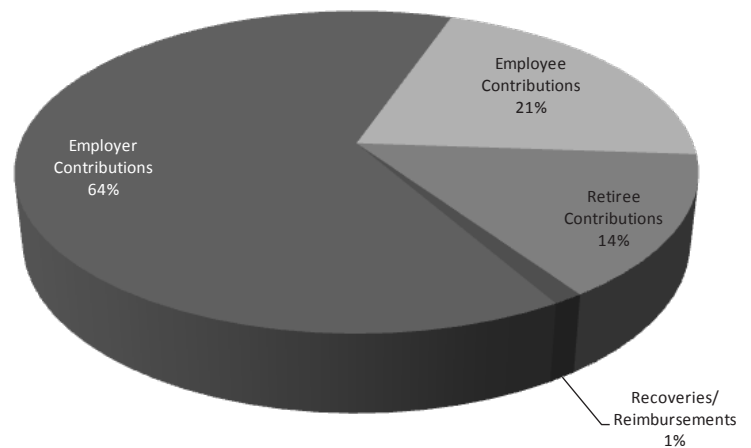
## Healthcare Self-Insurance Fund Overview

**Fund Purpose**

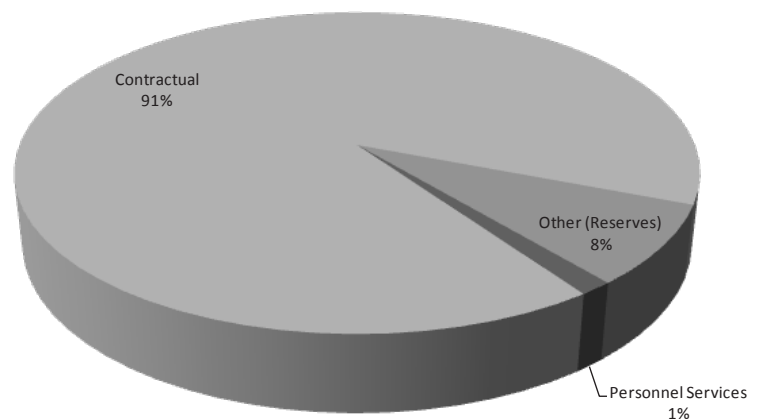
The Healthcare Self-Insurance Fund is used to account for the city's self-insured medical and dental benefits. Revenue to this fund is derived from premiums collected through charges (payroll deductions) to division programs, which consists of both city and employee components. Revenue is also collected through premium charges to retirees as well as pharmacy rebates and stop loss insurance recoveries. This fund provides payment of actual healthcare expenses (medical, prescription and dental claims) as well as claims administration and other benefit plan expenses.

**Healthcare Self-Insurance Fund Sources**  
 (in millions)

Employer Contributions	\$	18.2
Employee Contributions		5.9
Retiree Contributions		4.1
Recoveries/Reimbursements		0.4
<b>Total Revenue</b>	<b>\$</b>	<b>28.5</b>
Transfers In		-
<b>Total Sources</b>	<b>\$</b>	<b>28.5</b>

**Healthcare Self-Insurance Fund Sources**

**Healthcare Self-Insurance Fund Uses**  
 (in millions)

Personnel Services	\$	0.4
Contractual		28.2
Commodities		-
Other (Reserves)		2.5
Internal Service Offset		(18.2)
<b>Adopted Budget</b>	<b>\$</b>	<b>13.0</b>
Transfers Out		-
<b>Total Uses</b>	<b>\$</b>	<b>13.0</b>

**Healthcare Self-Insurance Fund Uses\***


\*Excludes the Internal Service Offset of (\$18.2) million

Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Healthcare Self-Insurance Fund Summary

	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance</b>				
Healthcare - Beginning Claims Reserve*	7,617,647	4,187,582	3,331,492	4,950,092
<b>Total Beginning Fund Balance</b>	<b>7,617,648</b>	<b>4,187,583</b>	<b>3,331,492</b>	<b>4,950,092</b>
<b>Revenues and Other Sources</b>				
Healthcare Premiums - COS	17,152,416	18,543,223	15,922,350	17,954,920
Anticipated Migration Reduction - COS	-	-	-	(639,280)
Dental Premiums - COS	851,549	-	823,630	848,340
Healthcare Premiums- EE	2,972,112	7,425,891	4,393,780	5,576,860
Anticipated Migration Reduction - EE	-	-	-	(458,750)
Healthcare Premiums - Retiree	1,850,508	-	2,205,540	3,815,550
Healthcare Premiums - Retiree Subsidy	-	-	-	273,490
Dental Premiums - EE	814,254	-	779,970	803,370
Other - Recovery , Rebates, Interest	515,300	-	277,420	350,000
<b>Subtotal</b>	<b>24,156,138</b>	<b>25,969,114</b>	<b>24,402,690</b>	<b>28,524,500</b>
<b>Other Sources</b>				
Reserve Drawdown - COS portion	(3,652,770)	(850,000)	-	-
Reserve Drawdown - EE portion	(347,230)	(150,000)	(150,000)	-
Transfer-In from General Fund	-	-	3,000,000	-
Transfer-In from Risk Self-Insurance Fund	-	-	1,000,000	-
<b>Subtotal</b>	<b>(4,000,000)</b>	<b>(1,000,000)</b>	<b>3,850,000</b>	<b>-</b>
<b>Total Sources</b>	<b>20,156,138</b>	<b>24,969,114</b>	<b>28,252,690</b>	<b>28,524,500</b>
<b>Expenditures and Other Uses</b>				
Healthcare - Medical Claims- Actives	17,057,670	21,175,378	18,585,430	20,072,300
Healthcare - Medical Claims -Retirees	3,213,891	-	3,301,650	3,565,800
Healthcare - Dental Claims	1,497,602	1,525,532	1,428,400	1,471,250
Provider Administrative Expenses	1,511,178	1,824,752	1,424,110	1,457,490
Provider Administrative Expenses- Retirees	180,281	-	171,270	175,290
Dental Administrative Expenses	93,523	-	89,170	90,950
Behavioral Health Claims	472,744	560,400	478,030	522,220
Behavioral Health Claims - Retirees	56,398	-	54,890	59,470
Stop Loss Insurance	379,645	450,200	422,740	502,900
Stop Loss Insurance - Retirees	45,291	-	43,350	50,880
Live Life Well Program (LLW)	403,605	577,419	287,828	325,222
Live Life Well Program (LLW) - Retirees	48,149	-	16,992	10,277
COS Administrative Expenses	294,900	344,386	293,905	316,221
COS Administrative Expenses - Retirees	35,181	-	36,325	35,002
STD - Claims	11,363	-	-	-
<b>Subtotal</b>	<b>25,301,421</b>	<b>26,458,067</b>	<b>26,634,090</b>	<b>28,655,272</b>
<b>Other Uses</b>				
Reallocate LLW/COS to Divisions	(781,807)	-	-	-
<b>Subtotal</b>	<b>(781,807)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL OPERATING BUDGET</b>	<b>24,519,614</b>	<b>26,458,067</b>	<b>26,634,090</b>	<b>28,655,272</b>
<b>Total Uses</b>	<b>24,519,614</b>	<b>26,458,067</b>	<b>26,634,090</b>	<b>28,655,272</b>
<b>Sources Over/(Under) Uses</b>	<b>(4,363,476)</b>	<b>(1,488,953)</b>	<b>1,618,600</b>	<b>(130,772)</b>
GAAP Adjustment <sup>(a)</sup>	77,320	-	-	-
<b>Ending Fund Balance</b>				
Healthcare Claims Reserve*	3,331,492	2,698,630	4,950,092	4,819,320
<b>Total Ending Fund Balance</b>	<b>3,331,492</b>	<b>2,698,630</b>	<b>4,950,092</b>	<b>4,819,320</b>

\* Includes Short Term Disability Reserve

<sup>(a)</sup> Reflects transactions that do not affect revenues or expenditures but still impact ending fund balance.

## Budget by Fund

Healthcare Self-Insurance Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance</b>					
Healthcare - Beginning Claims Reserve*	4,950,092	4,819,320	5,714,520	6,788,620	8,060,720
<b>Total Beginning Fund Balance</b>	<b>4,950,092</b>	<b>4,819,320</b>	<b>5,714,520</b>	<b>6,788,620</b>	<b>8,060,720</b>
<b>Revenues and Other Sources</b>					
Healthcare Premiums - COS	17,954,920	19,391,000	20,942,000	22,617,000	24,200,000
Anticipated Migration Reduction - COS	(639,280)	-	-	-	-
Dental Premiums - COS	848,340	874,000	900,000	927,000	955,000
Healthcare Premiums- EE	5,576,860	6,023,000	6,505,000	7,025,000	7,517,000
Anticipated Migration Reduction - EE	(458,750)	-	-	-	-
Healthcare Premiums - Retiree	3,815,550	4,159,000	4,492,000	4,851,000	5,239,000
Healthcare Premiums - Retiree Subsidy	273,490	-	-	-	-
Dental Premiums - EE	803,370	827,000	852,000	878,000	904,000
Other - Recovery , Rebates, Interest	350,000	350,000	350,000	350,000	350,000
<b>Subtotal</b>	<b>28,524,500</b>	<b>31,624,000</b>	<b>34,041,000</b>	<b>36,648,000</b>	<b>39,165,000</b>
<b>Other Sources</b>					
Reserve Drawdown - COS portion	-	-	-	-	-
Reserve Drawdown - EE portion	-	-	-	-	-
Transfer-In from General Fund	-	-	-	-	-
Transfer-In from Risk Self-Insurance Fund	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>28,524,500</b>	<b>31,624,000</b>	<b>34,041,000</b>	<b>36,648,000</b>	<b>39,165,000</b>
<b>Expenditures and Other Uses</b>					
Healthcare - Medical Claims- Actives	20,072,300	21,678,100	23,412,400	25,285,400	27,308,200
Healthcare - Medical Claims -Retirees	3,565,800	3,851,100	4,159,200	4,491,900	4,851,300
Healthcare - Dental Claims	1,471,250	1,515,400	1,560,900	1,607,700	1,655,900
Provider Administrative Expenses	1,457,490	1,486,600	1,516,300	1,546,600	1,577,500
Provider Administrative Expenses- Retirees	175,290	178,800	182,400	186,100	189,800
Dental Administrative Expenses	90,950	93,700	96,500	99,400	102,400
Behavioral Health Claims	522,220	564,000	609,100	657,800	710,400
Behavioral Health Claims - Retirees	59,470	64,200	69,300	74,800	80,800
Stop Loss Insurance	502,900	543,100	586,600	633,500	684,200
Stop Loss Insurance - Retirees	50,880	55,000	56,700	58,400	60,200
Live Life Well Program (LLW)	325,222	328,000	333,600	339,000	344,400
Live Life Well Program (LLW) - Retirees	10,277	10,500	10,900	11,200	11,500
COS Administrative Expenses	316,221	324,600	336,000	346,000	355,900
COS Administrative Expenses - Retirees	35,002	35,700	37,000	38,100	39,200
STD - Claims	-	-	-	-	-
<b>Subtotal</b>	<b>28,655,272</b>	<b>30,728,800</b>	<b>32,966,900</b>	<b>35,375,900</b>	<b>37,971,700</b>
<b>Other Uses</b>					
Reallocate LLW/COS to Divisions	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL OPERATING BUDGET</b>	<b>28,655,272</b>	<b>30,728,800</b>	<b>32,966,900</b>	<b>35,375,900</b>	<b>37,971,700</b>
<b>Total Uses</b>	<b>28,655,272</b>	<b>30,728,800</b>	<b>32,966,900</b>	<b>35,375,900</b>	<b>37,971,700</b>
<b>Sources Over/(Under) Uses</b>	<b>(130,772)</b>	<b>895,200</b>	<b>1,074,100</b>	<b>1,272,100</b>	<b>1,193,300</b>
GAAP Adjustment <sup>(a)</sup>	-	-	-	-	-
<b>Ending Fund Balance</b>					
Healthcare Claims Reserve*	4,819,320	5,714,520	6,788,620	8,060,720	9,254,020
<b>Total Ending Fund Balance</b>	<b>4,819,320</b>	<b>5,714,520</b>	<b>6,788,620</b>	<b>8,060,720</b>	<b>9,254,020</b>

\* Includes Short Term Disability Reserve

(a) Reflects transactions that do not affect revenues or expenditures but still impact ending fund balance.

## Budget by Fund

## Healthcare Self-Insurance Fund Sources

**Healthcare Premiums – COS**

This revenue represents the city's contribution towards employee healthcare premiums. The city's premium cost sharing varies for the three healthcare plans offered. The city contributes 80 percent of the employee only premium for the costliest plan; 85 percent for the middle cost plan; and 90 percent of the lowest cost plan. For all three plans, the city contributes 75 percent of the difference in cost from employee to dependant coverage. Rising healthcare costs are resulting in increased premiums overall.

NOTE: The FY 2009/10 adopted amount includes the employee portion of premiums.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	17.3	17.3 *
2011/12	16.8	15.9 *
2010/11	16.6	13.7
2009/10	24.2	18.1
2008/09	19.7	18.9

**Healthcare Premiums – Employee**

This revenue captures the employee portion of healthcare premiums collected through payroll deductions, as well as cobra and state retirement subsidies. Historically the premium cost sharing has shifted a larger share of total cost to the employees.

Prior to FY 2012/13 the retiree portion of premiums was included in the employee amounts. Effective with FY 2012/13 retirees are accounted for separately. FY 2009/10 adopted revenue is zero since it was included in the city premium contribution budget.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	5.1	5.1 *
2011/12	6.4	4.2 *
2010/11	2.9	4.5
2009/10	-	4.1
2008/09	4.7	4.2

**Healthcare Premiums – Retiree**

This revenue captures the retiree healthcare premiums collected through direct collections as well as state retirement subsidies. The premiums are set to recover 100 percent of the cost of claims and administration. There is no city contribution for retirees; however, public safety disabled retirees premiums are charged at the same as an active employee (with the disabled retiree paying both the employee and the city portion). Prior to FY 2012/13 the retiree portion of premiums was included in the employee amounts. Effective with FY 2012/13, retirees are budgeted separately.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	4.1	4.1 *
2011/12	-	2.2 *
2010/11	-	-
2009/10	-	-
2008/09	-	-

## Budget by Fund

## Healthcare Self-Insurance Fund Sources

**Dental Premiums – COS**

This revenue is comprised of the city's contribution to the dental premiums. The city contributes 88 percent of the employee portion of premium cost, and 11 percent of the dependant portion of the premium for coverage that includes dependants.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.8	0.8 *
2011/12	0.8	0.8 *
2010/11	1.5	0.7
2009/10	-	0.9
2008/09	1.0	0.9

**Dental Premiums – Employee**

This revenue captures the employee portion of dental premiums collected through payroll deductions, as well as cobra elections.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.8	0.8 *
2011/12	0.8	0.8 *
2010/11	0.8	0.7
2009/10	-	0.8
2008/09	0.8	0.8

**Other- Recovery, Rebates, Interest**

These revenues are the result of interest earnings, pharmacy rebates and reimbursements on medical claims over the city's stop loss limit.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.4	0.4 *
2011/12	-	0.3 *
2010/11	-	0.5
2009/10	-	0.9
2008/09	-	0.7

**Transfers-In**

Transfers-In may be used to address unanticipated claim costs. In the FY 2012/13, there are no transfers in budgeted for the Healthcare Self-Insurance Fund.

## Budget by Fund

## Healthcare Self-Insurance Fund Uses

**Healthcare Self-Insurance Fund Expenditures By Category**

The direct operating expenditures of the Healthcare Self-Insurance Fund are divided into the following major expenditure categories plus transfers-out:

**Personnel Services**

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY 2012/13 adopted budget of \$0.4 million is lower than the FY 2011/12 adopted budget as a result of a reduced wellness incentive budget for FY 2012/13.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.4	0.4 *
2011/12	0.5	0.5 *
2010/11	0.6	-
2009/10	0.3	0.3
2008/09	-	0.3

**Contractual Services**

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The budget of \$28.2 million represents 98 percent of the FY 2012/13 Healthcare Self-Insurance Fund operating budget. The contractual services budget includes \$26.8 million for health and dental claims and administration.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	28.2	28.2 *
2011/12	25.9	26.0 *
2010/11	25.1	24.5
2009/10	24.5	24.3
2008/09	26.8	24.5

**Commodities**

Commodities include supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The FY 2012/13 adopted commodities budget is \$10,500.

**Adopted Budget to Actual/Forecast\***

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	10,500	10,500 *
2011/12	13,500	13,500 *
2010/11	27,000	-
2009/10	27,000	25,433
2008/09	-	96,276

**Transfers-Out**

Transfers-Out is the authorized movement of cash to other funds, divisions, departments, and capital projects. The FY 2012/13 adopted budget has no transfers-out budgeted in the Healthcare Self-Insurance Fund.

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**Healthcare Self-Insurance Fund Balance**

The Healthcare Self-Insurance Fund balance is maintained to provide for coverage of self-insured benefits. The required fund balance is actuarially determined on an annual basis. The FY 2012/13 total ending fund balance is approximately \$4.8 million, which is a decrease of \$0.2 million from the FY 2011/12 year-end forecast and is within actuary recommendations.

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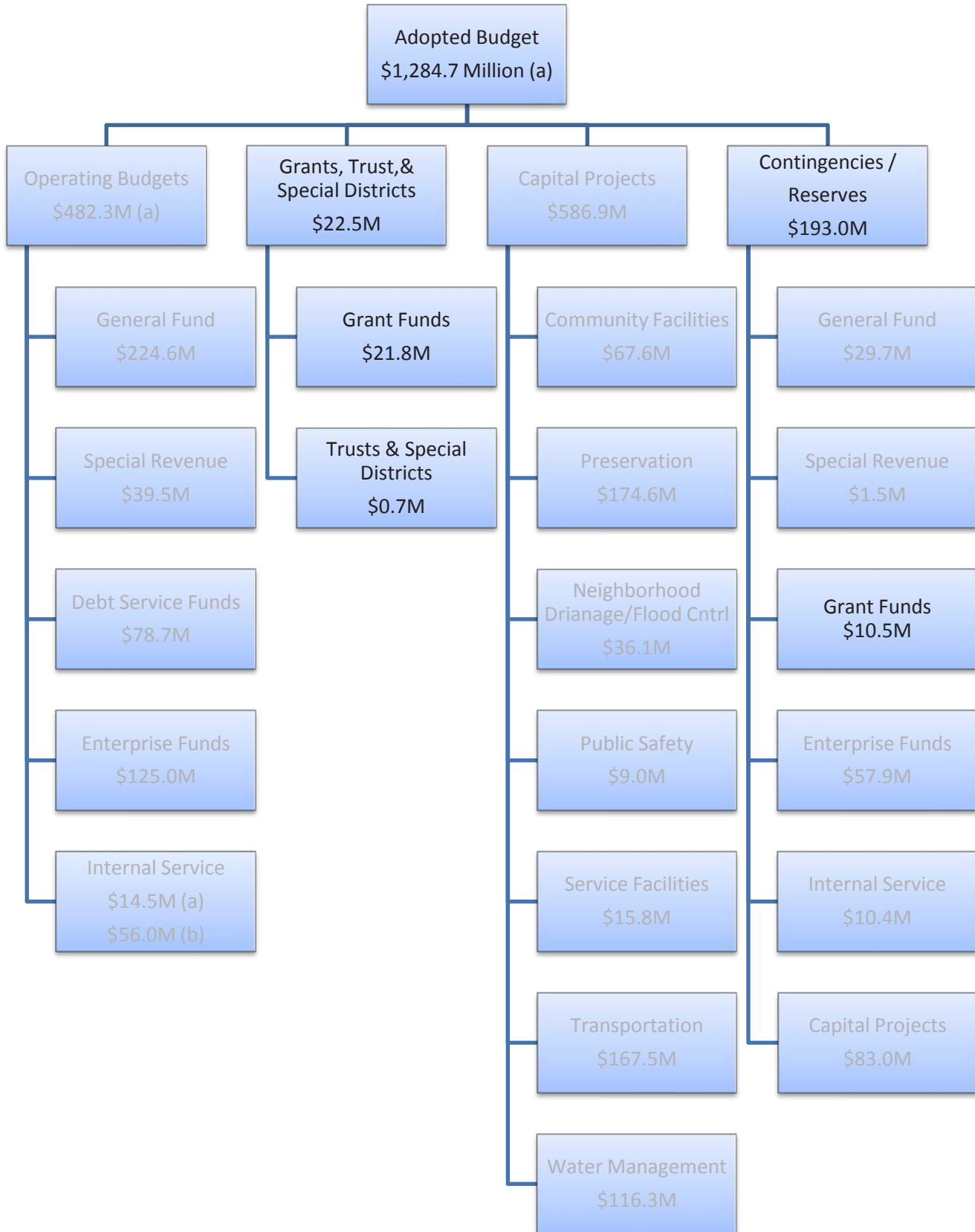


FY 2012/13 Adopted Budget



Budget by Fund

Grants, Trust & Special Districts Overview



(a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$41.5M  
 (b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$41.5M

## Budget by Fund

## Grants, Trust &amp; Special Districts Overview

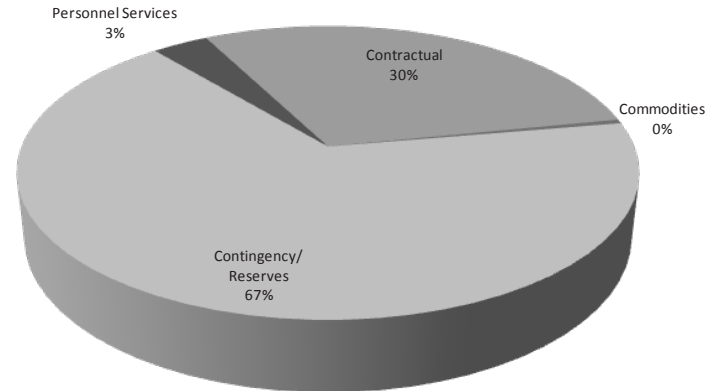
**Grant Funds**

The Grant Funds receive and expend the city's federal, state, and local grant revenues. The amount of grants received is generally based upon application to granting agencies by the city and through entitlement grants, contingent upon availability of funding by the grantors. Grant revenues may be used only for the stated purpose in the approved grant agreement and are subject to grantor expenditure guidelines and audits. The city will only expend grant funds that have been appropriately awarded by the granting agency and accepted in accordance with the city's grant policy.

**Grant Fund Uses**  
(in millions)

Personnel Services	\$	1.1
Contractual		9.5
Commodities		0.1
Contingency/Reserves		21.5
Adopted Budget	\$	32.4
Transfers Out		-
Total Uses	\$	32.4

**Grant Fund Uses**

**Trust Fund**

This fund is used to account for assets "held in trust" by the city. The city holds the funds in a trustee capacity as defined by the Governmental Accounting Standards Board (GASB) Statement No. 34.

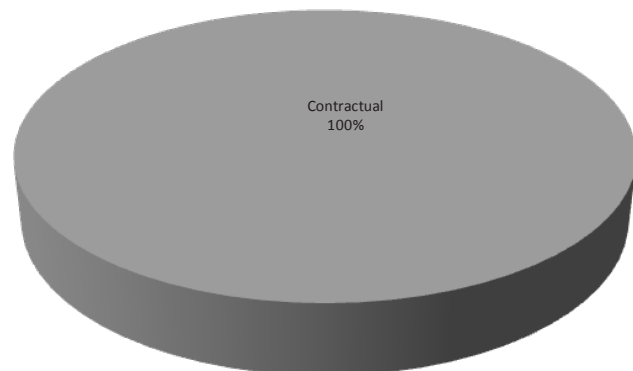
**Special Districts Fund**

This fund is used to account for proceeds received by property owners in return for the city providing agreed-upon increased levels of municipal services beyond the standard level of core city services as allowed by statute. More specifically, the fund is used to account for the city's streetlight districts.

**Special Districts Uses**  
(in millions)

Contractual	\$	0.6
Contingency/Reserves	\$	-
Adopted Budget	\$	0.6
Transfers Out	\$	-
Total Uses	\$	0.6

**Special Districts Fund Uses**



Note: Amounts are rounded in millions; therefore, differences may occur.

## Budget by Fund

## Grants Summary

Grant Description	Adopted FY 2012/13
CDBG	1,458,288
HOME	737,516
SECTION 8	7,008,334
2010 EMERGENCY OPERATIONS CENTER	100,000
2011 TARGET HARDENING	486,220
ACJC FULL SERV FORENSIC CRIME LAB II	83,514
ARRA ENERGY COMM AUDIT REBATE PROG	207,000
CAN-DO-FUND	27,000
COMM COLLAGES EXPLORE SHARE KEEP STOR	25,000
COMMUNITY BABY SHOWER	3,000
COS AWARDED GRANTS	486
DEA TASK FORCE	138,000
FT MCDOWELL REV SHARING 2010/11	5,500
FT. MCDOWELL REV SHARING FY 11/12	2,000
FY 11 ACJC FULL SERVICE FORENSICS	23,008
FY2012 GOHS DUI TASK FORCE	75,010
GILA RIVER 12% 2008-09 (RYAN HOUSE)	100,000
GILA RIVER INDIAN 12% - 2008/09	7,600
LEARN AT YOUR LEISURE	5,000
PARTNERS FOR PAIUTE- PNC PLAYGROUND	10,788
PASCUA YAQUI TRIBE 12% 2007/08	4,877
PLAY 2LEARN AFTER SCHOOL ACTIVITIES	5,000
SRP-MIC LOCAL REV SHARING 2006/07	6,000
SRP-MIC LOCAL REV SHARING 2007/08	20,000
SRP-MIC LOCAL REV SHARING 2008/09	1,000
SRP-MIC LOCAL REV SHARING 2009/10	15,000
SRP-MIC LOCAL REV SHARING 2010/11	70,000
SRP-MIC LOCAL REV SHARING 2011/12	145,000
STATE GRANT-IN-AID 01A19	15,000
<b>Subtotal Grants</b>	<b>10,785,141</b>
CDBG ANTICIPATED FY 2012/13	2,800,000
HOME ANTICIPATED FY 2012/13	795,000
GRANTS ANTICIPATED FY 2012/13	7,449,623
GRANT CONTINGENCY	10,522,622
<b>Subtotal Future Grants</b>	<b>21,567,245</b>
<b>Total Grants</b>	<b>32,352,386</b>

**Budget by Fund****Grant Funds Sources****Fund Purpose**

This fund receives and expends the city's federal, state, and local grant revenues. The amount of grants received is generally based upon application to granting agencies by the city and through entitlement grants, contingent upon availability of funding by the grantors. Grant revenues may be used only for the stated purpose in the approved grant agreement and are subject to grantor expenditure guidelines and audits. The city will only expend grant funds that have been appropriately awarded by the granting agency and accepted in accordance with the city's grant policy.

The city aggressively seeks grant funding to leverage city funds to address priority program and service needs. The major areas of the grant revenue budget are noted below:

**Community Development Block Grant (CDBG) and Housing Choice Voucher (Section 8)**

Community Development Block Grant (CDBG) and Housing Choice Voucher funds are awarded annually by the U.S. Department of Housing and Urban Development (HUD) through entitlement grants, based on formula allocations. These grant revenues may only be used for those projects specifically approved in the funding agreement meeting applicable federal regulations and are subject to agency expenditure guidelines and audits. The CDBG and Housing Choice Voucher allocations and prior year's carryover for FY 2012/13 are \$4.4 million and \$7.0 million respectively, for a total of \$10.5 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	11.4	11.4 *
2011/12	10.5	10.5 *
2010/11	8.9	7.0
2009/10	9.5	7.1
2008/09	7.2	6.7

**HOME Funds**

HOME funds are received through the Maricopa County Home Consortium. The HOME allocation and prior year's carryover for FY 2012/13 is a total \$1.5 million.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.5	1.5 *
2011/12	1.6	1.6 *
2010/11	1.2	-
2009/10	1.0	-
2008/09	0.6	-

**Miscellaneous Federal, State and Local Grants**

Miscellaneous Federal, State and Local Grants include grants for law enforcement, fire services, community services, transportation, preservation projects and future grants contingency. The budget for these grants totals \$19.5 million for FY 2012/13, of which \$10.5 million is designated as future grants contingency revenue.

**Adopted Budget to Actual/Forecast\* (in millions)**

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	19.5	19.5 *
2011/12	17.1	17.1 *
2010/11	14.9	2.4
2009/10	14.6	1.7
2008/09	11.5	1.7

## Budget by Fund

## Grant Funds Uses

### Grant Fund Expenditures By Grant

The city aggressively seeks grant funding to leverage city funds to address priority program and service needs. The major areas of the grants expenditures budget are noted below:

#### Community Development Block Grants (CDBG) and Housing Choice Voucher Funds (Section 8)

Community Development Block Grants (CDBG) and Housing Choice Voucher funds are used for social and housing services for the elderly, disabled and low-income families. The FY 2012/13 combined adopted budget is \$11.3 million, reflecting an increase of \$0.8 million from the FY 2011/12 adopted budget.

Adopted Budget to Actual/Forecast* (in millions)		
FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	11.3	11.3 *
2011/12	10.4	10.4 *
2010/11	8.9	7.0
2009/10	9.5	7.0
2008/09	7.2	7.2

#### HOME Funds

HOME funds are used to provide affordable housing, expand the capacity of non-profit housing providers, strengthen the ability of local governments to provide housing, and leverage private-sector participation in housing. The FY 2012/13 adopted budget is \$1.5 million, reflecting a decrease of \$0.1 million from the adopted FY 2011/12 budget.

Adopted Budget to Actual/Forecast* (in millions)		
FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	1.5	1.5 *
2011/12	1.6	1.6 *
2010/11	1.2	-
2009/10	1.0	-
2008/09	0.6	0.2

#### Miscellaneous Federal, State & Local Grants

Miscellaneous Federal, State & Local Grants are typically used for the purchase of equipment and services related to the law enforcement, fire services, community services, transportation, preservation projects and future grants contingency. The FY 2012/13 adopted budget of \$19.5 million reflects an increase of \$2.5 million from the FY 2011/12 budget.

Adopted Budget to Actual/Forecast* (in millions)		
FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	19.5	19.5 *
2011/12	17.1	17.1 *
2010/11	14.9	2.4
2009/10	14.6	2.2
2008/09	11.5	1.6

## Budget by Fund

## Trust Fund Summary

	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance</b>				
Operating Contingency <sup>(A)</sup>	10,000	10,000	10,000	10,000
Mayor's Committee for Employment of the Handicapped	3,521	21	4,021	4,021
<b>Total Beginning Fund Balance</b>	<b>3,521</b>	<b>21</b>	<b>4,021</b>	<b>4,021</b>
<b>Revenues</b>				
Mayor's Committee for Employment of the Handicapped	6,000	6,000	6,000	6,000
<i>Subtotal</i>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>Total Sources</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>Expenditures</b>				
<b>Operating</b>				
Mayor's Committee for Employment of the Handicapped	5,500	6,021	6,000	6,000
<i>Subtotal</i>	<b>5,500</b>	<b>6,021</b>	<b>6,000</b>	<b>6,000</b>
<b>TOTAL OPERATING BUDGET</b>	<b>5,500</b>	<b>6,021</b>	<b>6,000</b>	<b>6,000</b>
<b>Total Uses</b>	<b>5,500</b>	<b>6,021</b>	<b>6,000</b>	<b>6,000</b>
<b>Sources Over/(Under) Uses</b>	<b>500</b>	<b>(21)</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>				
Operating Contingency <sup>(A)</sup>	10,000	10,000	10,000	10,000
Mayor's Committee for Employment of the Handicapped	4,021	-	4,021	4,021
<b>Total Ending Fund Balance</b>	<b>4,021</b>	<b>-</b>	<b>4,021</b>	<b>4,021</b>

<sup>(A)</sup> The Operating Contingency for the Trust Fund is an unfunded contingency that allows for the expenditure of unanticipated revenues and is not included in the beginning or ending fund balance. Any use of this unfunded contingency requires City Council's approval.

## Budget by Fund

Trust Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance</b>					
Operating Contingency <sup>(A)</sup>	10,000	10,000	10,000	10,000	10,000
Mayor's Committee for Employment of the Handicapped	4,021	4,021	4,021	4,021	4,021
<b>Total Beginning Fund Balance</b>	<b>4,021</b>	<b>4,021</b>	<b>4,021</b>	<b>4,021</b>	<b>4,021</b>
<b>Revenues</b>					
Mayor's Committee for Employment of the Handicapped	6,000	6,000	6,000	6,000	6,000
<i>Subtotal</i>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>Total Sources</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>Expenditures</b>					
<b>Operating</b>					
Mayor's Committee for Employment of the Handicapped	6,000	6,000	6,000	6,000	6,000
<i>Subtotal</i>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>TOTAL OPERATING BUDGET</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>Total Uses</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>Sources Over/(Under) Uses</b>	-	-	-	-	-
<b>Ending Fund Balance</b>					
Operating Contingency <sup>(A)</sup>	10,000	10,000	10,000	10,000	10,000
Mayor's Committee for Employment of the Handicapped	4,021	4,021	4,021	4,021	4,021
<b>Total Ending Fund Balance</b>	<b>4,021</b>	<b>4,021</b>	<b>4,021</b>	<b>4,021</b>	<b>4,021</b>

<sup>(A)</sup> The Operating Contingency for the Trust Fund is an unfunded contingency that allows for the expenditure of unanticipated revenues and is not included in the beginning or ending fund balance. Any use of this unfunded contingency requires City Council's approval.

**Fund Purpose**

This fund is used to account for assets “held in trust” by the city. The city holds the funds in a trustee capacity as defined by the Governmental Accounting Standards Board (GASB) Statement No. 34. All funds not expended in the current fiscal year are carried over to the next fiscal year to continue funding the intended purpose. The city maintains the following Trust Fund:

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**Mayor’s Committee for Employment of the Handicapped**

This fund is used to account for proceeds for programs and activities to promote employment of handicapped individuals. The FY 2012/13 adopted budget for this trust fund is \$6,000 and will be distributed to individuals in accordance with the program guidelines.

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**Trust Fund Balance**

All balances not expended in the current fiscal year are carried over to the next fiscal year to continue funding for the intended purpose.

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FY 2012/13 Adopted Budget

## Budget by Fund

## Special Districts Fund Summary

	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance</b>				
Streetlight Districts	377,599	286,026	278,131	278,131
<b>Total Beginning Fund Balance</b>	<b>377,599</b>	<b>286,026</b>	<b>278,131</b>	<b>278,131</b>
<b>Revenues</b>				
Streetlight Districts	478,485	724,643	724,643	646,728
<i>Subtotal</i>	<b>478,485</b>	<b>724,643</b>	<b>724,643</b>	<b>646,728</b>
<b>Total Sources</b>	<b>478,485</b>	<b>724,643</b>	<b>724,643</b>	<b>646,728</b>
<b>Expenditures</b>				
<b>Operating</b>				
Streetlight Districts	577,953	724,643	724,643	646,728
<i>Subtotal</i>	<b>577,953</b>	<b>724,643</b>	<b>724,643</b>	<b>646,728</b>
<b>TOTAL OPERATING BUDGET</b>	<b>577,953</b>	<b>724,643</b>	<b>724,643</b>	<b>646,728</b>
<b>Total Uses</b>	<b>577,953</b>	<b>724,643</b>	<b>724,643</b>	<b>646,728</b>
<b>Sources Over/(Under) Uses</b>	<b>(99,468)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>				
Streetlight Districts	278,131	286,026	278,131	278,131
<b>Total Ending Fund Balance</b>	<b>278,131</b>	<b>286,026</b>	<b>278,131</b>	<b>278,131</b>

## Budget by Fund

Special Districts Fund  
Five-Year Financial Forecast

	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance</b>					
Streetlight Districts	278,131	278,131	278,131	278,131	278,131
<b>Total Beginning Fund Balance</b>	<b>278,131</b>	<b>278,131</b>	<b>278,131</b>	<b>278,131</b>	<b>278,131</b>
<b>Revenues</b>					
Streetlight Districts	646,728	698,466	754,344	814,691	879,866
<i>Subtotal</i>	<b>646,728</b>	<b>698,466</b>	<b>754,344</b>	<b>814,691</b>	<b>879,866</b>
<b>Total Sources</b>	<b>646,728</b>	<b>698,466</b>	<b>754,344</b>	<b>814,691</b>	<b>879,866</b>
<b>Expenditures</b>					
<b>Operating</b>					
Streetlight Districts	646,728	698,466	754,344	814,691	879,866
<i>Subtotal</i>	<b>646,728</b>	<b>698,466</b>	<b>754,344</b>	<b>814,691</b>	<b>879,866</b>
<b>TOTAL OPERATING BUDGET</b>	<b>646,728</b>	<b>698,466</b>	<b>754,344</b>	<b>814,691</b>	<b>879,866</b>
<b>Total Uses</b>	<b>646,728</b>	<b>698,466</b>	<b>754,344</b>	<b>814,691</b>	<b>879,866</b>
<b>Sources Over/(Under) Uses</b>	-	-	-	-	-
<b>Ending Fund Balance</b>					
Streetlight Districts	278,131	278,131	278,131	278,131	278,131
<b>Total Ending Fund Balance</b>	<b>278,131</b>	<b>278,131</b>	<b>278,131</b>	<b>278,131</b>	<b>278,131</b>

### Fund Purpose

This fund is used to account for proceeds received by property owners in return for the city providing agreed-upon increased levels of municipal services beyond the standard level of core city services as allowed by statute. More specifically, the fund is used to account for the city's streetlight districts. The revenue for these districts is a levy amount on the annual property tax bill of the property owners within the district. The levy is based on the relative value of each property tax parcel. All revenue not expended in the current fiscal year is carried over to the next fiscal year to continue funding the intended purpose.

### Special Districts Revenue

Streetlight Districts Revenue represents the levy assessed on property owners within each of the city's more than 350 streetlight districts. The adopted FY 2012/13 revenue budget is \$0.6 million.

### Adopted Budget to Actual/Forecast\* (in millions)

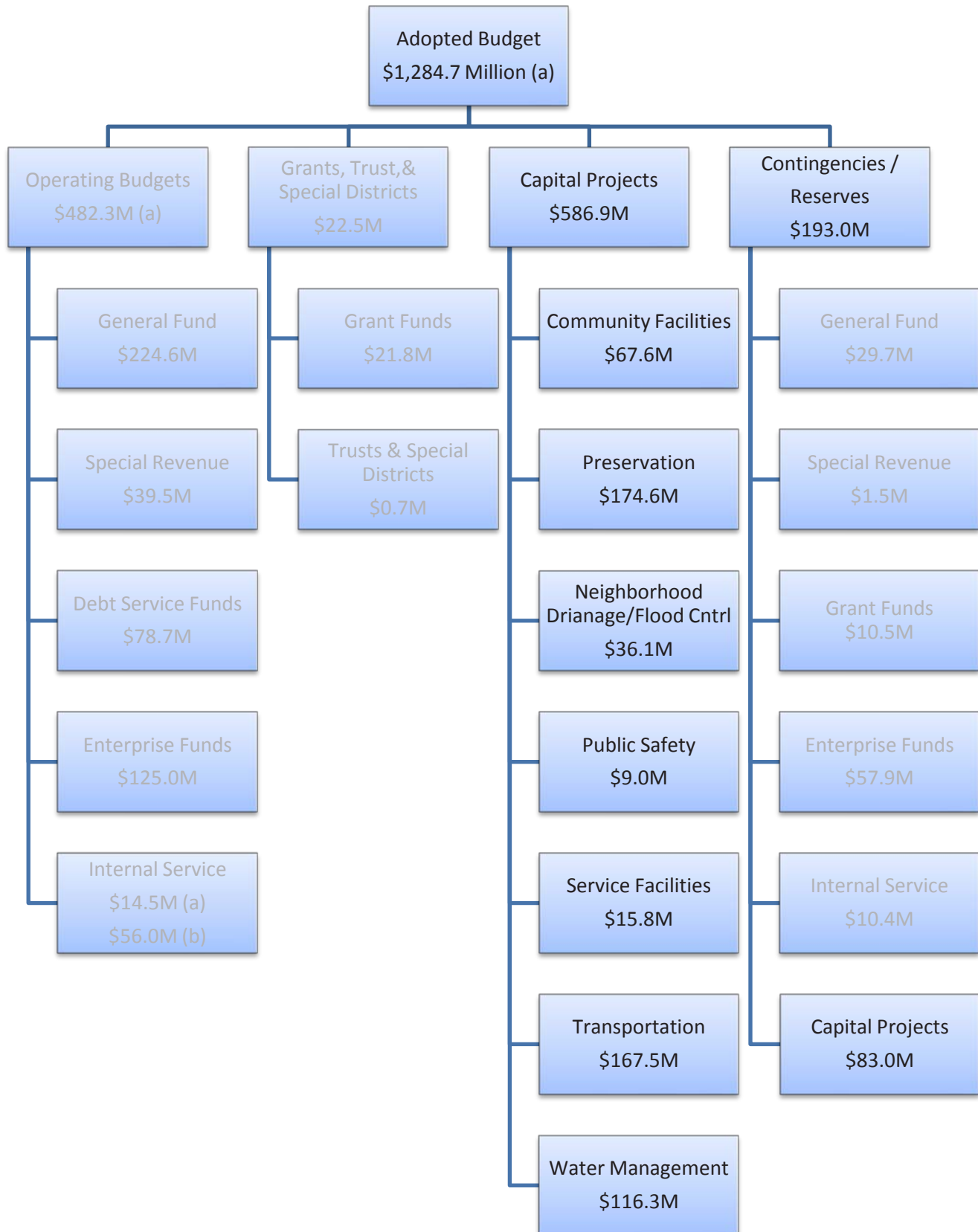
FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2012/13	0.6	0.6 *
2011/12	0.7	0.7 *
2010/11	0.6	0.6
2009/10	0.6	0.3
2008/09	0.6	0.7

### Special Districts Fund Expenditures by District

The Streetlight District adopted FY 2012/13 expenditure budget is \$0.6 million and will be used for electric costs and maintenance services of streetlights installed within certain areas throughout the community.

### Special Districts Fund Balance

The FY 2012/13 Special Districts ending fund balance of approximately \$0.3 million represents cash received from special district assessments and is restricted for the specific uses for which the district was established. All balances not expended in the current fiscal year are carried over to the next fiscal year to continue funding the intended purpose.



- (a) Adopted Budget and Operating Budgets include Internal Service Fund offsets (reductions) of \$41.5M  
 (b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$41.5M

## Budget by Fund

## CIP Funds Summary

(in thousands)	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Beginning Fund Balance <sup>(A)</sup></b>	<b>223,660.7</b>	<b>173,113.8</b>	<b>179,610.1</b>	<b>136,763.8</b>
<b>Revenues</b>				
<b>Bonds/Contracts</b>				
General Obligation Preserve	22,525.0	-	50,000.0	150,000.0
Municipal Properties Corporation	-	13,750.0	-	56,800.0
Certificate of Participation	20,000.0	-	-	-
<b>Pay-As-You-Go</b>				
Water & Sewer Development Fees	-	3,410.0	-	-
Regional Transportation Sales Tax (Prop 400)	-	24,311.0	11,127.3	21,544.4
Grants	26,242.7	31,160.2	46,663.3	29,594.7
Intergovernmental	9,835.9	-	-	-
In-Lieu Fees	-	153.8	140.0	140.0
Other Contributions	2,577.1	16,960.0	1,429.3	19,768.8
Interest Earnings	1,087.6	1,029.5	1,023.7	879.6
Miscellaneous	1,715.9	-	-	-
<b>Subtotals</b>	<b>83,984.1</b>	<b>90,774.5</b>	<b>110,383.6</b>	<b>278,727.5</b>
<b>Transfers In</b>				
General Fund	1,977.0	2,000.0	2,000.0	5,421.5
General Fund CIP Fund	967.8	-	-	-
Transportation Fund	7,622.1	7,675.5	8,018.6	8,411.8
Transportation Privilege Tax CIP Fund	586.1	103.0	42.2	-
Preservation Privilege Tax Funds	1,283.7	5,110.0	6,472.5	3,650.8
Bed Tax	2,829.6	1,815.5	519.6	1,846.3
GO Bond	13,008.7	-	-	-
Special Programs Fund	953.0	3,091.8	3,761.7	3,044.5
Aviation Fund	1,583.3	650.9	858.6	5,222.1
Water & Sewer Fund	40,463.4	92,413.7	74,033.1	37,727.4
Grants	-	-	2.1	1.3
Solid Waste Fund	1,803.9	477.0	477.0	307.9
Fleet Fund	27.7	8.3	8.3	756.6
Fleet Capital Project Fund	-	1,100.0	1,100.0	-
Internal Service Funds	7.2	2.3	2.3	1.3
<b>Subtotals</b>	<b>73,113.3</b>	<b>114,448.0</b>	<b>97,295.9</b>	<b>66,391.5</b>
<b>Total Sources</b>	<b>157,097.5</b>	<b>205,222.5</b>	<b>207,679.5</b>	<b>345,119.0</b>

## Budget by Fund

## CIP Funds Summary

(in thousands)	Actual 2010/11	Adopted 2011/12	Forecast 2011/12	Adopted 2012/13
<b>Expenditures</b>				
<b>Program</b>				
Community Facilities	8,613.2	24,569.5	4,551.4	67,622.6
Preservation	46,394.6	185,151.7	93,079.7	174,607.5
Drainage & Flood Control	3,696.2	57,934.2	5,738.8	36,074.7
Public Safety	9,821.5	10,205.6	3,066.0	8,998.6
Service Facilities	10,915.7	13,662.4	10,584.4	15,788.5
Transportation	31,853.6	128,371.8	36,610.8	167,478.7
Water Management	49,572.5	152,510.4	77,099.5	116,313.6
Prior Year Unexpended <sup>(A)</sup>	-	-	-	-
<b>Subtotal</b>	<b>160,867.2</b>	<b>572,405.6</b>	<b>230,730.5</b>	<b>586,884.2</b>
<b>Less: Estimated Capital Improvement Expenditures</b>	-	<b>(199,405.7)</b>	-	<b>(362,536.1)</b>
<b>Subtotal: Unexpended at Year End</b>	-	<b>372,999.9</b>	-	<b>224,348.1</b>
<b>Transfers Out</b>				
CIP General Fund	586.1	1,203.0	1,142.2	-
Operating General Fund	3,571.8	868.8	868.8	-
To Debt Service Fund	256.9	-	-	-
General CIP Fund - Bond Exp Reimb	11,357.7	-	-	-
Transp Privilege Tax CIP Fund - Bond Exp Reimb	1,650.9	-	-	-
To GO Bond CIP Fund	4.4	-	-	-
Preservation Privilege Tax Funds	1,347.7	-	-	-
Transportation Fund	249.0	889.0	889.0	-
Aviation Operating	-	2,000.0	-	-
Water & Sewer Operating Funds	17,322.3	18,114.9	16,895.4	16,573.8
CIP In Lieu Stormwater Fund	963.4	-	-	-
To Special Programs Fund	-	-	-	1,809.6
<b>Subtotal</b>	<b>37,310.3</b>	<b>23,075.7</b>	<b>19,795.3</b>	<b>18,383.4</b>
<b>Total Uses</b>	<b>198,177.5</b>	<b>222,481.5</b>	<b>250,525.9</b>	<b>380,919.5</b>
<b>Ending Fund Balance</b>				
Capital Grant Contingency <sup>(B)</sup>	3,620.4	5,000.0	5,000.0	5,000.0
Capital Airport Grant Contingency <sup>(B)</sup>	-	5,950.0	5,950.0	5,950.0
Capital Water Contingency <sup>(B)</sup>	-	10,000.0	10,000.0	10,000.0
Tourism Related Project Contingency <sup>(C)</sup>	-	29,315.5	1,815.5	-
Capital General Contingency <sup>(D)</sup>	2,263.1	6,500.0	5,555.9	62,000.0
<b>Reserved:</b>				
Reserved Fund Balance	182,580.7	105,039.4	136,763.8	100,963.3
<b>Total Ending Fund Balance</b>	<b>182,580.7</b>	<b>155,854.9</b>	<b>136,763.8</b>	<b>100,963.3</b>

<sup>(A)</sup> Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) or by program (Uses). Prior year unexpended uses are based on annual cashflow estimates.

<sup>(B)</sup> Capital Grant Contingency, Capital Airport Grant Contingency and Capital Water Contingency are unfunded contingencies that allow for the expenditure of unanticipated revenues and is not included in the beginning or ending fund balance. City Council approval is required before making expenditures from capital contingencies.

<sup>(C)</sup> The Tourism Related Project Contingency is for planned expenditures, and revenue assumes transfers-in from the Bed Tax and MPC bond issuance pending Council approval to create new project(s).

<sup>(D)</sup> The unused portion of the FY 2012/13 Capital Contingency will carry forward in the five year CIP financial plan up to \$4.5 million. The annual \$4.5 million Capital Contingency in 2013/14 to FY 2016/17 is used for planning purposes and does not represent additional cumulative funding of \$18.0 million (i.e. 4 yrs x \$4.5 million). Only the portion of the contingency amount used and replenished in a fiscal year is considered contingency funding.

## Budget by Fund

## CIP Funds Five -Year Financial Forecast

(in thousands)	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Beginning Fund Balance <sup>(A)</sup></b>	<b>136,763.8</b>	<b>100,963.3</b>	<b>58,535.7</b>	<b>27,886.2</b>	<b>9,980.6</b>
<b>Revenues</b>					
<b>Bonds/Contracts</b>					
General Obligation Preserve	150,000.0	-	-	-	-
Municipal Properties Corporation	56,800.0	-	7,500.0	-	-
Certificate of Participation	-	-	-	-	-
<b>Pay-As-You-Go</b>					
Water & Sewer Development Fees	-	-	-	-	-
Regional Transportation Sales Tax (Prop 400)	21,544.4	11,873.0	17,550.6	10,508.5	-
Grants	29,594.7	13,318.5	2,610.9	1,611.5	4,840.1
Intergovernmental	-	-	-	-	-
In-Lieu Fees	140.0	140.0	140.0	140.0	140.0
Other Contributions	19,768.8	13,462.2	5,112.0	5,112.0	24,797.4
Interest Earnings	879.6	921.4	1,702.2	1,380.7	3,149.7
Miscellaneous	-	-	-	-	-
<b>Subtotals</b>	<b>278,727.5</b>	<b>39,715.1</b>	<b>34,615.7</b>	<b>18,752.7</b>	<b>32,927.2</b>
<b>Transfers In</b>					
General Fund	5,421.5	2,494.2	2,544.1	2,569.5	2,595.2
General Fund CIP Fund	-	-	-	-	-
Transportation Fund	8,411.8	9,027.8	9,338.9	9,662.3	9,994.5
Transportation Privilege Tax CIP Fund	-	-	-	-	-
Preservation Privilege Tax Funds	3,650.8	967.0	427.0	420.0	420.0
Bed Tax	1,846.3	1,680.1	1,261.1	1,422.2	1,613.3
GO Bond	-	-	-	-	-
Special Programs Fund	3,044.5	100.8	70.8	50.8	24.2
Aviation Fund	5,222.1	2,480.4	284.0	63.5	4.4
Water & Sewer Fund	37,727.4	36,181.5	35,015.8	53,226.4	45,229.0
Grants	1.3	2.8	2.8	2.7	2.3
Solid Waste Fund	307.9	10.6	10.8	10.4	9.1
Fleet Fund	756.6	14.2	14.5	13.8	12.1
Fleet Capital Project Fund	-	-	-	-	-
Internal Service Funds	1.3	2.8	2.8	2.7	2.3
<b>Subtotals</b>	<b>66,391.5</b>	<b>52,962.2</b>	<b>48,972.5</b>	<b>67,444.3</b>	<b>59,906.4</b>
<b>Total Sources</b>	<b>345,119.0</b>	<b>92,677.2</b>	<b>83,588.1</b>	<b>86,197.0</b>	<b>92,833.6</b>



## Budget by Fund

CIP Funds  
Five-Year Financial Forecast

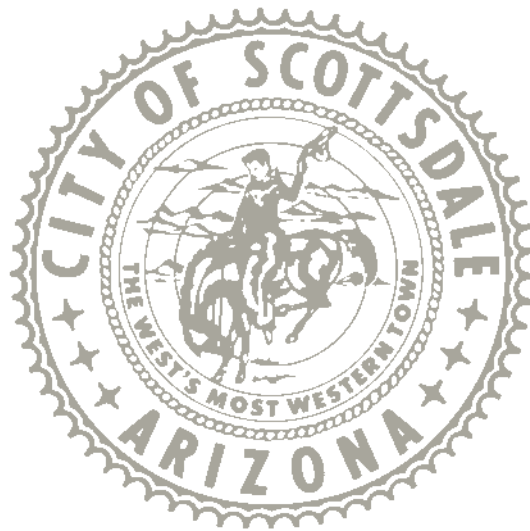
(in thousands)	Adopted 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17
<b>Expenditures</b>					
<b>Program</b>					
Community Facilities	67,622.6	168.0	168.0	168.0	168.0
Preservation	174,607.5	967.0	427.0	420.0	420.0
Drainage & Flood Control	36,074.7	1,040.8	5,080.0	13,080.0	17,915.4
Public Safety	8,998.6	849.7	1,057.5	603.0	336.0
Service Facilities	15,788.5	2,754.4	3,619.9	3,311.0	2,689.1
Transportation	167,478.7	40,806.1	22,191.0	10,130.0	11,200.0
Water Management	116,313.6	43,300.0	24,550.0	22,475.0	21,350.0
Prior Year Unexpended <sup>(A)</sup>	-	224,348.1	195,997.4	155,078.4	117,474.3
<b>Subtotal</b>	<b>586,884.2</b>	<b>314,234.1</b>	<b>253,090.8</b>	<b>205,265.4</b>	<b>171,552.8</b>
<b>Less: Estimated Capital Improvement Expenditures</b>	<b>(362,536.1)</b>	<b>(118,236.6)</b>	<b>(98,012.4)</b>	<b>(87,791.1)</b>	<b>(74,258.8)</b>
<b>Subtotal: Unexpended at Year End</b>	<b>224,348.1</b>	<b>195,997.4</b>	<b>155,078.4</b>	<b>117,474.3</b>	<b>97,294.0</b>
<b>Transfers Out</b>					
CIP General Fund	-	-	-	-	-
Operating General Fund	-	-	-	-	-
To Debt Service Fund	-	-	-	-	-
General CIP Fund - Bond Exp Reimb	-	-	-	-	-
Transp Privilege Tax CIP Fund - Bond Exp Reimb	-	-	-	-	-
To GO Bond CIP Fund	-	-	-	-	-
Preservation Privilege Tax Funds	-	-	-	-	-
Transportation Fund	-	-	-	-	-
Aviation Operating	-	-	-	-	-
Water & Sewer Operating Funds	16,573.8	16,855.1	16,212.1	16,301.6	16,921.4
CIP In Lieu Stormwater Fund	-	-	-	-	-
To Special Programs Fund	1,809.6	13.0	13.0	10.0	60.0
<b>Subtotal</b>	<b>18,383.4</b>	<b>16,868.1</b>	<b>16,225.1</b>	<b>16,311.6</b>	<b>16,981.4</b>
<b>Total Uses</b>	<b>380,919.5</b>	<b>135,104.7</b>	<b>114,237.6</b>	<b>104,102.6</b>	<b>91,240.2</b>
<b>Ending Fund Balance</b>					
Capital Grant Contingency <sup>(B)</sup>	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0
Capital Airport Grant Contingency <sup>(B)</sup>	5,950.0	-	-	-	-
Capital Water Contingency <sup>(B)</sup>	10,000.0	-	-	-	-
Tourism Related Project Contingency <sup>(C)</sup>	-	-	-	-	-
Capital General Contingency <sup>(D)</sup>	62,000.0	4,500.0	4,500.0	4,500.0	4,500.0
<b>Reserved:</b>					
Reserved Fund Balance	100,963.3	58,535.7	27,886.2	9,980.6	11,573.9
<b>Total Ending Fund Balance</b>	<b>100,963.3</b>	<b>58,535.7</b>	<b>27,886.2</b>	<b>9,980.6</b>	<b>11,573.9</b>

<sup>(A)</sup> Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) or by program (Uses). Prior year unexpended uses are based on annual cashflow estimates.

<sup>(B)</sup> Capital Grant Contingency, Capital Airport Grant Contingency and Capital Water Contingency are unfunded contingencies that allow for the expenditure of unanticipated revenues and is not included in the beginning or ending fund balance. City Council approval is required before making expenditures from capital contingencies.

<sup>(C)</sup> The Tourism Related Project Contingency is for planned expenditures, and revenue assumes transfers-in from the Bed Tax and MPC bond issuance pending Council approval to create new project(s).

<sup>(D)</sup> The unused portion of the FY 2012/13 Capital Contingency will carry forward in the five year CIP financial plan up to \$4.5 million. The annual \$4.5 million Capital Contingency in 2013/14 to FY 2016/17 is used for planning purposes and does not represent additional cumulative funding of \$18.0 million (i.e. 4 yrs x \$4.5 million). Only the portion of the contingency amount used and replenished in a fiscal year is considered contingency funding.



FY 2012/13 Adopted Budget

*Community Services* | **Library Systems**

**Description**

The Scottsdale Public Library System serves the community by fostering learning, discovery and skill enhancement. With five accessible facilities and online resources, the library provides lifelong learning opportunities through book and media collections, cultural and educational programming, electronic resources and innovative technology. Scottsdale libraries teach early literacy skills, foster the love of reading and develop critical and creative thinking skills among children, teens and adults by offering services and programs that provide academic support and intellectual growth. The Library provides access to and training in technology and digital information and pursues partnerships that enrich services, expand outreach and leverage public investment through private support.

*Highlights the services provided by the program.*

**Strategic Goal(s)**

- Enhance Neighborhoods

*Indicates which strategic goal(s) the program supports.*

**Services Provided**

- Circulation of 3.4 million physical and electronic materials each year to customers.
- The five libraries serve 1.5 million customers annually.
- 70,000 participants attend adult, teen, youth, and early literacy programs annually.
- Public computers are accessed 500,000 times per year by customers at the five libraries.

*Describes each of the significant services provided.*

**FY 2011/12 Achievements**

- Received a \$150,000 grant from First Things First Northeast Regional Council for Community-Based Parent Education with an emphasis on early literacy throughout the Northeast Maricopa region.
- Launched Gimme!--a mobile web application for library staff book reviews--that received an American Library Association Cutting Edge Technology Award, an American Library Association (ALA) Best of Show Honorable Mention for the marketing cardboard stand-up advertisements and an invitation to present the Gimme! story at the annual ALA conference.
- Completed renovation of the Civic Center Library, including a new computer lab, a new library shop, an automatic self-check-in machine with materials sorting feature and adding a coffee café.

*Describes major accomplishments from the prior fiscal year.*

**FY 2012/13 Objectives**

- Maintain library checkout rate per-capita at 16.0.
- Increase reading program attendance 3 percent by June 2013.
- Maintain library visitation rates per capita at 6.85.

*Indicates specifically what the program would like to achieve in the fiscal year.*

## Divisions

## How to Use this Section

## Community Services | Library Systems

Summarizes the full-time equivalents by program and shows the percent of city's FTEs.

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	122.80	120.30	118.30	-2.00
% of City's FTEs			4.88 %	

Highlights the specific revenue source(s) associated with the given program

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	9,383,329	8,849,768	8,779,860	-69,908
Grant Funds	57,543	296,686	80,000	-216,686
Special Programs Fund	104,373	446,101	657,001	210,900
<b>Total Budget</b>	<b>9,545,246</b>	<b>9,592,555</b>	<b>9,516,861</b>	<b>-75,694</b>

See Glossary in Appendix for a description of the expenditure types.

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	7,209,190	7,075,687	6,978,138	-97,549
Contractual Services	923,324	1,109,245	900,230	-209,015
Commodities	1,367,543	1,407,623	1,621,493	213,870
Capital Outlays	45,189	0	17,000	17,000
<b>Subtotal Operating Budget</b>	<b>9,545,246</b>	<b>9,592,555</b>	<b>9,516,861</b>	<b>-75,694</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>9,545,246</b>	<b>9,592,555</b>	<b>9,516,861</b>	<b>-75,694</b>

Describes the significant changes to the budget since last fiscal year.

## Budget Notes and Changes

- Eliminated two full-time positions (2.00 FTEs) resulting in Personnel Services savings of approximately \$0.2 million.
- Reduced General Fund Contractual Services budget by decreasing library subscriptions \$40,000 and reducing costs by bringing printer copier service in-house.
- Received additional General Fund budget of \$44,077 to increase bandwidth at four libraries and replace aging self-check machine at Mustang Library.
- Grant Fund decrease of \$0.2 million due to reduction in anticipated carryover expenses in FY 2012/13 and is reflected in net decrease of Contractual Services budget. (Does not include new grant funding projection of \$1.4 million for FY 2012/13.)
- Special Programs Fund increase of \$0.2 million from Library Gifts and Memorials account for development of the youth Library Discovery Zone at Civic Center Library (reflected as part of net increase in Commodities budget).

## Community Services | Library Systems

Measures the performance of the services provided by the program and measures the objectives identified by the program.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Library check-out rates per capita	17.8	16.5	17.0
Number of electronic materials checked-out (e-books, music and movies)	108,887	200,000	450,000
Participation in summer reading program by youth, teens, adults and babies.	11,631	11,600	12,000
Attendance at early literacy programs	38,960	41,184	45,500
Library visitation rates per capita	7.60	7.05	7.25
Customers using public computers	551,688	480,000	485,500

Summarizes the volunteer information of the program.

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Adult volunteers: Supplement library services for library shops, book and media shelving, children's story times and other assistance as needed by individual branches. Volunteers also serve on the Library Board and Friends of the Library.	426	32,674	\$628,975	15.7
Teen volunteers: Support the library's summer reading program by assisting library staff in registrations, prize handouts and customer service.	350	4,350	\$83,738	2.1
<b>Total</b>	<b>776</b>		<b>\$712,713</b>	<b>17.8</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.

## Divisions

## Authorized Personnel Positions - By Division

	Actual FY 2010/11	Adopted FY 2011/12	Approved FY 2011/12	Change	Adopted FY 2012/13
<b>MAYOR AND CITY COUNCIL</b>					
Full Time	10.00	10.00	10.00	0.00	10.00
Total FTE	10.00	10.00	10.00	0.00	10.00
<b>CITY ATTORNEY</b>					
Full Time	56.00	52.00	52.00	0.00	52.00
Part Time	1.50	1.00	1.00	0.50	1.50
Total FTE	57.50	53.00	53.00	0.50	53.50
<b>CITY AUDITOR</b>					
Full Time	7.00	7.00	7.00	0.00	7.00
Total FTE	7.00	7.00	7.00	0.00	7.00
<b>CITY CLERK</b>					
Full Time	9.00	8.00	8.00	0.00	8.00
Total FTE	9.00	8.00	8.00	0.00	8.00
<b>CITY COURT</b>					
Full Time	60.00	56.00	56.00	-1.00	55.00
Part Time	2.48	1.98	1.98	-0.50	1.48
Total FTE	62.48	57.98	57.98	-1.50	56.48
<b>CITY MANAGER</b>					
Full Time	7.00	5.00	5.00	0.00	5.00
Total FTE	7.00	5.00	5.00	0.00	5.00
<b>CITY TREASURER - FINANCE AND ACCOUNTING</b>					
Full Time	89.00	92.00	92.00	1.00	93.00
Part Time	0.50	0.50	0.50	-0.50	0.00
Total FTE	89.50	92.50	92.50	0.50	93.00
<b>ADMINISTRATIVE SERVICES</b>					
Full Time	130.00	128.00	128.00	-6.00	122.00
Part Time	2.31	2.81	2.81	-0.25	2.56
Total FTE	132.31	130.81	130.81	-6.25	124.56
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>					
Full Time	226.00	201.00	201.00	-13.00	188.00
Part Time	2.50	1.50	1.50	0.00	1.50
Total FTE	228.50	202.50	202.50	-13.00	189.50
<b>COMMUNITY SERVICES</b>					
Full Time	285.00	274.00	275.00	-2.00	273.00
Part Time	190.83	173.46	172.46	-3.23	169.23
Grant	11.75	12.00	12.00	0.00	12.00
Total FTE	487.58	459.46	459.46	-5.23	454.23
<b>PUBLIC SAFETY - FIRE</b>					
Full Time	268.00	257.00	257.00	1.00	258.00
Total FTE	268.00	257.00	257.00	1.00	258.00
<b>PUBLIC SAFETY - POLICE</b>					
Full Time	686.00	672.00	672.00	-9.00	663.00
Part Time	2.60	2.60	2.60	0.00	2.60
Grant	1.00	1.00	1.00	0.00	1.00
Total FTE	689.60	675.60	675.60	-9.00	666.60
<b>PUBLIC WORKS</b>					
Full Time	295.00	294.00	294.00	-1.00	293.00
Total FTE	295.00	294.00	294.00	-1.00	293.00
<b>WATER RESOURCES</b>					
Full Time	204.00	202.00	202.00	2.00	204.00
Total FTE	204.00	202.00	202.00	2.00	204.00
<b>Total Full-time Position FTE</b>	<b>2,332.00</b>	<b>2,258.00</b>	<b>2,260.00</b>	<b>-29.00</b>	<b>2,231.00</b>
<b>Total Part-time Position FTE</b>	<b>202.72</b>	<b>183.85</b>	<b>181.85</b>	<b>-2.98</b>	<b>178.87</b>
<b>Total Grant Funded Position FTE</b>	<b>12.75</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>13.00</b>
<b>Total Citywide Position FTE</b>	<b>2,547.47</b>	<b>2,454.85</b>	<b>2,454.85</b>	<b>-31.98</b>	<b>2,422.87</b>

## NOTE:

The budget includes funding for various services rendered by temporary or seasonal staffing, which is not included in the calculation of the full time equivalent (FTE) count. These slots are short-term and/or transitional in nature such as those in the Police and Fire pipelines. The number of slots listed below represents the number of positions allocated to each area. The Human Resources Division uses the number of slots allocated solely for administrative control purposes. Fiscal control for these slots is maintained through the budget. However, due to the limited nature of the services performed by these slots, they are not considered part of the city's overall FTE count.

Recreation Specialists - are for up to 219 seasonal slots throughout various times of the year. The funding for these slots is included in the Community Services Division budget.

Police Pipeline Officers - are used for up to 16 cadet slots while they are in the police academy or during the field training phases after the academy. These slots minimize the impact of police officer vacancies caused by attrition, transitional duty, military leave, and the extensive 9.5 month police officer training program. The funding for these slots is included in the Public Safety - Police Division budget.

Fire Pipeline Firefighters - are used for up to 24 cadet slots while they are in the fire academy or after completing the academy and waiting for a sworn fire position. There is no funding in FY 2012/13 for these slots as no academy is planned.

Pro-Tem Judges - are used to compensate up to 24 pro-tem judge slots that serve on an "as needed" basis to support the city judge and associate city judges. The funding for these slots is included in the City Court budget.

WestWorld has 14 slots used to compensate up to 2 custodial workers, 3 feed and bedding workers, 8 maintenance helpers and 1 office assistant. The funding for these slots is included in the WestWorld budget.

Water Resources Pipeline - are used for up to 5 slots for high turn-over positions that require significant training. The funding for these slots is included in the Water Resources budget.

Temporary Workers - are slots used when the work circumstances necessitate a temporary assignment or reassignment of an employee. While the Human Resources Division manages these 20 slots, no funding is included in the budget for these slots. Funding would typically come from within a division's accepted budget.

## Divisions

## Authorized Personnel Positions - By Division &amp; Fund

	General Fund	Transportation	Special Revenue	Enterprise	Internal Service	Adopted FY 2012/13
<b>MAYOR AND CITY COUNCIL</b>						
Full Time	10.00	0.00	0.00	0.00	0.00	10.00
Total FTE	10.00	0.00	0.00	0.00	0.00	10.00
<b>CITY ATTORNEY</b>						
Full Time	52.00	0.00	0.00	0.00	0.00	52.00
Part Time	1.50	0.00	0.00	0.00	0.00	1.50
Total FTE	53.50	0.00	0.00	0.00	0.00	53.50
<b>CITY AUDITOR</b>						
Full Time	7.00	0.00	0.00	0.00	0.00	7.00
Total FTE	7.00	0.00	0.00	0.00	0.00	7.00
<b>CITY CLERK</b>						
Full Time	8.00	0.00	0.00	0.00	0.00	8.00
Total FTE	8.00	0.00	0.00	0.00	0.00	8.00
<b>CITY COURT</b>						
Full Time	44.00	0.00	11.00	0.00	0.00	55.00
Part Time	0.60	0.00	0.88	0.00	0.00	1.48
Total FTE	44.60	0.00	11.88	0.00	0.00	56.48
<b>CITY MANAGER</b>						
Full Time	5.00	0.00	0.00	0.00	0.00	5.00
Total FTE	5.00	0.00	0.00	0.00	0.00	5.00
<b>CITY TREASURER - FINANCE AND ACCOUNTING</b>						
Full Time	74.00	0.00	0.00	12.00	7.00	93.00
Total FTE	74.00	0.00	0.00	12.00	7.00	93.00
<b>ADMINISTRATIVE SERVICES</b>						
Full Time	121.00	0.00	0.00	0.00	1.00	122.00
Part Time	2.56	0.00	0.00	0.00	0.00	2.56
Total FTE	123.56	0.00	0.00	0.00	1.00	124.56
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>						
Full Time	153.00	21.00	0.00	14.00	0.00	188.00
Part Time	1.50	0.00	0.00	0.00	0.00	1.50
Total FTE	154.50	21.00	0.00	14.00	0.00	189.50
<b>COMMUNITY SERVICES</b>						
Full Time	271.00	0.00	2.00	0.00	0.00	273.00
Part Time	158.80	0.00	10.43	0.00	0.00	169.23
Grant	0.00	0.00	12.00	0.00	0.00	12.00
Total FTE	429.80	0.00	24.43	0.00	0.00	454.23
<b>PUBLIC SAFETY - FIRE</b>						
Full Time	258.00	0.00	0.00	0.00	0.00	258.00
Total FTE	258.00	0.00	0.00	0.00	0.00	258.00
<b>PUBLIC SAFETY - POLICE</b>						
Full Time	659.00	0.00	4.00	0.00	0.00	663.00
Part Time	2.60	0.00	0.00	0.00	0.00	2.60
Grant	0.00	0.00	1.00	0.00	0.00	1.00
Total FTE	661.60	0.00	5.00	0.00	0.00	666.60
<b>PUBLIC WORKS</b>						
Full Time	98.00	60.00	0.00	89.00	46.00	293.00
Total FTE	98.00	60.00	0.00	89.00	46.00	293.00
<b>WATER RESOURCES</b>						
Full Time	0.00	0.00	0.00	204.00	0.00	204.00
Total FTE	0.00	0.00	0.00	204.00	0.00	204.00
<b>Total Full-time Position FTE</b>	<b>1,760.00</b>	<b>81.00</b>	<b>17.00</b>	<b>319.00</b>	<b>54.00</b>	<b>2,231.00</b>
<b>Total Part-time Position FTE</b>	<b>167.56</b>	<b>0.00</b>	<b>11.31</b>	<b>0.00</b>	<b>0.00</b>	<b>178.87</b>
<b>Total Grant Funded Position FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0.00</b>	<b>13.00</b>
<b>Total Citywide Position FTE</b>	<b>1,927.56</b>	<b>81.00</b>	<b>41.31</b>	<b>319.00</b>	<b>54.00</b>	<b>2,422.87</b>

See Note on previous page

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>MAYOR AND CITY COUNCIL</b>				
	City Councilman	6.00	6.00	0.00
	Executive Secretary to Mayor	1.00	1.00	0.00
	Management Assistant to Mayor	1.00	1.00	0.00
	Mayor	1.00	1.00	0.00
	Mayor's Chief of Staff	1.00	1.00	0.00
	<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>
<b>TOTAL MAYOR AND CITY COUNCIL</b>		<b>10.00</b>	<b>10.00</b>	<b>0.00</b>
<b>CIVIL</b>				
	Administrative Secretary	1.00	1.00	0.00
	City Attorney	1.00	1.00	0.00
	City Attorney, Assistant	2.50	2.00	0.50
	City Attorney, Assistant, Sr.	5.00	5.00	0.00
	City Attorney, Deputy	3.00	3.00	0.00
	Executive Secretary	1.00	1.00	0.00
	Law Clerk	2.00	2.00	0.00
	Legal Assistant	1.00	1.00	0.00
	Legal Secretary	4.00	4.00	0.00
	Office Coordinator Mgr - Law	1.00	1.00	0.00
	Systems Integrator, Lead	1.00	1.00	0.00
	<b>Total</b>	<b>22.50</b>	<b>22.00</b>	<b>0.50</b>
<b>PROSECUTION</b>				
	City Prosecutor	1.00	1.00	0.00
	Legal Assistant	6.00	6.00	0.00
	Legal Secretary	1.00	1.00	0.00
	Prosecution Specialist	6.00	6.00	0.00
	Prosecutor I	5.00	5.00	0.00
	Prosecutor II	6.00	6.00	0.00
	Systems Integrator	1.00	1.00	0.00
	<b>Total</b>	<b>26.00</b>	<b>26.00</b>	<b>0.00</b>
<b>VICTIM SERVICES</b>				
	Victim Advocate	2.50	2.00	0.50
	Victim Advocate, Sr.	1.00	1.00	0.00
	Victim Assistance Notif Spec	0.50	0.00	0.50
	Victim Services Manager	1.00	1.00	0.00
	<b>Total</b>	<b>5.00</b>	<b>4.00</b>	<b>1.00</b>
<b>TOTAL CITY ATTORNEY</b>		<b>53.50</b>	<b>52.00</b>	<b>1.50</b>
<b>CITY AUDITOR</b>				
	Auditor, Sr.	5.00	5.00	0.00
	City Auditor	1.00	1.00	0.00
	City Auditor, Assistant	1.00	1.00	0.00
	<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>
<b>TOTAL CITY AUDITOR</b>		<b>7.00</b>	<b>7.00</b>	<b>0.00</b>



## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>CITY CLERK</b>				
	City Clerk	1.00	1.00	0.00
	City Clerk Assistant	2.00	2.00	0.00
	City Clerk, Deputy	1.00	1.00	0.00
	Executive Secretary	2.00	2.00	0.00
	Office Coordinator Manager	1.00	1.00	0.00
	Technology Specialist	1.00	1.00	0.00
	<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>
<b>TOTAL CITY CLERK</b>		<b>8.00</b>	<b>8.00</b>	<b>0.00</b>
<b>CITY COURT</b>				
	Accounting Technician, Sr.	1.00	1.00	0.00
	City Judge	1.00	1.00	0.00
	City Judge, Associate	3.00	3.00	0.00
	Court Administrator	1.00	1.00	0.00
	Court Administrator, Deputy	2.00	2.00	0.00
	Court Interpreter	1.00	1.00	0.00
	Court Services Rep	28.00	28.00	0.00
	Court Services Rep, Sr.	6.60	6.00	0.60
	Court Services Supervisor	3.00	3.00	0.00
	Executive Secretary	1.00	1.00	0.00
	Hearing Officer	2.00	2.00	0.00
	Management Analyst, Sr	1.00	1.00	0.00
	Municipal Security Guard, Lead	1.00	1.00	0.00
	Security Guard	1.88	1.00	0.88
	Systems Integrator	1.00	1.00	0.00
	Systems Integrator, Lead	1.00	1.00	0.00
	Technology Coordinator	1.00	1.00	0.00
	<b>Total</b>	<b>56.48</b>	<b>55.00</b>	<b>1.48</b>
<b>TOTAL CITY COURT</b>		<b>56.48</b>	<b>55.00</b>	<b>1.48</b>
<b>CITY MANAGER</b>				
	Administrative Assistant	1.00	1.00	0.00
	City Manager	1.00	1.00	0.00
	Government Relations Director	1.00	1.00	0.00
	Management Asst to City Mgr	1.00	1.00	0.00
	Strategic Initiatives Director	1.00	1.00	0.00
	<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
<b>TOTAL CITY MANAGER</b>		<b>5.00</b>	<b>5.00</b>	<b>0.00</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>CITY TREASURER - FINANCE AND ACCOUNTING - ACCOUNTING</b>				
	Account Specialist	4.00	4.00	0.00
	Account Specialist, Sr.	1.00	1.00	0.00
	Accountant	1.00	1.00	0.00
	Accounting Coordinator	3.00	3.00	0.00
	Accounting Director	1.00	1.00	0.00
	Accounting Manager	2.00	2.00	0.00
	Administrative Secretary	1.00	1.00	0.00
	Financial Services Technician	1.00	1.00	0.00
	Payroll Specialist	4.00	4.00	0.00
	Payroll Specialist, Lead	1.00	1.00	0.00
	Systems Integrator	4.00	4.00	0.00
	Technology Specialist	1.00	1.00	0.00
	<b>Total</b>	<b>24.00</b>	<b>24.00</b>	<b>0.00</b>
<b>CITY TREASURER - FINANCE AND ACCOUNTING - BUDGET</b>				
	Budget Analyst, Sr.	3.00	3.00	0.00
	Budget Manager	1.00	1.00	0.00
	Systems Integrator	1.00	1.00	0.00
	<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
<b>CITY TREASURER - FINANCE AND ACCOUNTING - CITY TREASURER AND FINANCE</b>				
	Accounting Coordinator	1.00	1.00	0.00
	City Treasurer	1.00	1.00	0.00
	Enterprise Finance Manager	1.00	1.00	0.00
	Finance Analyst, Sr.	1.00	1.00	0.00
	Finance Manager	1.00	1.00	0.00
	<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
<b>CITY TREASURER - FINANCE AND ACCOUNTING - CUSTOMER SERVICE</b>				
	Administrative Secretary	1.00	1.00	0.00
	Customer Service Rep, Lead	3.00	3.00	0.00
	Customer Service Director	1.00	1.00	0.00
	Customer Service Manager	2.00	2.00	0.00
	Customer Service Rep	22.00	22.00	0.00
	License Inspector	2.00	2.00	0.00
	Revenue Collector	4.00	4.00	0.00
	Revenue Collector, Sr.	1.00	1.00	0.00
	Systems Integrator	2.00	2.00	0.00
	Systems Integrator, Lead	1.00	1.00	0.00
	Tax and License Manager	1.00	1.00	0.00
	Tax Audit Manager	1.00	1.00	0.00
	Tax Auditor, Sr.	8.00	8.00	0.00
	Technology Coordinator	1.00	1.00	0.00
	Technology Specialist	1.00	1.00	0.00
	Water Meter Reader Manager	1.00	1.00	0.00
	<b>Total</b>	<b>52.00</b>	<b>52.00</b>	<b>0.00</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>CITY TREASURER - FINANCE AND ACCOUNTING - RISK MANAGEMENT</b>				
	Claims Adjuster	1.00	1.00	0.00
	Contracts Coordinator	1.00	1.00	0.00
	Risk Management Director	1.00	1.00	0.00
	Safety Coordinator	1.00	1.00	0.00
	Safety Manager	1.00	1.00	0.00
	Systems Integrator	1.00	1.00	0.00
	Worker's Comp Claims Adjuster	1.00	1.00	0.00
	<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>
<b>TOTAL CITY TREASURER - FINANCE AND ACCOUNTING</b>		<b>93.00</b>	<b>93.00</b>	<b>0.00</b>
<b>ADMINISTRATIVE SERVICES - COMMUNICATIONS</b>				
	Communicatns & Pub Affairs Ofcr	1.00	1.00	0.00
	Digital Content Specialist	1.00	1.00	0.00
	Public Information Officer	2.50	2.00	0.50
	Video Production Specialist	2.75	2.00	0.75
	Video Production Supervisor	1.00	1.00	0.00
	<b>Total</b>	<b>8.25</b>	<b>7.00</b>	<b>1.25</b>
<b>ADMINISTRATIVE SERVICES - HUMAN RESOURCES</b>				
	Administrative Secretary	1.00	1.00	0.00
	Benefits Analyst, Lead	1.00	1.00	0.00
	Benefits Analyst, Sr.	1.00	1.00	0.00
	Benefits Manager	1.00	1.00	0.00
	Diversity & Dialogue Director	1.00	1.00	0.00
	Exec Dir Human Resources	1.00	1.00	0.00
	Human Resources Analyst, Lead	1.00	1.00	0.00
	Human Resources Analyst, Sr.	4.00	4.00	0.00
	Human Resources Rep	1.50	1.00	0.50
	Human Resources Rep, Sr.	4.00	4.00	0.00
	Management Analyst	2.00	2.00	0.00
	Staffing Services Manager	2.00	2.00	0.00
	Systems Integrator	1.00	1.00	0.00
	Technology Coordinator	1.00	1.00	0.00
	Workforce Development Analyst	1.00	1.00	0.00
	<b>Total</b>	<b>23.50</b>	<b>23.00</b>	<b>0.50</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>ADMINISTRATIVE SERVICES - INFORMATION TECHNOLOGY</b>				
	Application Development Mgr	1.00	1.00	0.00
	Business Intelligence Manager	1.00	1.00	0.00
	Communications Director	1.00	1.00	0.00
	Customer Support Rep, Sr.	1.00	1.00	0.00
	Database Administrator	1.00	1.00	0.00
	Enterprise Communications Engr	2.00	2.00	0.00
	Enterprise Sys Engineering Mgr	1.00	1.00	0.00
	Enterprise Sys Integrator, Ld	1.00	1.00	0.00
	Enterprise Systems Engineer	5.00	5.00	0.00
	Enterprise Systems Integrator	11.00	11.00	0.00
	Exec Dir Info Technology	1.00	1.00	0.00
	Finance & Acctg Technology Dir	1.00	1.00	0.00
	GIS Analyst I	1.00	1.00	0.00
	GIS Analyst II	2.00	2.00	0.00
	GIS Director	1.00	1.00	0.00
	GIS Manager	1.00	1.00	0.00
	GIS Technician	3.00	3.00	0.00
	Graphics Design Coordinator	1.00	1.00	0.00
	Information Technology Dir	1.00	1.00	0.00
	IT Project Manager	1.00	1.00	0.00
	IT Support Manager	1.00	1.00	0.00
	IT Technician	6.00	6.00	0.00
	IT Technician, Sr.	4.00	4.00	0.00
	Management Analyst, Sr	1.00	1.00	0.00
	Network Security Engineer	1.00	1.00	0.00
	Office Coordinator Manager	1.00	1.00	0.00
	Radio Communications Engineer	1.00	1.00	0.00
	Radio Engineering Manager	1.00	1.00	0.00
	Radio Systems Integrator	1.00	1.00	0.00
	Radio Systms Netwrk Integrator	1.00	1.00	0.00
	Secretary	0.81	0.00	0.81
	Software Engineer	4.00	4.00	0.00
	Software Engineer, Sr	4.00	4.00	0.00
	Systems Analyst, Sr.	1.00	1.00	0.00
	Telecom Policy Coordinator	1.00	1.00	0.00
	Web & Media Services Manager	1.00	1.00	0.00
	Web Services Engineer	2.00	2.00	0.00
	<b>Total</b>	<b>69.81</b>	<b>69.00</b>	<b>0.81</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>ADMINISTRATIVE SERVICES - PURCHASING</b>				
	Administrative Secretary	1.00	1.00	0.00
	Bid & Contract Assistant	1.00	1.00	0.00
	Bid & Contract Coordinator	1.00	1.00	0.00
	Bid & Contract Specialist	3.00	3.00	0.00
	Buyer	3.00	3.00	0.00
	Financial Services Technician	1.00	1.00	0.00
	Graphics Designer	1.00	1.00	0.00
	Graphics Technician, Sr.	1.00	1.00	0.00
	Mail Services Courier	3.00	3.00	0.00
	Purchasing Director	1.00	1.00	0.00
	Purchasing Manager	1.00	1.00	0.00
	Purchasing Operations Manager	2.00	2.00	0.00
	Stock Clerk	1.00	1.00	0.00
	Stock Clerk, Lead	2.00	2.00	0.00
	Technology Specialist	1.00	1.00	0.00
	<b>Total</b>	<b>23.00</b>	<b>23.00</b>	<b>0.00</b>
<b>TOTAL ADMINISTRATIVE SERVICES</b>		<b>124.56</b>	<b>122.00</b>	<b>2.56</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT - AVIATION</b>				
	Administrative Assistant	1.00	1.00	0.00
	Airport Operations Manager	1.00	1.00	0.00
	Airport Operations Supervisor	1.00	1.00	0.00
	Airport Operations Tech, Sr.	7.00	7.00	0.00
	Aviation Director	1.00	1.00	0.00
	Aviation Plan & Outreach Coord	1.00	1.00	0.00
	Maintenance Technician II	1.00	1.00	0.00
	Management Analyst	1.00	1.00	0.00
	<b>Total</b>	<b>14.00</b>	<b>14.00</b>	<b>0.00</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT - ECONOMIC DEVELOPMENT</b>				
	Administrative Secretary	2.00	2.00	0.00
	Bus & Econ Vitality Dir, Asst	1.00	1.00	0.00
	Downtown Business Specialist	1.00	1.00	0.00
	Economic & Tourism Dev Mgr	1.00	1.00	0.00
	Economic Vitality Director	1.00	1.00	0.00
	Economic Vitality Specialist	1.00	1.00	0.00
	Marketing & Research Specialst	1.00	1.00	0.00
	Strategic Programs Manager	1.00	1.00	0.00
	Tourism Development Coord	1.00	1.00	0.00
	<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>COMMUNITY AND ECONOMIC DEVELOPMENT - PLANNING / NEIGHBORHOOD / TRANSPORTATION</b>				
	Administrative Assistant	1.00	1.00	0.00
	Administrative Secretary	1.00	1.00	0.00
	Building Inspection Supervisor	1.00	1.00	0.00
	Citizen Advisor	1.00	1.00	0.00
	Citizen Liaison	2.00	2.00	0.00
	Citizen Services Assistant	2.00	2.00	0.00
	Civil Engineer	1.00	1.00	0.00
	Civil Engineer, Sr.	4.00	4.00	0.00
	Code Enforcement Specialist	2.00	2.00	0.00
	Code Inspector II	10.00	10.00	0.00
	Code Inspector, Sr	4.00	4.00	0.00
	Community Planner	1.00	1.00	0.00
	Development Engineering Mgr	1.00	1.00	0.00
	Development Services Manager	1.00	1.00	0.00
	Development Services Rep II	10.00	10.00	0.00
	Development Services Rep, Lead	2.00	2.00	0.00
	Drainage Inspector	2.00	2.00	0.00
	Engineering Associate	1.00	1.00	0.00
	Exec Asst for Spec Projects	1.00	1.00	0.00
	Exec Dir Community & Econ Dev	1.00	1.00	0.00
	Executive Secretary	1.00	1.00	0.00
	Field Engineering Lead	1.00	1.00	0.00
	Field Engineering Supervisor	1.00	1.00	0.00
	Green Building Program Manager	1.00	1.00	0.00
	Inspections Manager	1.00	1.00	0.00
	Inspector II	13.00	13.00	0.00
	Maintenance Worker III	1.00	1.00	0.00
	Neighborhood Resource Supv	1.00	1.00	0.00
	Office Coordinator	1.00	1.00	0.00
	Plan Review Manager	1.00	1.00	0.00
	Plan, Neighbrhd & Transp Dir	5.00	5.00	0.00
	Planner	6.00	6.00	0.00
	Planner, Associate	3.00	3.00	0.00
	Planner, Environment	1.00	1.00	0.00
	Planner, Principal	1.00	1.00	0.00
	Planner, Sr.	9.50	9.00	0.50
	Planning Administration Managr	1.00	1.00	0.00
	Planning Assistant	2.00	2.00	0.00
	Planning Specialist	2.50	2.00	0.50
	Plans Examiner	3.00	3.00	0.00
	Plans Examiner, Sr.	5.00	5.00	0.00
	Pln, Neig, Trans Administrator	1.00	1.00	0.00
	PNT Manager	4.00	4.00	0.00
	Project Coordination Liaison	3.00	3.00	0.00
	Right of Way Supervisor	1.00	1.00	0.00
	Secretary	2.50	2.00	0.50
	Stormwater Engineer, Sr	3.00	3.00	0.00
	Stormwater Manager	1.00	1.00	0.00
	Structural Engineer, Sr.	1.00	1.00	0.00
	Structural Plans Examiner	2.00	2.00	0.00
	Systems Integrator	1.00	1.00	0.00

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
	Technology Coordinator	1.00	1.00	0.00
	Technology Specialist	1.00	1.00	0.00
	Traffic Engineer, Principal	1.00	1.00	0.00
	Traffic Engineer, Sr.	4.00	4.00	0.00
	Traffic Engineering & Ops Mgr	1.00	1.00	0.00
	Traffic Engineering Tech, Sr.	3.00	3.00	0.00
	Traffic Engrng Technician Lead	1.00	1.00	0.00
	Transit Supervisor	1.00	1.00	0.00
	Transportation Planner, Sr.	3.00	3.00	0.00
	Transportation Plnr, Principal	2.00	2.00	0.00
	Transportation Rep, Sr.	1.00	1.00	0.00
	<b>Total</b>	<b>148.50</b>	<b>147.00</b>	<b>1.50</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT - WESTWORLD</b>				
	Customer Service Rep	1.00	1.00	0.00
	Customer Support Rep, Sr.	1.00	1.00	0.00
	Events Contract Coordinator	1.00	1.00	0.00
	Events Director - WestWorld	1.00	1.00	0.00
	Facilities Manager	1.00	1.00	0.00
	GM WestWorld	1.00	1.00	0.00
	Maintenance Supervisor	1.00	1.00	0.00
	Maintenance Worker III	8.00	8.00	0.00
	Management Analyst	1.00	1.00	0.00
	Special Events Manager	1.00	1.00	0.00
	<b>Total</b>	<b>17.00</b>	<b>17.00</b>	<b>0.00</b>
<b>TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT</b>		<b>189.50</b>	<b>188.00</b>	<b>1.50</b>
<b>COMMUNITY SERVICES - COMMUNITY SERVICES PLANNING AND ADMIN</b>				
	Budget Analyst, Sr.	1.00	1.00	0.00
	Exec Dir Community Svcs	1.00	1.00	0.00
	Office Coordinator Manager	1.00	1.00	0.00
	<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>COMMUNITY SERVICES - HUMAN SERVICES</b>				
	Account Specialist, Sr.	1.00	1.00	0.00
	Administrative Secretary	1.00	1.00	0.00
	Community Assistance Manager	1.00	1.00	0.00
	Food Bank Specialist	1.00	1.00	0.00
	Grant Program Specialist	3.00	3.00	0.00
	Grant Program Specialist, Sr.	5.00	5.00	0.00
	Grants Accountant	1.00	1.00	0.00
	Housing Coordinator	2.00	2.00	0.00
	Human Services Coordinator	4.00	4.00	0.00
	Human Services Manager	4.00	4.00	0.00
	Human Services Planner	1.00	1.00	0.00
	Human Services Rep	9.00	9.00	0.00
	Human Services Specialist	8.70	8.00	0.70
	Job Preparation Specialist	1.00	1.00	0.00
	Occupancy Specialist	1.00	1.00	0.00
	Recreation Coordinator	3.00	3.00	0.00
	Recreation Leader I	0.19	0.00	0.19
	Recreation Leader II	18.05	1.00	17.05
	Recreation Leader III	1.00	1.00	0.00
	Secretary	1.00	1.00	0.00
	Service Support Worker	2.00	2.00	0.00
	<b>Total</b>	<b>68.94</b>	<b>51.00</b>	<b>17.94</b>
<b>COMMUNITY SERVICES - LIBRARY SYSTEMS</b>				
	Account Specialist, Sr.	2.00	2.00	0.00
	Administrative Secretary	1.00	1.00	0.00
	Graphics Designer	1.00	1.00	0.00
	Librarian	17.00	13.00	4.00
	Librarian II	7.00	7.00	0.00
	Librarian III	3.00	3.00	0.00
	Librarian IV	6.00	6.00	0.00
	Library Aide	19.84	10.00	9.84
	Library Assistant	21.87	12.00	9.87
	Library Courier	2.00	2.00	0.00
	Library Director	1.00	1.00	0.00
	Library Monitor	4.25	0.00	4.25
	Library Page	13.34	0.00	13.34
	Library Supervisor	9.00	9.00	0.00
	Management Analyst, Sr	1.00	1.00	0.00
	Secretary	2.00	2.00	0.00
	Senior Library Manager	3.00	3.00	0.00
	Systems Integrator	1.00	1.00	0.00
	Systems Integrator, Lead	1.00	1.00	0.00
	Systems Integrator, Sr.	1.00	1.00	0.00
	Technology Specialist	1.00	1.00	0.00
	<b>Total</b>	<b>118.30</b>	<b>77.00</b>	<b>41.30</b>



## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>COMMUNITY SERVICES - PARKS &amp; RECREATION</b>				
	Administrative Secretary	2.00	2.00	0.00
	Contracts Coordinator	1.00	1.00	0.00
	Human Services Coordinator	1.00	1.00	0.00
	Human Services Rep	0.50	0.00	0.50
	Human Services Specialist	3.00	3.00	0.00
	Irrigation Systems Coordinator	1.00	1.00	0.00
	Irrigation Technician	9.00	9.00	0.00
	Landscape Contracts Coord	3.00	3.00	0.00
	Lifeguard/Instructor	20.10	0.00	20.10
	Maintenance Coord, Aquatics	1.00	1.00	0.00
	Maintenance Coordinator	1.00	1.00	0.00
	Maintenance Tech, Aquatics	2.00	2.00	0.00
	Maintenance Technician I	2.00	2.00	0.00
	Maintenance Technician II	2.00	2.00	0.00
	Maintenance Worker I	18.75	18.00	0.75
	Maintenance Worker II	43.00	43.00	0.00
	Maintenance Worker III	8.00	8.00	0.00
	Parks & Recreation Director	1.00	1.00	0.00
	Parks & Recreation Manager	5.00	5.00	0.00
	Parks Laborer	2.75	2.00	0.75
	Personnel Specialist	1.00	1.00	0.00
	Pool Manager	4.22	4.00	0.22
	Pool Manager, Assistant	7.55	0.00	7.55
	Railroad & Mechanical Ops Spec	2.00	2.00	0.00
	Recreation Coordinator	6.00	6.00	0.00
	Recreation Leader I	16.54	0.00	16.54
	Recreation Leader II	65.58	2.00	63.58
	Recreation Leader III	21.00	21.00	0.00
	Recreation Supervisor	7.00	7.00	0.00
	Stadium Facilities Lead	1.00	1.00	0.00
	Stadium Supervisor	1.00	1.00	0.00
	Technology Specialist	1.00	1.00	0.00
	<b>Total</b>	<b>260.99</b>	<b>151.00</b>	<b>109.99</b>
<b>COMMUNITY SERVICES - PRESERVE MANAGEMENT</b>				
	Planner, Sr.	1.00	1.00	0.00
	Preservation Coordinator	2.00	2.00	0.00
	<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>
<b>TOTAL COMMUNITY SERVICES</b>		<b>454.23</b>	<b>285.00</b>	<b>169.23</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>PUBLIC SAFETY - FIRE - EMERGENCY MANAGEMENT</b>				
	Emergency Management Coord	1.00	1.00	0.00
	Fire Chief, Assistant	1.00	1.00	0.00
	<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>PUBLIC SAFETY - FIRE - FIRE EMERGENCY SERVICES</b>				
	Fire Battalion Chief (56)	6.00	6.00	0.00
	Fire Battalion Chief Day Asgn	3.00	3.00	0.00
	Fire Captain (56)	54.00	54.00	0.00
	Fire Captain Day Asgn	3.00	3.00	0.00
	Fire Chief, Deputy	2.00	2.00	0.00
	Fire Engineer (56)	57.00	57.00	0.00
	Firefighter (56)	102.00	102.00	0.00
	Secretary	2.00	2.00	0.00
	<b>Total</b>	<b>229.00</b>	<b>229.00</b>	<b>0.00</b>
<b>PUBLIC SAFETY - FIRE - FIRE SUPPORT SERVICES</b>				
	Account Specialist, Sr.	1.00	1.00	0.00
	Admin Svcs Director - Fire	1.00	1.00	0.00
	Administrative Secretary	1.00	1.00	0.00
	Citizen Services Rep	1.00	1.00	0.00
	Equipment Coordinator - Fire	1.00	1.00	0.00
	Facilities Management Coord	1.00	1.00	0.00
	Fire Chief	1.00	1.00	0.00
	Fire Chief, Deputy	1.00	1.00	0.00
	Fire Chief, Exec Asst	1.00	1.00	0.00
	Fire Inspector II	4.00	4.00	0.00
	Fire Marshal, Assistant	1.00	1.00	0.00
	Fire Marshal, Deputy	2.00	2.00	0.00
	Fire Marshal, Senior Deputy	2.00	2.00	0.00
	Fire Plans Reviewer	2.00	2.00	0.00
	Fire Plans Reviewer, Sr.	1.00	1.00	0.00
	Public Education Officer	2.00	2.00	0.00
	Safety Fitness Wellness Coord	1.00	1.00	0.00
	Secretary	1.00	1.00	0.00
	Systems Integrator	2.00	2.00	0.00
	<b>Total</b>	<b>27.00</b>	<b>27.00</b>	<b>0.00</b>
<b>TOTAL PUBLIC SAFETY - FIRE</b>		<b>258.00</b>	<b>258.00</b>	<b>0.00</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>PUBLIC SAFETY - POLICE - INVESTIGATIVE SERVICES</b>				
	Administrative Secretary	2.00	2.00	0.00
	Crisis Intervention Specialist	6.00	6.00	0.00
	Crisis Intervention Supervisor	1.00	1.00	0.00
	Pawn Specialist	1.00	1.00	0.00
	Police Aide	3.00	3.00	0.00
	Police Commander	1.00	1.00	0.00
	Police Intelligence Analyst	1.00	1.00	0.00
	Police Intelligence Specialist	1.00	1.00	0.00
	Police Lieutenant	4.00	4.00	0.00
	Police Officer	88.00	88.00	0.00
	Police Sergeant	14.00	14.00	0.00
	<b>Total</b>	<b>122.00</b>	<b>122.00</b>	<b>0.00</b>
<b>PUBLIC SAFETY - POLICE - OFFICE OF THE POLICE CHIEF</b>				
	Executive Secretary	1.00	1.00	0.00
	Management Analyst, Sr	1.00	1.00	0.00
	Police Analyst II	1.00	1.00	0.00
	Police Chief	1.00	1.00	0.00
	Police Chief, Assistant	3.00	3.00	0.00
	Police Officer	1.00	1.00	0.00
	Police Sergeant	3.00	3.00	0.00
	Public Education Officer	1.00	1.00	0.00
	Public Safety Budget Manager	1.00	1.00	0.00
	<b>Total</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>PUBLIC SAFETY - POLICE - POLICE ADMINISTRATIVE SERVICES</b>				
	Account Specialist	1.00	1.00	0.00
	Administrative Secretary	2.00	2.00	0.00
	Communications Dispatcher	39.00	39.00	0.00
	Communications Supervisor	6.00	6.00	0.00
	Communications Technician	2.00	2.00	0.00
	Crime Analysis Unit Supervisor	1.00	1.00	0.00
	Crime Laboratory Manager	1.00	1.00	0.00
	Crime Scene Manager	1.00	1.00	0.00
	Crime Scene Specialist	8.00	8.00	0.00
	Crime Scene Specialist, Lead	2.00	2.00	0.00
	Criminalist II	2.00	2.00	0.00
	Criminalist III	8.00	8.00	0.00
	Criminalist IV	1.00	1.00	0.00
	Database Coordinator	1.00	1.00	0.00
	Evidence Control Mgr	1.00	1.00	0.00
	Fingerprint Technician	4.00	4.00	0.00
	Logistics Technician	4.00	4.00	0.00
	Photo Lab Technician	1.00	1.00	0.00
	Photo Lab Technician, Sr.	1.00	1.00	0.00
	Police Analyst	3.00	3.00	0.00
	Police Analyst II	2.00	2.00	0.00
	Police Communications Op Mgr	1.00	1.00	0.00
	Police Forensic Services Dir	1.00	1.00	0.00
	Police Op Support Dir	1.00	1.00	0.00
	Police Plng Rsrch & Accred Dir	1.00	1.00	0.00
	Police Records Supervisor	5.00	5.00	0.00
	Police Supply & Equipment Mgr	1.00	1.00	0.00
	Police Tech & Records Director	1.00	1.00	0.00
	Property / Evidence Supervisor	1.00	1.00	0.00
	Property / Evidence Tech, Lead	1.00	1.00	0.00
	Property / Evidence Technician	3.50	3.00	0.50
	Records Manager	1.00	1.00	0.00
	Records Specialist	14.00	14.00	0.00
	Records Specialist, Senior	10.00	10.00	0.00
	Systems Integrator	4.00	4.00	0.00
	Systems Integrator, Lead	2.00	2.00	0.00
	Systems Integrator, Sr.	1.00	1.00	0.00
	<b>Total</b>	<b>139.50</b>	<b>139.00</b>	<b>0.50</b>
<b>PUBLIC SAFETY - POLICE - POLICE PERSONNEL DEVELOPMENT</b>				
	Administrative Secretary	2.00	2.00	0.00
	Personnel Specialist	2.00	2.00	0.00
	Personnel Supervisor	1.00	1.00	0.00
	Police Lieutenant	1.00	1.00	0.00
	Police Officer	4.00	4.00	0.00
	Police Rangemaster	2.00	2.00	0.00
	Police Sergeant	3.00	3.00	0.00
	Polygraph Examiner	1.00	1.00	0.00
	Public Safety Personnel Mgr	1.00	1.00	0.00
	<b>Total</b>	<b>17.00</b>	<b>17.00</b>	<b>0.00</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>PUBLIC SAFETY - POLICE - POLICE UNIFORMED SERVICES</b>				
	Administrative Secretary	3.00	3.00	0.00
	Detention Manager	1.00	1.00	0.00
	Detention Officer	23.00	23.00	0.00
	Detention Supervisor	9.00	9.00	0.00
	Municipal Security Guard, Lead	1.00	1.00	0.00
	Municipal Security Manager	1.00	1.00	0.00
	Parking Control Checker	1.00	1.00	0.00
	Photo Enforcement Program Mgr	1.00	1.00	0.00
	Police Aide	38.00	38.00	0.00
	Police Commander	5.00	5.00	0.00
	Police Lieutenant	13.00	13.00	0.00
	Police Officer	235.00	235.00	0.00
	Police Sergeant	38.00	38.00	0.00
	Records Specialist	1.00	1.00	0.00
	Security Guard	2.00	2.00	0.00
	Security Project Coordinator	1.00	1.00	0.00
	Wrangler	2.10	0.00	2.10
	<b>Total</b>	<b>375.10</b>	<b>373.00</b>	<b>2.10</b>
<b>TOTAL PUBLIC SAFETY - POLICE</b>		<b>666.60</b>	<b>664.00</b>	<b>2.60</b>
<b>PUBLIC WORKS - CAPITAL PROJECT MANAGEMENT</b>				
	Administrative Secretary	1.00	1.00	0.00
	Asset Management Coordinator	1.00	1.00	0.00
	Building Inspector II	3.00	3.00	0.00
	City Engineer	1.00	1.00	0.00
	Civil Designer	1.00	1.00	0.00
	Civil Engineer	1.00	1.00	0.00
	Civil Engineer, Principal	1.00	1.00	0.00
	Civil Engineer, Sr.	1.00	1.00	0.00
	Construction Admin Supervisor	3.00	3.00	0.00
	Exec Dir Public Works	1.00	1.00	0.00
	Management Analyst	1.00	1.00	0.00
	Office Coordinator	1.00	1.00	0.00
	Plans Examiner	1.00	1.00	0.00
	Project Management Assistant	3.00	3.00	0.00
	Project Manager, Principal	1.00	1.00	0.00
	Project Manager, Sr.	9.00	9.00	0.00
	Public Works Inspector II	8.00	8.00	0.00
	Public Works Planner	1.00	1.00	0.00
	Public Works Project Coord	1.00	1.00	0.00
	Real Estate Mgmt Specialist	1.00	1.00	0.00
	Right-Of-Way Agent	1.00	1.00	0.00
	Right-Of-Way Agent, Sr.	1.00	1.00	0.00
	Secretary	1.00	1.00	0.00
	<b>Total</b>	<b>44.00</b>	<b>44.00</b>	<b>0.00</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>PUBLIC WORKS - FACILITIES MANAGEMENT</b>				
	Citizen Services Rep	1.00	1.00	0.00
	Contracts Coordinator	5.00	5.00	0.00
	Electrician	8.00	8.00	0.00
	Energy Management Control Spec	2.00	2.00	0.00
	Facilities Management Director	1.00	1.00	0.00
	Facilities Management Spec	1.00	1.00	0.00
	Facilities Supervisor	4.00	4.00	0.00
	HVAC Technician	5.00	5.00	0.00
	Maintenance Technician II	20.00	20.00	0.00
	Management Analyst, Sr	1.00	1.00	0.00
	Plumber	4.00	4.00	0.00
	Service Area Manager	1.00	1.00	0.00
	Space Planning Analyst	1.00	1.00	0.00
	<b>Total</b>	<b>54.00</b>	<b>54.00</b>	<b>0.00</b>
<b>PUBLIC WORKS - FLEET MANAGEMENT</b>				
	Customer Support Rep, Sr.	1.00	1.00	0.00
	Equip Parts Specialist	1.00	1.00	0.00
	Equip Parts Specialist, Sr.	5.00	5.00	0.00
	Equip Parts Supervisor	1.00	1.00	0.00
	Equipment Coordinator - Fleet	1.00	1.00	0.00
	Equipment Service Writer	2.00	2.00	0.00
	Fleet Maint Superintendent	1.00	1.00	0.00
	Fleet Management Director	1.00	1.00	0.00
	Fleet Systems Coordinator	1.00	1.00	0.00
	Fleet Technician Crew Chief	3.00	3.00	0.00
	Fleet Technician II	6.00	6.00	0.00
	Fleet Technician III	20.00	20.00	0.00
	Fleet Technician, Lead	3.00	3.00	0.00
	<b>Total</b>	<b>46.00</b>	<b>46.00</b>	<b>0.00</b>
<b>PUBLIC WORKS - SOLID WASTE MANAGEMENT</b>				
	Citizen Services Rep	3.00	3.00	0.00
	Container Repairer	5.00	5.00	0.00
	Equipment Operator I	12.00	12.00	0.00
	Equipment Operator II	11.00	11.00	0.00
	Equipment Operator III	45.00	45.00	0.00
	Office Coordinator Manager	1.00	1.00	0.00
	Solid Waste Director	1.00	1.00	0.00
	Solid Waste Program Rep	5.00	5.00	0.00
	Solid Waste Services Mgr	5.00	5.00	0.00
	Solid Waste Systems Mgr	1.00	1.00	0.00
	<b>Total</b>	<b>89.00</b>	<b>89.00</b>	<b>0.00</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>PUBLIC WORKS - STREET OPERATIONS</b>				
	Citizen Services Rep	2.00	2.00	0.00
	Equipment Operator II-FS	1.00	1.00	0.00
	Equipment Operator III-FS	6.00	6.00	0.00
	ITS Analyst	1.00	1.00	0.00
	ITS Manager	1.00	1.00	0.00
	ITS Technician, Sr.	1.00	1.00	0.00
	Maintenance Manager	1.00	1.00	0.00
	Maintenance Supervisor	3.00	3.00	0.00
	Maintenance Technician I	5.00	5.00	0.00
	Maintenance Technician II	3.00	3.00	0.00
	Maintenance Worker I	1.00	1.00	0.00
	Maintenance Worker II	5.00	5.00	0.00
	Motor Sweeper Operator	7.00	7.00	0.00
	Public Works Inspector II	3.00	3.00	0.00
	Sign Technician	4.00	4.00	0.00
	Street Operations Director	1.00	1.00	0.00
	Street Operations Manager	1.00	1.00	0.00
	Technology Coordinator	2.00	2.00	0.00
	Technology Specialist	1.00	1.00	0.00
	Traffic Engineer, Sr.	1.00	1.00	0.00
	Traffic Signal Electronic Tech	2.00	2.00	0.00
	Traffic Signal Technician I	5.00	5.00	0.00
	Traffic Signal Technician II	2.00	2.00	0.00
	Traffic Signals Manager	1.00	1.00	0.00
	<b>Total</b>	<b>60.00</b>	<b>60.00</b>	<b>0.00</b>
<b>TOTAL PUBLIC WORKS</b>		<b>293.00</b>	<b>293.00</b>	<b>0.00</b>
<b>WATER RESOURCES - WATER QUALITY</b>				
	Chemist I	1.00	1.00	0.00
	Chemist II	3.00	3.00	0.00
	Laboratory Manager	1.00	1.00	0.00
	Pretreatment Prgm Coordinator	1.00	1.00	0.00
	Quality Assurance Coordinator	1.00	1.00	0.00
	Regulatory Compliance Manager	1.00	1.00	0.00
	Scientist, Senior	2.00	2.00	0.00
	Water Quality Coordinator	2.00	2.00	0.00
	Water Quality Director	1.00	1.00	0.00
	Water Quality Specialist	5.00	5.00	0.00
	Water Quality Specialist, Sr	1.00	1.00	0.00
	Water Quality Technician	2.00	2.00	0.00
	<b>Total</b>	<b>21.00</b>	<b>21.00</b>	<b>0.00</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>WATER RESOURCES - WATER RECLAMATION SERVICES</b>				
	Administrative Secretary	2.00	2.00	0.00
	Contracts Coordinator	1.00	1.00	0.00
	HVAC Technician	1.00	1.00	0.00
	Wastewater Collection Spec	1.00	1.00	0.00
	Wastewater Collection Tech	5.00	5.00	0.00
	Wastewater Services Director	1.00	1.00	0.00
	Wastewater Treatment Manager	1.00	1.00	0.00
	Water Maintenance Tech, Sr.	1.00	1.00	0.00
	Water Maintenance Technician	3.00	3.00	0.00
	Water Systems Analyst	1.00	1.00	0.00
	Water Systems Supervisor	1.00	1.00	0.00
	Water/Wastewater Ops Supervisor	1.00	1.00	0.00
	Wtr/Wstwtr Trtmnt Plnt Oper	9.00	9.00	0.00
	Wtr/Wstwtr Trtmnt Plnt Opr, Sr	4.00	4.00	0.00
	<b>Total</b>	<b>32.00</b>	<b>32.00</b>	<b>0.00</b>



## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>WATER RESOURCES - WATER RESOURCES ENGINEERING &amp; ADMINISTRATION</b>				
	Administrative Secretary	1.00	1.00	0.00
	Chemist I	1.00	1.00	0.00
	Citizen Services Rep	1.00	1.00	0.00
	Electrician - Water	1.00	1.00	0.00
	Electronic Technician - Water	9.00	9.00	0.00
	Electronic Technician, Sr	1.00	1.00	0.00
	Exec Director Water Resources	1.00	1.00	0.00
	GIS Technician	2.00	2.00	0.00
	Inspector II	2.00	2.00	0.00
	Management Analyst, Sr	1.00	1.00	0.00
	Office Coordinator Manager	1.00	1.00	0.00
	Planner, Principal	2.00	2.00	0.00
	Process Control Chemist, Sr.	1.00	1.00	0.00
	Public Information Officer	1.00	1.00	0.00
	Systems Integrator	1.00	1.00	0.00
	Systems Integrator, Lead	1.00	1.00	0.00
	Technology Coordinator	1.00	1.00	0.00
	Telemetry Controls Specialist	5.00	5.00	0.00
	Trng, Safety & Security Coord	2.00	2.00	0.00
	Utilities Technology Manager	1.00	1.00	0.00
	Water Audit Technician	2.00	2.00	0.00
	Water Campus Compliance Spec	1.00	1.00	0.00
	Water Conservation Coordinator	1.00	1.00	0.00
	Water Conservation Specialist	3.00	3.00	0.00
	Water Resources Administrator	1.00	1.00	0.00
	Water Resources Analyst	1.00	1.00	0.00
	Water Resources Engineer	3.00	3.00	0.00
	Water Resources Engineer, Sr.	1.00	1.00	0.00
	Water Resources Plng & Eng Dir	1.00	1.00	0.00
	Water Resources Plng Advisor	1.00	1.00	0.00
	Water Systems Advisor	1.00	1.00	0.00
	Water/Wastewater Ops Supervisor	1.00	1.00	0.00
	Wtr/Wstwtr Trtmnt Plnt Oper	2.00	2.00	0.00
	Wtr/Wstwtr Trtmnt Plnt Opr, Sr	1.00	1.00	0.00
	<b>Total</b>	<b>56.00</b>	<b>56.00</b>	<b>0.00</b>

## Divisions

## Authorized Personnel Positions - By Division, Program &amp; Title

Division/Program	Job Title	Total FTE's	Full-Time FTE's	Part-Time FTE's
<b>WATER RESOURCES - WATER SERVICES</b>				
	Citizen Services Rep	3.00	3.00	0.00
	Cross Connection Controls Spec	1.00	1.00	0.00
	Cross Connection Controls Tech	1.00	1.00	0.00
	Electronic Technician - Water	1.00	1.00	0.00
	Maintenance Worker I	2.00	2.00	0.00
	Meter Technician, Senior	1.00	1.00	0.00
	Office Coordinator	1.00	1.00	0.00
	Water Distribution Manager	1.00	1.00	0.00
	Water Maintenance Tech Trainee	1.00	1.00	0.00
	Water Maintenance Tech, Sr.	1.00	1.00	0.00
	Water Maintenance Technician	11.00	11.00	0.00
	Water Meter Reader	11.00	11.00	0.00
	Water Meter Reader, Lead	1.00	1.00	0.00
	Water Operations Field Coord	3.00	3.00	0.00
	Water Production Manager	1.00	1.00	0.00
	Water Services Director	1.00	1.00	0.00
	Water Services Worker	10.00	10.00	0.00
	Water Services Worker, Sr.	10.00	10.00	0.00
	Water Systems Advisor	1.00	1.00	0.00
	Water Systems Analyst	3.00	3.00	0.00
	Water/Wastewater Ops Supervisor	3.00	3.00	0.00
	Wtr/Wstwtr Field Rep	6.00	6.00	0.00
	Wtr/Wstwtr Trtmnt Plnt Oper	18.00	18.00	0.00
	Wtr/Wstwtr Trtmnt Plnt Opr, Sr	3.00	3.00	0.00
	<b>Total</b>	<b>95.00</b>	<b>95.00</b>	<b>0.00</b>
<b>TOTAL WATER RESOURCES</b>		<b>204.00</b>	<b>204.00</b>	<b>0.00</b>
<b>Grand Total</b>		<b>2,422.87</b>	<b>2,244.00</b>	<b>178.87</b>

## Divisions

## FY 2012/13 Classification/Compensation Plan

Job Code	Title	FTE's	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
0509	Account Specialist	5.00	\$14.93	\$22.09	\$31,054	\$45,947
0510	Account Specialist, Sr.	5.00	15.69	23.22	32,635	48,298
1445	Accountant	1.00	20.30	28.84	42,224	59,987
1418	Accounting Coordinator	4.00	25.73	38.06	53,518	79,165
2195	Accounting Director	1.00	37.26	55.13	77,501	114,670
2055	Accounting Manager	2.00	29.10	43.06	60,528	89,565
0425	Accounting Technician, Sr.	1.00	20.60	29.40	42,848	61,152
2204	Acting Fire Chief, Asst	0.00	60.10	60.10	125,008	125,008
0255	Adapted Recreation Specialist	0.00	12.20	15.25	25,376	31,720
2000	Admin Svcs Director - Fire	1.00	57.34	57.34	119,267	119,267
1005	Administrative Assistant	3.00	18.38	26.17	38,230	54,434
0005	Administrative Secretary	26.00	16.16	23.10	33,613	48,048
0251	Adult Flag Football Official	0.00	16.14	19.28	33,571	40,102
0263	Adult Kickball Official	0.00	16.14	16.14	33,571	33,571
0254	Adult Volleyball Official	0.00	15.72	17.65	32,698	36,712
0259	Adult/Youth Sports Scorekeeper	0.00	9.42	9.42	19,594	19,594
0260	Adult/Youth Sports Site Supv	0.00	11.03	14.74	22,942	30,659
0462	Adult/Yth Basketball Official	0.00	12.93	21.08	26,894	43,846
0600	After School Program Site Supr	0.00	13.21	15.47	27,477	32,178
2074	Airport Operations Manager	1.00	27.70	40.99	57,616	85,259
2078	Airport Operations Supervisor	1.00	22.18	32.81	46,134	68,245
0459	Airport Operations Tech, Sr.	7.00	17.81	25.38	37,045	52,790
0460	Airport Operations Technician	0.00	16.16	23.10	33,613	48,048
2035	Application Development Mgr	1.00	35.46	52.47	73,757	109,138
1677	Applications Project Leader	0.00	31.43	44.79	65,374	93,163
0252	Aquatics Instructor	0.00	10.23	18.61	21,278	38,709
1421	Asset Management Coordinator	1.00	25.83	36.77	53,726	76,482
0544	Audit Associate	0.00	17.32	25.64	36,026	53,331
1581	Auditor, Sr.	5.00	28.47	40.67	59,218	84,594
2198	Aviation Director	1.00	62.50	62.50	130,000	130,000
2220	Aviation Plan & Outreach Coord	1.00	25.73	38.06	53,518	79,165
2203	Benefits Analyst, Lead	1.00	27.70	40.99	57,616	85,259
1909	Benefits Analyst, Sr.	1.00	25.73	38.06	53,518	79,165
2038	Benefits Manager	1.00	36.35	53.79	75,608	111,883
0178	Bid & Contract Assistant	1.00	14.63	20.93	30,430	43,534
1696	Bid & Contract Coordinator	1.00	25.08	37.12	52,166	77,210
1343	Bid & Contract Specialist	3.00	23.41	33.43	48,693	69,534
1934	Budget Analyst, Sr.	4.00	27.03	40.00	56,222	83,200
1531	Budget Manager	1.00	32.93	48.73	68,494	101,358
1513	Building Inspection Supervisor	1.00	25.08	37.12	52,166	77,210
0591	Building Inspector I	0.00	21.11	31.23	43,909	64,958
0592	Building Inspector II	3.00	22.74	33.63	47,299	69,950
2226	Bus & Econ Vitality Dir, Asst	1.00	64.91	64.91	135,013	135,013
2236	Business Intelligence Manager	1.00	36.40	51.88	75,712	107,910
1022	Buyer	3.00	20.30	28.84	42,224	59,987
0014	Buyer Aide	0.00	14.63	20.93	30,430	43,534
1778	Chemist I	2.00	21.64	32.01	45,011	66,581
1779	Chemist II	3.00	24.47	36.21	50,898	75,317
1929	Citizen Advisor	1.00	22.33	31.78	46,446	66,102
1847	Citizen Liaison	2.00	28.47	40.67	59,218	84,594
0396	Citizen Services Assistant	2.00	13.32	19.33	27,706	40,206
0409	Citizen Services Rep	11.00	14.63	20.93	30,430	43,534

## Divisions

## FY 2012/13 Classification/Compensation Plan

Job Code	Title	FTE's	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
0356	Citizen Services Specialist	0.00	16.16	23.10	33,613	48,048
1025	City Attorney	1.00	74.52	74.52	155,002	155,002
1014	City Attorney, Assistant	2.50	37.26	57.86	77,501	120,349
1731	City Attorney, Assistant, Sr.	5.00	39.15	60.82	81,432	126,506
1363	City Attorney, Deputy	3.00	43.22	67.14	89,898	139,651
1391	City Auditor	1.00	54.48	54.48	113,318	113,318
1484	City Auditor, Assistant	1.00	31.43	44.79	65,374	93,163
1398	City Clerk	1.00	55.59	55.59	115,627	115,627
0598	City Clerk Assistant	2.00	15.41	21.91	32,053	45,573
2053	City Clerk, Chief Deputy	0.00	27.70	40.99	57,616	85,259
1455	City Clerk, Deputy	1.00	27.17	38.65	56,514	80,392
1791	City Councilman	6.00	13.85	13.85	18,000	18,000
1769	City Engineer	1.00	42.14	59.99	87,651	124,779
1026	City Judge	1.00	72.12	72.12	150,010	150,010
1933	City Judge, Associate	3.00	68.08	68.08	141,606	141,606
1397	City Manager	1.00	86.54	86.54	180,003	180,003
1480	City Prosecutor	1.00	43.22	67.14	89,898	139,651
2142	City Treasurer	1.00	67.31	67.31	140,005	140,005
1518	Civil Designer	1.00	21.17	30.28	44,034	62,982
1308	Civil Engineer	2.00	26.37	39.01	54,850	81,141
2086	Civil Engineer, Principal	1.00	34.59	51.20	71,947	106,496
1469	Civil Engineer, Sr.	5.00	30.58	45.24	63,606	94,099
2192	Claims Adjuster	1.00	23.87	35.34	49,650	73,507
1844	Code Enforcement Manager	0.00	29.10	43.06	60,528	89,565
0437	Code Enforcement Specialist	2.00	15.69	23.22	32,635	48,298
0608	Code Inspector I	0.00	21.11	31.23	43,909	64,958
0609	Code Inspector II	10.00	22.74	33.63	47,299	69,950
0546	Code Inspector, Sr	4.00	23.87	35.34	49,650	73,507
1931	Communications Director	1.00	38.20	56.51	79,456	117,541
0415	Communications Dispatcher	39.00	18.19	26.93	37,835	56,014
0416	Communications Supervisor	6.00	23.87	35.34	49,650	73,507
0380	Communications Technician	2.00	21.63	30.80	44,990	64,064
1031	Communications & Pub Affairs Ofcr	1.00	60.01	60.01	124,821	124,821
1561	Community Assistance Manager	1.00	32.93	48.73	68,494	101,358
1632	Community Planner	1.00	25.83	36.77	53,726	76,482
2176	Construction Admin Supervisor	3.00	28.40	42.01	59,072	87,381
0023	Container Repairer	5.00	17.76	26.27	36,941	54,642
1424	Contracts Coordinator	8.00	23.87	35.34	49,650	73,507
1759	Court Administrator	1.00	42.16	62.38	87,693	129,750
1777	Court Administrator, Deputy	2.00	29.83	44.15	62,046	91,832
0443	Court Interpreter	1.00	19.12	28.28	39,770	58,822
0024	Court Services Rep	28.00	15.69	23.22	32,635	48,298
0204	Court Services Rep, Sr.	6.60	16.91	25.03	35,173	52,062
1383	Court Services Supervisor	3.00	22.18	32.81	46,134	68,245
0497	Crime Analysis Technician	0.00	18.70	26.63	38,896	55,390
2067	Crime Analysis Unit Supervisor	1.00	27.03	40.00	56,222	83,200
2214	Crime Laboratory Manager	1.00	35.46	52.47	73,757	109,138
2215	Crime Scene Manager	1.00	27.03	40.00	56,222	83,200
0461	Crime Scene Specialist	8.00	17.32	25.64	36,026	53,331
0577	Crime Scene Specialist, Lead	2.00	19.12	28.28	39,770	58,822
1578	Criminalist I	0.00	22.18	32.81	46,134	68,245
1625	Criminalist II	2.00	25.01	37.45	52,021	77,896

## Divisions

## FY 2012/13 Classification/Compensation Plan

Job Code	Title	FTE's	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
1814	Criminalist III	8.00	30.58	45.24	63,606	94,099
2057	Criminalist IV	1.00	32.93	48.73	68,494	101,358
0094	Crisis Intervention Specialist	6.00	21.63	30.80	44,990	64,064
0337	Crisis Intervention Supervisor	1.00	24.62	35.03	51,210	72,862
0323	Cross Connection Controls Spec	1.00	23.41	33.43	48,693	69,534
0467	Cross Connection Controls Tech	1.00	17.81	25.38	37,045	52,790
0604	Custodial Worker	0.00	12.00	12.00	24,960	24,960
0431	Customer Service Rep, Lead	3.00	17.81	25.38	37,045	52,790
1683	Customer Service Director	1.00	35.46	52.47	73,757	109,138
1276	Customer Service Manager	2.00	24.47	36.21	50,898	75,317
0030	Customer Service Rep	23.00	14.63	20.93	30,430	43,534
0422	Customer Support Rep, Sr.	3.00	16.97	24.19	35,298	50,315
0253	Data Entry Specialist	0.00	12.58	12.58	26,166	26,166
1704	Database Administrator	1.00	34.65	49.43	72,072	102,814
1821	Database Coordinator	1.00	28.47	40.67	59,218	84,594
1724	Design Studio Planner	0.00	27.17	38.65	56,514	80,392
1494	Detention Manager	1.00	28.47	40.67	59,218	84,594
0309	Detention Officer	23.00	16.91	25.03	35,173	52,062
0412	Detention Supervisor	9.00	22.18	32.81	46,134	68,245
1924	Development Engineering Mgr	1.00	32.93	48.73	68,494	101,358
1051	Development Services Manager	1.00	28.40	42.01	59,072	87,381
0579	Development Services Rep I	0.00	14.93	22.09	31,054	45,947
0580	Development Services Rep II	10.00	16.91	25.03	35,173	52,062
0617	Development Services Rep, Lead	2.00	19.25	27.44	40,040	57,075
2199	Digital Content Specialist	1.00	25.83	36.77	53,726	76,482
1882	Diversity & Dialogue Director	1.00	40.12	57.28	83,450	119,142
2231	Downtown Business Specialist	1.00	22.33	31.78	46,446	66,102
0583	Drainage Inspector	2.00	21.63	31.23	44,990	64,958
2201	Economic & Tourism Dev Mgr	1.00	34.65	49.43	72,072	102,814
2213	Economic Vitality Director	1.00	69.62	69.62	144,810	144,810
1876	Economic Vitality Specialist	1.00	24.62	35.03	51,210	72,862
0073	Electrician	8.00	19.12	28.28	39,770	58,822
0348	Electrician - Water	1.00	19.12	28.28	39,770	58,822
0372	Electronic Technician - Water	10.00	20.60	29.40	42,848	61,152
0611	Electronic Technician, Sr	1.00	21.64	32.01	45,011	66,581
2097	Emergency Management Coord	1.00	24.62	35.03	51,210	72,862
2206	Employee Wellness Coord	0.00	29.95	42.67	62,296	88,754
0574	Energy Management Control Spec	2.00	21.64	32.01	45,011	66,581
0489	Engineer In Training	0.00	23.84	33.96	49,587	70,637
0556	Engineering Associate	1.00	19.12	28.28	39,770	58,822
1711	Enterprise Communications Engr	2.00	36.40	51.88	75,712	107,910
1912	Enterprise Finance Manager	1.00	32.93	48.73	68,494	101,358
2084	Enterprise Sys Engineering Mgr	1.00	36.40	51.88	75,712	107,910
2124	Enterprise Sys Integrator, Ld	1.00	29.95	42.67	62,296	88,754
2116	Enterprise Systems Engineer	5.00	34.65	49.43	72,072	102,814
1674	Enterprise Systems Integrator	11.00	28.47	40.67	59,218	84,594
0402	Equip Parts Specialist	1.00	14.56	21.55	30,285	44,824
0342	Equip Parts Specialist, Sr.	5.00	16.49	24.41	34,299	50,773
1916	Equip Parts Supervisor	1.00	23.29	34.48	48,443	71,718
0535	Equipment Coordinator - Fire	1.00	16.16	23.10	33,613	48,048
1914	Equipment Coordinator - Fleet	1.00	22.18	32.81	46,134	68,245
0043	Equipment Operator I	12.00	15.41	22.31	32,053	46,405

## Divisions

## FY 2012/13 Classification/Compensation Plan

Job Code	Title	FTE's	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
0044	Equipment Operator II	11.00	17.32	25.64	36,026	53,331
0805	Equipment Operator II-FS	1.00	17.32	25.64	36,026	53,331
0045	Equipment Operator III	45.00	18.19	26.93	37,835	56,014
0806	Equipment Operator III-FS	6.00	18.19	26.93	37,835	56,014
0517	Equipment Service Writer	2.00	20.09	29.73	41,787	61,838
1878	Events Contract Coordinator	1.00	21.17	30.28	44,034	62,982
1957	Events Director, WestWorld	1.00	34.65	49.43	72,072	102,814
1866	Events Manager, WestWorld	0.00	27.03	40.00	56,222	83,200
0297	Events Specialist	0.00	9.42	13.22	19,594	27,498
2216	Evidence Control Mgr	1.00	27.70	40.99	57,616	85,259
1985	Exec Asst for Spec Projects	1.00	68.67	68.67	142,834	142,834
2202	Exec Dir Community & Econ Dev	1.00	74.52	74.52	155,002	155,002
2128	Exec Dir Community Svcs	1.00	72.60	72.60	151,008	151,008
2133	Exec Dir Human Resources	1.00	69.24	69.24	144,019	144,019
2218	Exec Dir Human Resources Actng	0.00	67.31	67.31	140,005	140,005
2131	Exec Dir Info Technology	1.00	67.78	67.78	140,982	140,982
2130	Exec Dir Public Works	1.00	68.35	68.35	142,168	142,168
2136	Exec Director Water Resources	1.00	71.64	71.64	149,011	149,011
0538	Executive Secretary	6.00	18.38	27.03	38,230	56,222
0524	Executive Secretary to Mayor	1.00	20.30	28.84	42,224	59,987
1646	Facilities Management Coord	1.00	22.18	32.81	46,134	68,245
1944	Facilities Management Director	1.00	34.65	49.43	72,072	102,814
1930	Facilities Management Spec	1.00	19.25	27.44	40,040	57,075
1668	Facilities Manager	1.00	27.03	40.00	56,222	83,200
2174	Facilities Supervisor	4.00	22.18	32.81	46,134	68,245
0618	Feed & Bedding Worker	0.00	16.00	16.00	33,280	33,280
2154	Field Engineering Lead	1.00	25.08	37.12	52,166	77,210
2079	Field Engineering Supervisor	1.00	29.10	43.06	60,528	89,565
2118	Finance & Acctg Technology Dir	1.00	34.59	51.20	71,947	106,496
2207	Finance Analyst, Sr.	1.00	27.70	40.99	57,616	85,259
1936	Finance Manager	1.00	31.33	46.37	65,166	96,450
0541	Financial Services Technician	2.00	18.70	26.63	38,896	55,390
1867	Financial Specialist - Water	0.00	21.17	30.89	44,034	64,251
0214	Fingerprint Technician	4.00	18.70	26.63	38,896	55,390
2002	Fire Battalion Chief (40)	0.00	36.60	52.22	76,120	108,618
1976	Fire Battalion Chief (56)	6.00	26.14	37.30	76,120	108,618
1978	Fire Battalion Chief Day Asgn	3.00	36.60	52.22	76,120	108,618
0998	Fire Captain (40)	0.00	25.80	36.83	53,668	76,615
0995	Fire Captain (56)	54.00	18.43	26.31	53,668	76,615
0996	Fire Captain Day Asgn	3.00	25.80	36.83	53,668	76,615
1947	Fire Chief	1.00	69.24	69.24	144,019	144,019
1956	Fire Chief, Assistant	1.00	62.23	62.23	129,438	129,438
1967	Fire Chief, Deputy	3.00	57.34	57.34	119,267	119,267
2228	Fire Chief, Exec Asst	1.00	64.54	64.54	134,243	134,243
0533	Fire Engineer (40)	0.00	22.50	32.13	46,796	66,830
0530	Fire Engineer (56)	57.00	16.07	22.95	46,796	66,830
0570	Fire Inspector I	0.00	21.63	30.80	44,990	64,064
0571	Fire Inspector II	4.00	22.92	35.09	47,674	72,987
1968	Fire Marshal, Assistant	1.00	36.60	52.22	76,120	108,618
0997	Fire Marshal, Deputy	2.00	25.80	36.83	53,668	76,615
0573	Fire Marshal, Senior Deputy	2.00	28.40	40.51	59,072	84,261
1979	Fire Plans Reviewer	2.00	25.83	36.77	53,726	76,482

## Divisions

## FY 2012/13 Classification/Compensation Plan

Job Code	Job Title	FTE's	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
1992	Fire Plans Reviewer, Sr.	1.00	29.95	42.67	62,296	88,754
0534	Firefighter (40)	0.00	20.90	29.83	43,476	62,055
0531	Firefighter (56)	102.00	14.93	21.31	43,476	62,055
0532	Firefighter Recruit	0.00	18.56	18.56	38,605	38,605
0569	Firefighter, Pipeline	0.00	0.00	0.00	0	0
2143	Fleet Coordinator	0.00	23.87	35.34	49,650	73,507
1913	Fleet Maint Superintendent	1.00	27.70	40.99	57,616	85,259
1067	Fleet Management Director	1.00	34.59	51.20	71,947	106,496
1773	Fleet Systems Coordinator	1.00	25.08	37.12	52,166	77,210
2033	Fleet Technician Crew Chief	3.00	23.29	34.48	48,443	71,718
0563	Fleet Technician I	0.00	16.08	23.80	33,446	49,504
0561	Fleet Technician II	6.00	19.12	28.28	39,770	58,822
0557	Fleet Technician III	20.00	20.09	29.73	41,787	61,838
0562	Fleet Technician, Lead	3.00	21.11	31.23	43,909	64,958
0432	Food Bank Specialist	1.00	13.32	18.98	27,706	39,478
2040	GIS Analyst I	1.00	23.87	35.34	49,650	73,507
2044	GIS Analyst II	2.00	29.10	43.06	60,528	89,565
1697	GIS Director	1.00	38.20	56.51	79,456	117,541
1485	GIS Manager	1.00	31.43	44.79	65,374	93,163
0393	GIS Technician	5.00	20.59	30.47	42,827	63,378
1848	GM WestWorld	1.00	68.33	68.33	142,126	142,126
2045	Government Relations Assistant	0.00	32.99	47.05	68,619	97,864
1982	Government Relations Director	1.00	59.68	59.68	124,134	124,134
0436	Grant Program Specialist	3.00	16.96	25.10	35,277	52,208
1710	Grant Program Specialist, Sr.	5.00	20.30	28.84	42,224	59,987
1349	Grants Accountant	1.00	22.33	31.78	46,446	66,102
1729	Graphics Design Coordinator	1.00	24.62	35.03	51,210	72,862
0391	Graphics Designer	2.00	19.61	27.97	40,789	58,178
0294	Graphics Technician, Sr.	1.00	16.16	23.10	33,613	48,048
2060	Green Building Program Manager	1.00	31.43	44.79	65,374	93,163
1654	Hearing Officer	2.00	31.33	46.37	65,166	96,450
1709	Housing Coordinator	2.00	23.87	35.34	49,650	73,507
2138	Human Resources Administrator	0.00	60.68	60.68	126,214	126,214
1959	Human Resources Analyst, Lead	1.00	27.70	40.99	57,616	85,259
1898	Human Resources Analyst, Sr.	4.00	25.73	38.06	53,518	79,165
0513	Human Resources Rep	1.50	16.16	23.10	33,613	48,048
0511	Human Resources Rep, Sr.	4.00	17.81	25.38	37,045	52,790
1569	Human Services Coordinator	5.00	23.87	35.34	49,650	73,507
1688	Human Services Director	0.00	36.35	53.79	75,608	111,883
1078	Human Services Manager	4.00	28.47	41.32	59,218	85,946
1899	Human Services Planner	1.00	27.17	38.65	56,514	80,392
0428	Human Services Rep	9.50	14.93	22.09	31,054	45,947
1079	Human Services Specialist	11.70	22.33	31.78	46,446	66,102
0324	HVAC Technician	6.00	19.12	28.28	39,770	58,822
1958	Information Technology Dir	1.00	38.20	56.51	79,456	117,541
2146	Inspections Manager	1.00	36.35	53.79	75,608	111,883
0581	Inspector I	0.00	21.11	31.23	43,909	64,958
0582	Inspector II	15.00	22.74	33.63	47,299	69,950
0386	Intern	0.00	11.32	16.75	23,546	34,840
1083	Internal Auditor	0.00	24.62	35.03	51,210	72,862
0614	Irrigation Systems Coordinator	1.00	22.18	32.81	46,134	68,245
0439	Irrigation Technician	9.00	17.81	25.38	37,045	52,790

## Divisions

## FY 2012/13 Classification/Compensation Plan

Job Code	Title	FTE's	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
2101	IT Project Manager	1.00	31.33	46.37	65,166	96,450
1680	IT Support Manager	1.00	32.93	48.73	68,494	101,358
0424	IT Technician	6.00	21.17	30.28	44,034	62,982
0423	IT Technician, Sr.	4.00	23.41	33.43	48,693	69,534
1797	ITS Analyst	1.00	25.73	38.06	53,518	79,165
2189	ITS Manager	1.00	31.33	46.37	65,166	96,450
0527	ITS Technician, Sr.	1.00	23.41	33.43	48,693	69,534
2050	Job Preparation Specialist	1.00	16.96	25.10	35,277	52,208
2023	Laboratory Manager	1.00	32.93	48.73	68,494	101,358
1794	Landscape Contracts Coord	3.00	21.17	30.89	44,034	64,251
0606	Latent Print Examiner	0.00	22.88	32.43	47,590	67,454
1816	Latent Print Examiner, Sr.	0.00	25.01	37.45	52,021	77,896
1473	Law Clerk	2.00	25.83	36.77	53,726	76,482
0400	Legal Assistant	7.00	19.12	28.28	39,770	58,822
0064	Legal Secretary	5.00	16.49	24.41	34,299	50,773
1085	Librarian	17.00	20.59	30.47	42,827	63,378
2193	Librarian II	7.00	22.74	33.63	47,299	69,950
2165	Librarian III	3.00	23.87	35.34	49,650	73,507
2164	Librarian IV	6.00	26.37	39.01	54,850	81,141
0066	Library Aide	19.84	12.26	18.13	25,501	37,710
0607	Library Assistant	21.87	14.56	21.55	30,285	44,824
0067	Library Courier	2.00	12.68	18.08	26,374	37,606
1089	Library Director	1.00	42.14	59.99	87,651	124,779
0495	Library Monitor	4.25	9.33	13.82	19,406	28,746
0069	Library Page	13.34	9.33	13.82	19,406	28,746
0605	Library Page, Assistant	0.00	8.67	12.83	18,034	26,686
2194	Library Supervisor	9.00	16.91	25.03	35,173	52,062
0315	License Inspector	2.00	16.97	24.19	35,298	50,315
0485	Lifeguard, Head - Aquatics	0.00	10.31	13.44	21,445	27,955
0072	Lifeguard/Instructor	20.10	9.57	14.17	19,906	29,474
0361	Logistics Technician	4.00	18.70	26.63	38,896	55,390
0190	Mail Services Courier	3.00	12.68	18.08	26,374	37,606
0615	Maintenance Coord, Aquatics	1.00	22.18	32.81	46,134	68,245
1786	Maintenance Coordinator	1.00	22.33	32.43	46,446	67,454
0602	Maintenance Helper	0.00	13.00	13.00	27,040	27,040
2150	Maintenance Manager	1.00	23.29	34.48	48,443	71,718
2173	Maintenance Supervisor	4.00	22.33	32.43	46,446	67,454
0322	Maintenance Tech, Aquatics	2.00	17.81	25.38	37,045	52,790
0325	Maintenance Technician I	7.00	16.97	24.19	35,298	50,315
0326	Maintenance Technician II	26.00	19.12	28.28	39,770	58,822
0327	Maintenance Worker I	21.75	12.68	18.72	26,374	38,938
0328	Maintenance Worker II	48.00	15.41	22.03	32,053	45,822
0519	Maintenance Worker II - CDL	0.00	15.41	22.03	32,053	45,822
0355	Maintenance Worker III	17.00	17.81	25.38	37,045	52,790
1918	Management Analyst	5.00	23.29	34.48	48,443	71,718
2018	Management Analyst, Sr	6.00	27.03	40.00	56,222	83,200
1983	Management Assistant to Mayor	1.00	28.47	40.67	59,218	84,594
2107	Management Asst to City Mgr	1.00	28.47	40.67	59,218	84,594
2210	Marketing & Research Specialist	1.00	24.62	35.03	51,210	72,862
1178	Mayor	1.00	27.69	27.69	36,000	36,000
2233	Mayor's Chief of Staff	1.00	38.47	38.47	80,018	80,018
0578	Meter Technician, Senior	1.00	20.60	29.40	42,848	61,152



## Divisions

## FY 2012/13 Classification/Compensation Plan

Job Code	Title	FTE's	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
0078	Motor Sweeper Operator	7.00	15.69	23.22	32,635	48,298
0547	Municipal Security Guard, Lead	2.00	17.32	25.64	36,026	53,331
2099	Municipal Security Manager	1.00	27.70	40.99	57,616	85,259
0555	Museum Attendant	0.00	9.42	12.84	19,594	26,707
2147	Neighborhood Resource Supv	1.00	25.83	36.77	53,726	76,482
2186	Neighbrhd Projects Coordinator	0.00	28.47	40.67	59,218	84,594
1788	Network Security Engineer	1.00	36.40	51.88	75,712	107,910
0318	Occupancy Specialist	1.00	16.96	25.10	35,277	52,208
0603	Office Assistant	0.00	15.00	15.00	31,200	31,200
2047	Office Coordinator	3.00	19.25	27.44	40,040	57,075
1352	Office Coordinator Manager	5.00	21.17	30.89	44,034	64,251
1772	Office Coordinator Mgr - Law	1.00	21.17	30.89	44,034	64,251
0079	Parking Control Checker	1.00	12.09	17.20	25,147	35,776
1942	Parks & Recreation Director	1.00	39.15	57.92	81,432	120,474
1945	Parks & Recreation Manager	5.00	28.47	41.32	59,218	85,946
0082	Parks Laborer	2.75	9.48	13.51	19,718	28,101
0475	Pawn Specialist	1.00	17.32	25.64	36,026	53,331
0418	Payroll Specialist	4.00	16.08	23.80	33,446	49,504
0539	Payroll Specialist, Lead	1.00	18.19	26.93	37,835	56,014
0317	Personnel Specialist	3.00	18.38	26.17	38,230	54,434
1819	Personnel Supervisor	1.00	27.70	40.99	57,616	85,259
2098	Photo Enforcement Program Mgr	1.00	24.62	35.03	51,210	72,862
0493	Photo Lab Technician	1.00	18.70	26.63	38,896	55,390
0494	Photo Lab Technician, Sr.	1.00	21.63	30.80	44,990	64,064
1984	Plan Review Manager	1.00	32.93	48.73	68,494	101,358
2157	Plan, Neighbrhd & Transp Dir	5.00	42.16	62.38	87,693	129,750
1107	Planner	6.00	24.47	36.21	50,898	75,317
1321	Planner, Associate	3.00	20.09	29.73	41,787	61,838
1639	Planner, Environment	1.00	27.17	38.65	56,514	80,392
1892	Planner, Principal	3.00	34.59	51.20	71,947	106,496
1142	Planner, Sr.	10.50	27.03	40.00	56,222	83,200
2075	Planning Administration Managr	1.00	27.03	40.00	56,222	83,200
0367	Planning Assistant	2.00	15.41	21.91	32,053	45,573
0230	Planning Specialist	2.50	17.76	26.27	36,941	54,642
0091	Plans Coordinator	0.00	13.95	22.38	29,016	46,550
0488	Plans Examiner	4.00	23.84	33.96	49,587	70,637
1806	Plans Examiner, Sr.	5.00	25.83	36.77	53,726	76,482
2137	Pln, Neig, Trans Administrator	1.00	73.30	73.30	152,464	152,464
0075	Plumber	4.00	19.12	28.28	39,770	58,822
2205	PNT Manager	4.00	34.59	51.20	71,947	106,496
0092	Police Aide	41.00	17.32	25.64	36,026	53,331
1450	Police Analyst	3.00	21.17	30.28	44,034	62,982
1815	Police Analyst II	3.00	24.62	35.03	51,210	72,862
1109	Police Chief	1.00	84.03	84.03	174,782	174,782
2223	Police Chief, Assistant (Civilian)	1.00	70.72	70.72	147,098	147,098
2058	Police Chief, Assistant (Sworn)	2.00	68.41	68.41	142,293	142,293
1932	Police Commander	6.00	52.06	63.30	108,285	131,664
2091	Police Communications Op Mgr	1.00	29.10	43.06	60,528	89,565
2219	Police Forensic Services Dir	1.00	39.15	57.92	81,432	120,474
1449	Police Intelligence Analyst	1.00	22.33	31.78	46,446	66,102
0505	Police Intelligence Specialist	1.00	16.97	24.19	35,298	50,315
0999	Police Lieutenant	18.00	43.40	52.09	90,272	108,347

## Divisions

## FY 2012/13 Classification/Compensation Plan

Job Code	Title	FTE's	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
0096	Police Officer	328.00	23.98	37.01	49,878	76,981
0272	Police Officer Trainee	0.00	23.98	37.01	49,878	76,981
0456	Police Officer, Pipeline	0.00	0.00	0.00	0	0
2222	Police Op Support Dir	1.00	35.46	52.47	73,757	109,138
2224	Police Plng Rsrch & Accred Dir	1.00	29.95	42.67	62,296	88,754
0597	Police Rangemaster	2.00	20.09	29.73	41,787	61,838
0599	Police Records Supervisor	5.00	20.59	30.47	42,827	63,378
0339	Police Sergeant	58.00	36.99	43.41	76,939	90,293
2056	Police Supply & Equipment Mgr	1.00	25.73	38.06	53,518	79,165
2221	Police Tech & Records Director	1.00	35.46	52.47	73,757	109,138
0227	Polygraph Examiner	1.00	25.73	38.06	53,518	79,165
0100	Pool Manager	4.22	17.32	25.64	36,026	53,331
0009	Pool Manager, Assistant	7.55	12.55	18.58	26,104	38,646
2178	Preservation Coordinator	2.00	22.18	32.81	46,134	68,245
2087	Pretreatment Prgm Coordinator	1.00	24.47	36.21	50,898	75,317
2140	Pro-Tem Judge	0.00	53.83	53.83	111,966	111,966
2025	Process Control Chemist, Sr.	1.00	29.83	44.15	62,046	91,832
1955	Proj Mgmt & Integration Mgr	0.00	34.59	51.20	71,947	106,496
2156	Project Coordination Liaison	3.00	29.95	42.67	62,296	88,754
0560	Project Management Assistant	3.00	21.64	32.01	45,011	66,581
1432	Project Manager	0.00	29.10	43.06	60,528	89,565
2085	Project Manager, Principal	1.00	34.59	51.20	71,947	106,496
1498	Project Manager, Sr.	9.00	31.33	46.37	65,166	96,450
2217	Property / Evidence Supervisor	1.00	22.18	32.81	46,134	68,245
0612	Property / Evidence Tech, Lead	1.00	17.76	26.27	36,941	54,642
0518	Property / Evidence Technician	3.50	16.16	23.10	33,613	48,048
0471	Prosecution Specialist	6.00	14.63	20.93	30,430	43,534
1384	Prosecutor I	5.00	30.58	45.24	63,606	94,099
1732	Prosecutor II	6.00	35.46	54.09	73,757	112,507
1572	Public Affairs Manager	0.00	32.99	47.05	68,619	97,864
2003	Public Education Officer	3.00	24.62	35.03	51,210	72,862
1973	Public Information Officer	3.50	27.17	38.65	56,514	80,392
2225	Public Safety Budget Manager	1.00	31.43	44.79	65,374	93,163
2239	Public Safety Personnel Mgr	1.00	31.43	44.79	65,374	93,163
0593	Public Works Inspector I	0.00	21.11	31.23	43,909	64,958
0594	Public Works Inspector II	11.00	22.74	33.63	47,299	69,950
1562	Public Works Planner	1.00	27.17	38.65	56,514	80,392
1124	Public Works Project Coord	1.00	23.41	33.43	48,693	69,534
1125	Purchasing Director	1.00	35.46	52.47	73,757	109,138
1298	Purchasing Manager	1.00	28.40	42.01	59,072	87,381
1487	Purchasing Operations Manager	2.00	23.87	35.34	49,650	73,507
2049	Quality Assurance Coordinator	1.00	25.08	37.12	52,166	77,210
1935	Radio Communications Engineer	1.00	29.83	44.15	62,046	91,832
0610	Radio Communications Tech, Sr	0.00	23.41	33.43	48,693	69,534
2064	Radio Engineering Manager	1.00	36.40	51.88	75,712	107,910
2117	Radio Systems Integrator	1.00	27.17	38.65	56,514	80,392
2109	Radio Systms Netwrk Integrator	1.00	28.47	40.67	59,218	84,594
0575	Railroad & Mechanical Ops Spec	2.00	21.11	31.23	43,909	64,958
0107	Railroad Engineer	0.00	12.58	18.86	26,166	39,229
2127	Real Estate Mgmt Specialist	1.00	22.33	31.78	46,446	66,102
1130	Records Manager	1.00	27.70	40.99	57,616	85,259
0588	Records Specialist	15.00	14.56	21.55	30,285	44,824

## Divisions

## FY 2012/13 Classification/Compensation Plan

Job Code	Title	FTE's	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
0589	Records Specialist, Senior	10.00	15.69	23.22	32,635	48,298
1333	Recreation Coordinator	9.00	22.18	32.81	46,134	68,245
0111	Recreation Leader I	16.73	8.67	12.83	18,034	26,686
0112	Recreation Leader II	83.63	12.55	18.58	26,104	38,646
0113	Recreation Leader III	22.00	17.32	25.64	36,026	53,331
0256	Recreation Specialist	0.00	0.00	0.00	0	0
2177	Recreation Supervisor	7.00	23.87	35.34	49,650	73,507
2022	Regulatory Compliance Manager	1.00	32.93	48.73	68,494	101,358
0115	Revenue Collector	4.00	17.76	26.27	36,941	54,642
0223	Revenue Collector, Sr.	1.00	20.09	29.73	41,787	61,838
2151	Right of Way Supervisor	1.00	29.83	44.15	62,046	91,832
1314	Right-Of-Way Agent	1.00	22.33	31.78	46,446	66,102
1495	Right-Of-Way Agent, Sr.	1.00	25.83	36.77	53,726	76,482
1136	Risk Management Director	1.00	34.65	49.43	72,072	102,814
0616	Safety Coordinator	1.00	19.25	27.44	40,040	57,075
2238	Safety Fitness Wellness Coord	1.00	28.47	40.67	59,218	84,594
2093	Safety Manager	1.00	27.70	40.99	57,616	85,259
2041	Scientist	0.00	27.03	40.00	56,222	83,200
2042	Scientist, Senior	2.00	28.40	42.01	59,072	87,381
0587	Seasonal Aquatic Pool Manager	0.00	12.55	14.09	26,104	29,307
0586	Seasonal Instructor	0.00	10.90	10.90	22,672	22,672
0585	Seasonal Lifeguard	0.00	9.57	10.06	19,906	20,925
0117	Secretary	10.31	13.95	19.91	29,016	41,413
0319	Security Guard	3.88	15.41	21.91	32,053	45,573
2100	Security Project Coordinator	1.00	21.11	31.23	43,909	64,958
0427	Security Screener	0.00	11.51	17.18	23,941	35,734
2163	Senior Library Manager	3.00	30.58	45.24	63,606	94,099
1651	Service Area Manager	1.00	28.47	41.32	59,218	85,946
0392	Service Support Worker	2.00	11.33	17.20	23,566	35,776
0590	Sign Technician	4.00	15.41	22.03	32,053	45,822
2094	Software Engineer	4.00	29.95	42.67	62,296	88,754
2095	Software Engineer, Sr	4.00	34.65	49.43	72,072	102,814
1640	Solid Waste Director	1.00	34.59	51.20	71,947	106,496
0398	Solid Waste Program Rep	5.00	20.09	29.73	41,787	61,838
2170	Solid Waste Services Mgr	5.00	23.41	33.43	48,693	69,534
2172	Solid Waste Systems Mgr	1.00	24.62	35.03	51,210	72,862
2200	Space Planning Analyst	1.00	28.47	40.67	59,218	84,594
2229	Special Events Manager	1.00	21.17	30.28	44,034	62,982
0258	Specialty Class Instructor	0.00	9.85	19.77	20,488	41,122
2180	Stadium Facilities Lead	1.00	22.18	32.81	46,134	68,245
2208	Stadium Supervisor	1.00	23.87	35.34	49,650	73,507
2123	Staffing Services Manager	2.00	31.43	44.79	65,374	93,163
0123	Stock Clerk	1.00	14.63	20.93	30,430	43,534
0063	Stock Clerk, Lead	2.00	16.16	23.10	33,613	48,048
1921	Storm Water Planner	0.00	27.17	38.65	56,514	80,392
1920	Storm Water Planner, Sr.	0.00	31.43	44.79	65,374	93,163
2036	Stormwater Engineer	0.00	27.70	40.99	57,616	85,259
2037	Stormwater Engineer, Sr	3.00	30.58	45.24	63,606	94,099
2191	Stormwater Manager	1.00	42.14	59.99	87,651	124,779
2227	Strategic Initiatives Director	1.00	57.23	57.23	119,038	119,038
2126	Strategic Programs Manager	1.00	38.24	54.50	79,539	113,360
2169	Street Operations Director	1.00	36.35	53.79	75,608	111,883

## Divisions

## FY 2012/13 Classification/Compensation Plan

Job Code	Title	FTE's	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
2184	Street Operations Manager	1.00	31.33	46.37	65,166	96,450
1807	Structural Engineer, Sr.	1.00	30.58	45.24	63,606	94,099
1808	Structural Plans Examiner	2.00	25.83	36.77	53,726	76,482
0124	Student Worker	0.00	7.65	10.54	15,912	21,923
0477	Support Specialist	0.00	12.68	18.08	26,374	37,606
0815	Support Specialist - Law	0.00	12.68	18.08	26,374	37,606
1671	Systems Analyst, Sr.	1.00	25.83	36.77	53,726	76,482
1612	Systems Integrator	20.00	27.17	38.65	56,514	80,392
1828	Systems Integrator, Lead	7.00	29.95	42.67	62,296	88,754
1827	Systems Integrator, Sr.	2.00	28.47	40.67	59,218	84,594
2027	Tax and License Manager	1.00	26.37	39.01	54,850	81,141
1681	Tax Audit Manager	1.00	29.10	43.06	60,528	89,565
1441	Tax Auditor	0.00	21.64	32.01	45,011	66,581
1442	Tax Auditor, Sr.	8.00	23.87	35.34	49,650	73,507
1667	Technician, Lead	0.00	31.43	44.79	65,374	93,163
0499	Technology Coordinator	7.00	22.68	32.33	47,174	67,246
0498	Technology Specialist	8.00	20.60	29.40	42,848	61,152
1744	Telecom Policy Coordinator	1.00	29.95	42.67	62,296	88,754
0308	Telemetry Controls Specialist	5.00	22.68	32.33	47,174	67,246
0138	Temporary Worker	0.00	0.00	0.00	0	0
2029	Tourism Development Coord	1.00	27.70	40.99	57,616	85,259
1966	Traffic Engineer	0.00	27.70	40.99	57,616	85,259
1964	Traffic Engineer, Principal	1.00	32.12	47.54	66,810	98,883
1965	Traffic Engineer, Sr.	5.00	30.58	45.24	63,606	94,099
2159	Traffic Engineering & Ops Mgr	1.00	38.20	56.51	79,456	117,541
1504	Traffic Engineering Analyst	0.00	25.73	38.06	53,518	79,165
0526	Traffic Engineering Tech, Sr.	3.00	21.63	30.80	44,990	64,064
0175	Traffic Engineering Technician	0.00	20.60	29.40	42,848	61,152
2153	Traffic Engrng Technician Lead	1.00	27.70	40.99	57,616	85,259
0276	Traffic Signal Electronic Tech	2.00	21.64	32.01	45,011	66,581
0274	Traffic Signal Technician I	5.00	19.12	28.28	39,770	58,822
0273	Traffic Signal Technician II	2.00	20.59	30.47	42,827	63,378
2171	Traffic Signals Manager	1.00	29.83	44.15	62,046	91,832
2148	Transit Supervisor	1.00	29.83	44.15	62,046	91,832
1962	Transportation Planner	0.00	25.73	38.06	53,518	79,165
1961	Transportation Planner, Sr.	3.00	27.70	40.99	57,616	85,259
1960	Transportation Plnr, Principal	2.00	31.33	46.37	65,166	96,450
0516	Transportation Rep	0.00	16.16	23.10	33,613	48,048
0525	Transportation Rep, Sr.	1.00	17.81	25.38	37,045	52,790
2062	Trng, Safety & Security Coord	2.00	24.47	36.21	50,898	75,317
2190	Utilities Technology Manager	1.00	32.93	48.73	68,494	101,358
1884	Victim Advocate	2.50	20.30	28.84	42,224	59,987
1885	Victim Advocate, Sr.	1.00	22.33	31.78	46,446	66,102
0504	Victim Assistance Notif Spec	0.50	12.68	18.08	26,374	37,606
1906	Victim Services Manager	1.00	27.17	38.65	56,514	80,392
1353	Video Production Specialist	2.75	21.17	30.28	44,034	62,982
2187	Video Production Supervisor	1.00	25.83	36.77	53,726	76,482
0483	Wastewater Collection Spec	1.00	21.63	30.80	44,990	64,064
0482	Wastewater Collection Tech	5.00	20.60	29.40	42,848	61,152
2183	Wastewater Services Director	1.00	42.14	59.99	87,651	124,779
2112	Wastewater Treatment Manager	1.00	31.33	46.37	65,166	96,450
0420	Water Audit Technician	2.00	15.41	21.91	32,053	45,573

## Divisions

## FY 2012/13 Classification/Compensation Plan

Job Code	Title	FTE's	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
0484	Water Campus Compliance Spec	1.00	19.61	27.97	40,789	58,178
2063	Water Conservation Coordinator	1.00	24.47	36.21	50,898	75,317
1490	Water Conservation Specialist	3.00	21.64	32.01	45,011	66,581
2196	Water Distribution Manager	1.00	32.93	48.73	68,494	101,358
0466	Water Maintenance Tech Trainee	1.00	17.81	25.38	37,045	52,790
0446	Water Maintenance Tech, Sr.	2.00	22.68	32.33	47,174	67,246
0465	Water Maintenance Technician	14.00	18.70	26.63	38,896	55,390
0132	Water Meter Reader	11.00	14.63	20.93	30,430	43,534
1277	Water Meter Reader Manager	1.00	23.87	35.34	49,650	73,507
0248	Water Meter Reader, Lead	1.00	16.97	24.19	35,298	50,315
0506	Water Operations Field Coord	3.00	20.60	29.40	42,848	61,152
2197	Water Production Manager	1.00	32.93	48.73	68,494	101,358
2043	Water Quality Coordinator	2.00	24.47	36.21	50,898	75,317
2017	Water Quality Director	1.00	42.14	59.99	87,651	124,779
0383	Water Quality Specialist	5.00	20.60	29.40	42,848	61,152
2211	Water Quality Specialist, Sr	1.00	21.64	32.01	45,011	66,581
0377	Water Quality Technician	2.00	19.61	27.97	40,789	58,178
2162	Water Resources Administrator	1.00	64.54	64.54	134,243	134,243
1188	Water Resources Analyst	1.00	24.62	35.03	51,210	72,862
1468	Water Resources Engineer	3.00	27.70	40.99	57,616	85,259
1809	Water Resources Engineer, Sr.	1.00	30.58	45.24	63,606	94,099
2008	Water Resources Plng & Eng Dir	1.00	42.14	59.99	87,651	124,779
1602	Water Resources Plng Advisor	1.00	31.43	44.79	65,374	93,163
2182	Water Services Director	1.00	42.14	59.99	87,651	124,779
0224	Water Services Worker	10.00	15.41	21.91	32,053	45,573
0335	Water Services Worker, Sr.	10.00	18.70	26.63	38,896	55,390
2232	Water Systems Advisor	2.00	34.59	51.20	71,947	106,496
0620	Water Systems Analyst	4.00	23.87	35.34	49,650	73,507
2234	Water Systems Supervisor	1.00	27.70	40.99	57,616	85,259
2181	Water/Wastewater Ops Supervisor	5.00	24.47	36.21	50,898	75,317
2188	Web & Media Services Manager	1.00	32.12	47.54	66,810	98,883
2077	Web Services Engineer	2.00	29.10	43.06	60,528	89,565
2209	Worker's Comp Claims Adjuster	1.00	23.87	35.34	49,650	73,507
2179	Workforce Development Analyst	1.00	25.73	38.06	53,518	79,165
0189	Wrangler	2.10	10.95	15.63	22,776	32,510
0290	Wtr/Wstwtr Field Rep	6.00	16.97	24.19	35,298	50,315
0438	Wtr/Wstwtr Trtmnt Plnt Oper	29.00	19.61	27.97	40,789	58,178
0435	Wtr/Wstwtr Trtmnt Plnt Opr, Sr	8.00	22.68	32.33	47,174	67,246
0261	Youth Sports Coach	0.00	9.42	11.77	19,594	24,482
0307	Youth Sports Official	0.00	\$10.63	\$13.29	\$22,110	\$27,643
<b>Total FTEs</b>		<b>2,422.87</b>				

## Divisions

## Operating Budget By Division, Program &amp; Account Category

The following matrix provides a summary of the total adopted FY 2012/13 operating budget by division and highlights each division's specific program by account category. Additionally, the report includes the applicable number of full-time equivalent employees (FTE's) by program and division.

Division/Program	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2012/13 Total
<b>MAYOR AND CITY COUNCIL</b>							
MAYOR AND CITY COUNCIL	10.00	522,034	352,951	19,600	0	0	894,585
<b>TOTAL MAYOR AND CITY COUNCIL</b>	<b>10.00</b>	<b>522,034</b>	<b>352,951</b>	<b>19,600</b>	<b>0</b>	<b>0</b>	<b>894,585</b>
<b>CITY ATTORNEY</b>							
CIVIL	22.50	2,581,748	97,521	49,200	0	0	2,728,469
PROSECUTION	26.00	2,286,057	138,999	25,000	0	0	2,450,056
VICTIM SERVICES	5.00	381,716	16,960	4,994	0	0	403,670
<b>TOTAL CITY ATTORNEY</b>	<b>53.50</b>	<b>5,249,521</b>	<b>253,480</b>	<b>79,194</b>	<b>0</b>	<b>0</b>	<b>5,582,195</b>
<b>CITY AUDITOR</b>							
CITY AUDITOR	7.00	721,810	29,326	2,250	0	0	753,386
<b>TOTAL CITY AUDITOR</b>	<b>7.00</b>	<b>721,810</b>	<b>29,326</b>	<b>2,250</b>	<b>0</b>	<b>0</b>	<b>753,386</b>
<b>CITY CLERK</b>							
CITY CLERK	8.00	554,586	439,085	4,475	0	0	998,146
<b>TOTAL CITY CLERK</b>	<b>8.00</b>	<b>554,586</b>	<b>439,085</b>	<b>4,475</b>	<b>0</b>	<b>0</b>	<b>998,146</b>
<b>CITY COURT</b>							
CITY COURT	56.48	4,203,494	1,417,800	45,834	0	0	5,667,128
<b>TOTAL CITY COURT</b>	<b>56.48</b>	<b>4,203,494</b>	<b>1,417,800</b>	<b>45,834</b>	<b>0</b>	<b>0</b>	<b>5,667,128</b>
<b>CITY MANAGER</b>							
CITY MANAGER	5.00	676,804	193,817	9,325	0	0	879,946
<b>TOTAL CITY MANAGER</b>	<b>5.00</b>	<b>676,804</b>	<b>193,817</b>	<b>9,325</b>	<b>0</b>	<b>0</b>	<b>879,946</b>
<b>CITY TREASURER - FINANCE AND ACCOUNTING</b>							
CITY TREASURER AND FINANCE	5.00	519,000	18,994	2,033	0	0	540,027
ACCOUNTING	24.00	1,739,712	769,410	8,023	0	0	2,517,145
BUDGET	5.00	401,850	20,877	2,400	0	0	425,127
CUSTOMER SERVICE	52.00	3,577,922	1,311,736	28,761	0	0	4,918,419
RISK MANAGEMENT	7.00	711,844	7,112,735	95,019	0	0	7,919,598
<b>TOTAL CITY TREASURER - FINANCE AND ACCOUNTING</b>	<b>93.00</b>	<b>6,950,328</b>	<b>9,233,752</b>	<b>136,236</b>	<b>0</b>	<b>0</b>	<b>16,320,316</b>
<b>ADMINISTRATIVE SERVICES</b>							
COMMUNICATIONS	8.25	724,439	27,193	16,247	0	0	767,879
HUMAN RESOURCES	23.50	2,272,196	28,694,224	147,494	0	0	31,113,914
INFORMATION TECHNOLOGY	69.81	6,991,804	1,731,773	197,642	727,722	387,000	10,035,941

## Divisions

## Operating Budget By Division, Program &amp; Account Category

Division/Program	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2012/13 Total
PURCHASING	23.00	1,567,810	438,655	190,050	0	0	2,196,515
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>124.56</b>	<b>11,556,249</b>	<b>30,891,845</b>	<b>551,433</b>	<b>727,722</b>	<b>387,000</b>	<b>44,114,249</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>							
AVIATION	14.00	1,055,520	715,637	57,250	0	0	1,828,407
ECONOMIC DEVELOPMENT	10.00	1,072,472	13,020,902	21,613	0	617,348	14,732,335
PLANNING / NEIGHBORHOOD / TRANSPORTATION	148.50	12,533,077	9,319,147	322,959	9,950	182,783	22,367,916
WESTWORLD	17.00	1,570,250	1,893,983	419,015	0	95,000	3,978,248
<b>TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT</b>	<b>189.50</b>	<b>16,231,319</b>	<b>24,949,669</b>	<b>820,837</b>	<b>9,950</b>	<b>895,131</b>	<b>42,906,906</b>
<b>COMMUNITY SERVICES</b>							
COMMUNITY SERVICES PLANNING AND ADMIN	3.00	385,214	14,434	1,262	0	0	400,910
HUMAN SERVICES	68.94	4,187,260	9,864,458	239,061	0	0	14,290,779
LIBRARY SYSTEMS	118.30	6,978,138	900,230	1,621,493	17,000	0	9,516,861
PARKS & RECREATION	260.99	13,583,539	5,918,808	2,109,180	16,000	1,082,000	22,709,527
PRESERVE MANAGEMENT	3.00	195,338	63,755	19,950	0	0	279,043
<b>TOTAL COMMUNITY SERVICES</b>	<b>454.23</b>	<b>25,329,489</b>	<b>16,761,685</b>	<b>3,990,946</b>	<b>33,000</b>	<b>1,082,000</b>	<b>47,197,120</b>
<b>PUBLIC SAFETY - FIRE</b>							
EMERGENCY MANAGEMENT	2.00	265,577	490,828	103,291	0	0	859,696
FIRE EMERGENCY SERVICES	229.00	20,230,001	3,182,732	5,859	0	0	23,418,592
FIRE SUPPORT SERVICES	27.00	2,535,943	1,781,104	1,223,864	0	0	5,540,911
<b>TOTAL PUBLIC SAFETY - FIRE</b>	<b>258.00</b>	<b>23,031,521</b>	<b>5,454,664</b>	<b>1,333,014</b>	<b>0</b>	<b>0</b>	<b>29,819,199</b>
<b>PUBLIC SAFETY - POLICE</b>							
OFFICE OF THE POLICE CHIEF	13.00	1,760,623	89,467	27,200	0	0	1,877,290
POLICE UNIFORMED SERVICES	375.10	36,909,762	8,925,147	239,583	85,450	0	46,159,942
INVESTIGATIVE SERVICES	122.00	14,287,999	3,112,398	293,174	0	0	17,693,571
POLICE ADMINISTRATIVE SERVICES	139.50	10,356,979	2,590,108	705,272	0	0	13,652,359
POLICE PERSONNEL DEVELOPMENT	17.00	1,840,984	238,830	228,441	0	0	2,308,255
<b>TOTAL PUBLIC SAFETY - POLICE</b>	<b>666.60</b>	<b>65,156,347</b>	<b>14,955,950</b>	<b>1,493,670</b>	<b>85,450</b>	<b>0</b>	<b>81,691,417</b>
<b>PUBLIC WORKS</b>							
CAPITAL PROJECT MANAGEMENT	44.00	433,510	358,377	7,370	0	1,380,078	2,179,335
FACILITIES MANAGEMENT	54.00	4,267,316	10,634,113	1,136,580	0	1,340,986	17,378,995
FLEET MANAGEMENT	46.00	3,413,285	1,459,539	8,348,957	5,557,000	0	18,778,781
SOLID WASTE MANAGEMENT	89.00	5,863,608	9,770,162	482,475	0	0	16,116,245

## Divisions

## Operating Budget By Division, Program &amp; Account Category

Division/Program	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2012/13 Total
STREET OPERATIONS	60.00	3,947,324	7,354,047	715,102	0	0	12,016,473
<b>TOTAL PUBLIC WORKS</b>	<b>293.00</b>	<b>17,925,043</b>	<b>29,576,238</b>	<b>10,690,484</b>	<b>5,557,000</b>	<b>2,721,064</b>	<b>66,469,829</b>
<b>WATER RESOURCES</b>							
WATER QUALITY	21.00	1,805,682	561,936	339,530	0	0	2,707,148
WATER RECLAMATION SERVICES	32.00	2,814,290	10,426,894	2,609,426	35,000	0	15,885,610
WATER RESOURCES ENGINEERING & ADMINISTRATION	56.00	4,954,019	4,239,710	2,830,576	0	0	12,024,305
WATER SERVICES	95.00	6,338,545	12,044,936	18,789,455	127,400	0	37,300,336
<b>TOTAL WATER RESOURCES</b>	<b>204.00</b>	<b>15,912,536</b>	<b>27,273,476</b>	<b>24,568,987</b>	<b>162,400</b>	<b>0</b>	<b>67,917,399</b>
<b>Grand Totals</b>	<b>2,422.87</b>	<b>194,021,081</b>	<b>161,783,738</b>	<b>43,746,285</b>	<b>6,575,522</b>	<b>5,085,195</b>	<b>411,211,821</b>



## Divisions

## Operating Budget By Division, Program &amp; Funding Source

The following matrix provides a summary of the total adopted FY 2012/13 operating budget by division and highlights each division's specific programs. The matrix includes the source(s) of funding for each program by governmental fund accounting type plus it includes the applicable number of full-time equivalent employees (FTE's) by division and program.

Division/Program	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2012/13 Total
<b>MAYOR AND CITY COUNCIL</b>							
MAYOR AND CITY COUNCIL	10.00	778,585	0	110,000	0	6,000	894,585
<b>TOTAL MAYOR AND CITY COUNCIL</b>	<b>10.00</b>	<b>778,585</b>	<b>0</b>	<b>110,000</b>	<b>0</b>	<b>6,000</b>	<b>894,585</b>
<b>CITY ATTORNEY</b>							
CIVIL	22.50	2,728,469	0	0	0	0	2,728,469
PROSECUTION	26.00	2,450,056	0	0	0	0	2,450,056
VICTIM SERVICES	5.00	403,670	0	0	0	0	403,670
<b>TOTAL CITY ATTORNEY</b>	<b>53.50</b>	<b>5,582,195</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,582,195</b>
<b>CITY AUDITOR</b>							
CITY AUDITOR	7.00	753,386	0	0	0	0	753,386
<b>TOTAL CITY AUDITOR</b>	<b>7.00</b>	<b>753,386</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>753,386</b>
<b>CITY CLERK</b>							
CITY CLERK	8.00	998,146	0	0	0	0	998,146
<b>TOTAL CITY CLERK</b>	<b>8.00</b>	<b>998,146</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>998,146</b>
<b>CITY COURT</b>							
CITY COURT	56.48	3,745,787	1,921,341	0	0	0	5,667,128
<b>TOTAL CITY COURT</b>	<b>56.48</b>	<b>3,745,787</b>	<b>1,921,341</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,667,128</b>
<b>CITY MANAGER</b>							
CITY MANAGER	5.00	879,946	0	0	0	0	879,946
<b>TOTAL CITY MANAGER</b>	<b>5.00</b>	<b>879,946</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>879,946</b>
<b>CITY TREASURER - FINANCE AND ACCOUNTING</b>							
CITY TREASURER AND FINANCE	5.00	279,898	0	241,297	18,832	0	540,027
ACCOUNTING	24.00	2,512,309	0	0	4,836	0	2,517,145
BUDGET	5.00	420,301	0	0	4,826	0	425,127
CUSTOMER SERVICE	52.00	2,240,707	0	2,677,712	0	0	4,918,419
RISK MANAGEMENT	7.00	0	0	0	7,919,598	0	7,919,598
<b>TOTAL CITY TREASURER - FINANCE AND ACCOUNTING</b>	<b>93.00</b>	<b>5,453,215</b>	<b>0</b>	<b>2,919,009</b>	<b>7,948,092</b>	<b>0</b>	<b>16,320,316</b>
<b>ADMINISTRATIVE SERVICES</b>							
COMMUNICATIONS	8.25	767,879	0	0	0	0	767,879
HUMAN RESOURCES	23.50	2,469,687	0	0	28,644,227	0	31,113,914
INFORMATION TECHNOLOGY	69.81	9,308,219	0	0	727,722	0	10,035,941

## Divisions

## Operating Budget By Division, Program &amp; Funding Source

Division/Program	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2012/13 Total
PURCHASING	23.00	2,196,515	0	0	0	0	2,196,515
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>124.56</b>	<b>14,742,300</b>	<b>0</b>	<b>0</b>	<b>29,371,949</b>	<b>0</b>	<b>44,114,249</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>							
AVIATION	14.00	0	0	1,828,407	0	0	1,828,407
ECONOMIC DEVELOPMENT	10.00	7,375,237	7,351,598	0	0	5,500	14,732,335
PLANNING / NEIGHBORHOOD / TRANSPORTATION	148.50	12,850,749	9,310,167	0	0	207,000	22,367,916
WESTWORLD	17.00	3,478,248	500,000	0	0	0	3,978,248
<b>TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT</b>	<b>189.50</b>	<b>23,704,234</b>	<b>17,161,765</b>	<b>1,828,407</b>	<b>0</b>	<b>212,500</b>	<b>42,906,906</b>
<b>COMMUNITY SERVICES</b>							
COMMUNITY SERVICES PLANNING AND ADMIN	3.00	400,910	0	0	0	0	400,910
HUMAN SERVICES	68.94	4,245,683	458,207	0	0	9,586,889	14,290,779
LIBRARY SYSTEMS	118.30	8,779,860	657,001	0	0	80,000	9,516,861
PARKS & RECREATION	260.99	20,113,311	2,596,216	0	0	0	22,709,527
PRESERVE MANAGEMENT	3.00	279,043	0	0	0	0	279,043
<b>TOTAL COMMUNITY SERVICES</b>	<b>454.23</b>	<b>33,818,807</b>	<b>3,711,424</b>	<b>0</b>	<b>0</b>	<b>9,666,889</b>	<b>47,197,120</b>
<b>PUBLIC SAFETY - FIRE</b>							
EMERGENCY MANAGEMENT	2.00	273,476	0	0	0	586,220	859,696
FIRE EMERGENCY SERVICES	229.00	23,418,592	0	0	0	0	23,418,592
FIRE SUPPORT SERVICES	27.00	5,539,416	1,495	0	0	0	5,540,911
<b>TOTAL PUBLIC SAFETY - FIRE</b>	<b>258.00</b>	<b>29,231,484</b>	<b>1,495</b>	<b>0</b>	<b>0</b>	<b>586,220</b>	<b>29,819,199</b>
<b>PUBLIC SAFETY - POLICE</b>							
OFFICE OF THE POLICE CHIEF	13.00	1,864,288	13,002	0	0	0	1,877,290
POLICE UNIFORMED SERVICES	375.10	45,723,824	361,108	0	0	75,010	46,159,942
INVESTIGATIVE SERVICES	122.00	16,397,194	1,158,377	0	0	138,000	17,693,571
POLICE ADMINISTRATIVE SERVICES	139.50	13,248,251	297,586	0	0	106,522	13,652,359
POLICE PERSONNEL DEVELOPMENT	17.00	2,308,255	0	0	0	0	2,308,255
<b>TOTAL PUBLIC SAFETY - POLICE</b>	<b>666.60</b>	<b>79,541,812</b>	<b>1,830,073</b>	<b>0</b>	<b>0</b>	<b>319,532</b>	<b>81,691,417</b>
<b>PUBLIC WORKS</b>							
CAPITAL PROJECT MANAGEMENT	44.00	799,257	1,380,078	0	0	0	2,179,335
FACILITIES MANAGEMENT	54.00	16,886,695	492,300	0	0	0	17,378,995
FLEET MANAGEMENT	46.00	0	0	0	18,778,781	0	18,778,781
SOLID WASTE MANAGEMENT	89.00	0	0	16,116,245	0	0	16,116,245

## Divisions

## Operating Budget By Division, Program &amp; Funding Source

Division/Program	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2012/13 Total
STREET OPERATIONS	60.00	0	12,016,473	0	0	0	12,016,473
<b>TOTAL PUBLIC WORKS</b>	<b>293.00</b>	<b>17,685,952</b>	<b>13,888,851</b>	<b>16,116,245</b>	<b>18,778,781</b>	<b>0</b>	<b>66,469,829</b>
<b>WATER RESOURCES</b>							
WATER QUALITY	21.00	0	0	2,707,148	0	0	2,707,148
WATER RECLAMATION SERVICES	32.00	0	0	15,885,610	0	0	15,885,610
WATER RESOURCES ENGINEERING & ADMINISTRATION	56.00	0	0	12,024,305	0	0	12,024,305
WATER SERVICES	95.00	0	0	37,300,336	0	0	37,300,336
<b>TOTAL WATER RESOURCES</b>	<b>204.00</b>	<b>0</b>	<b>0</b>	<b>67,917,399</b>	<b>0</b>	<b>0</b>	<b>67,917,399</b>
<b>TOTAL</b>	<b>2,422.87</b>	<b>216,915,849</b>	<b>38,514,949</b>	<b>88,891,060</b>	<b>56,098,822</b>	<b>10,791,141</b>	<b>411,211,821</b>
<b>NON-DIVISIONAL</b>							
**FUTURE GRANTS		0	0	0	0	11,044,623	11,044,623
2% PAY-FOR-PERFORMANCE		2,695,000	130,721	436,030	79,178	17,505	3,358,434
COMPENSATION ADJUSTMENTS		649,210	38,209	127,451	23,143	5,117	843,130
ESTIMATED PERSONNEL SAVINGS FROM VACANT POSITIONS		-3,307,500	-148,838	0	-190,000	0	-3,646,338
HEALTHCARE - ASSUMED MIGRATION SAVINGS		-500,000	0	0	0	0	-500,000
LEAVE ACCRUAL PAYMENTS		1,873,529	47,518	0	33,000	0	1,954,047
INDIRECT/DIRECT COST ALLOCATION		0	0	6,721,286	0	0	6,721,286
SPECIAL DISTRICTS		0	0	0	0	646,728	646,728
LESS INTERNAL SERVICE FUND OFFSETS		0	0	0	-41,495,532	0	-41,495,532
<b>GRAND TOTAL</b>		<b>218,326,088</b>	<b>38,582,559</b>	<b>96,175,827</b>	<b>14,548,611</b>	<b>22,505,114</b>	<b>390,138,199</b>

\*\* These are for future grants and have not been applied to a program at this time. This funding is included to give the maximum, legal flexibility. When and if a grant is awarded, it will be assigned to a specific division and program.

## Divisions

## Division/Department Relationship with Strategic Goals

Strategic Goals (consistent with General Plan and CityShape 2020)

**Support Economic Vitality:** Scottsdale is committed to the goal of supporting its existing economic strengths by: targeting new opportunities which can diversify our economic base; providing for the fiscal health of the city; and forming partnerships with the community which strengthen our ability to meet this goal.

**Enhance Neighborhoods:** Scottsdale's residential and commercial neighborhoods are a major defining element of this community. The quality of our experience as a Scottsdale citizen is expressed first and foremost in the individual neighborhoods where we live, work, and play. Scottsdale is committed to maintaining and enhancing our existing and future neighborhoods. Development, revitalization, and redevelopment decisions, including rezoning and infrastructure planning, must meet the needs of our neighborhoods in the context of broader community goals.

**Preserve Meaningful Open Space:** The City of Scottsdale is committed to promoting the acquisition, dedication, and setting aside of open space as a community amenity and in support of the tourism industry in Scottsdale.

**Seek Sustainability:** Scottsdale is committed to the effective management of its finite and renewable environmental, economic, social, and technological resources to ensure that they serve future needs.

**Advance Transportation:** The transportation system must be the backbone of Scottsdale, supporting its economy and serving and influencing its land use patterns in a positive way.

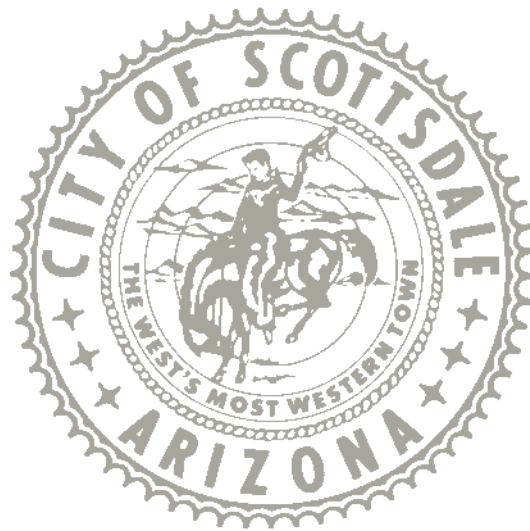
**Value Scottsdale's Unique Lifestyle and Character:** Scottsdale offers a superior and desirable Sonoran Desert lifestyle for its citizens and visitors. The preservation of this unique lifestyle and character will be achieved through a respect for our natural and man-made environment, while providing for the needs of our citizens.

	Economic Vitality	Neighborhoods	Open Space	Sustainability	Transportation	Unique Lifestyle
<b>MAYOR AND CITY COUNCIL</b>						
MAYOR AND CITY COUNCIL	X	X	X	X	X	X
<b>CITY ATTORNEY</b>						
CIVIL				X		
PROSECUTION				X		
VICTIM SERVICES				X		
<b>CITY AUDITOR</b>						
CITY AUDITOR				X		
<b>CITY CLERK</b>						
CITY CLERK				X		
<b>CITY COURT</b>						
CITY COURT		X				
<b>CITY MANAGER</b>						
CITY MANAGER	X	X	X	X	X	X
<b>CITY TREASURER - FINANCE AND ACCOUNTING</b>						
CITY TREASURER AND FINANCE	X			X		
ACCOUNTING	X			X		

## Divisions

## Division/Department Relationship with Strategic Goals

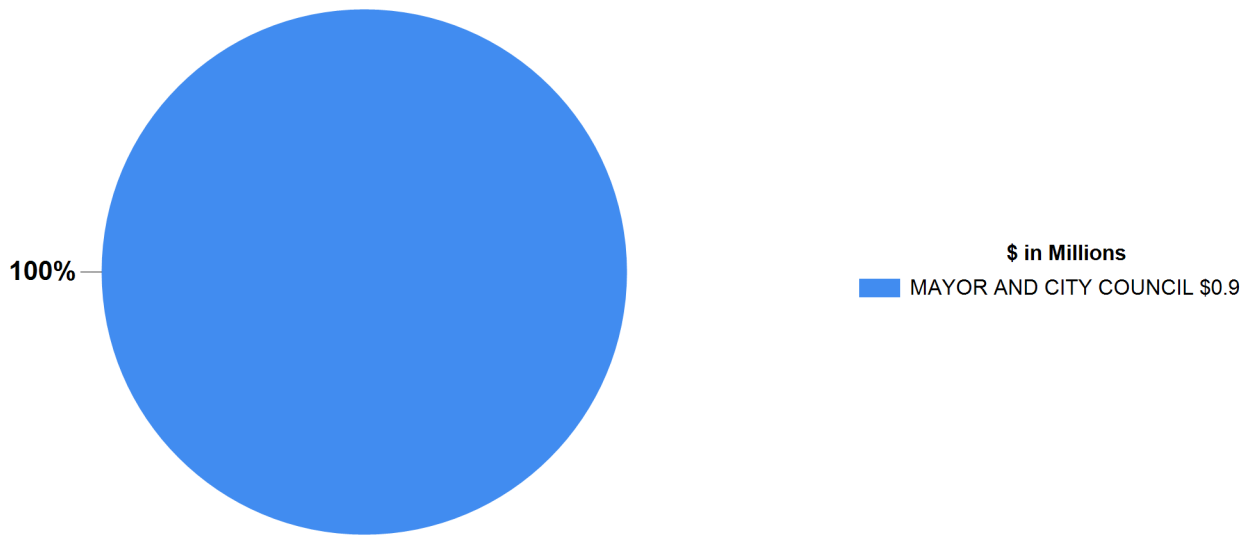
	Economic Vitality	Neighborhoods	Open Space	Sustainability	Transportation	Unique Lifestyle
BUDGET	X			X		
CUSTOMER SERVICE	X			X		
RISK MANAGEMENT	X			X		
<b>ADMINISTRATIVE SERVICES</b>						
COMMUNICATIONS	X	X	X	X	X	X
HUMAN RESOURCES				X		
INFORMATION TECHNOLOGY				X		
PURCHASING				X		
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>						
AVIATION	X				X	
ECONOMIC DEVELOPMENT	X					
PLANNING / NEIGHBORHOOD / TRANSPORTATION		X	X		X	X
WESTWORLD	X					
<b>COMMUNITY SERVICES</b>						
COMMUNITY SERVICES PLANNING AND ADMIN	X	X	X			X
HUMAN SERVICES		X				X
LIBRARY SYSTEMS		X				
PARKS & RECREATION		X	X			X
PRESERVE MANAGEMENT			X			X
<b>PUBLIC SAFETY - FIRE</b>						
EMERGENCY MANAGEMENT		X				
FIRE EMERGENCY SERVICES		X				
FIRE SUPPORT SERVICES		X				
<b>PUBLIC SAFETY - POLICE</b>						
OFFICE OF THE POLICE CHIEF		X				
POLICE UNIFORMED SERVICES		X				
INVESTIGATIVE SERVICES		X				
POLICE ADMINISTRATIVE SERVICES		X				
POLICE PERSONNEL DEVELOPMENT		X				
<b>PUBLIC WORKS</b>						
CAPITAL PROJECT MANAGEMENT	X		X	X	X	
FACILITIES MANAGEMENT				X		
FLEET MANAGEMENT				X		
SOLID WASTE MANAGEMENT		X		X		
STREET OPERATIONS				X	X	
<b>WATER RESOURCES</b>						
WATER QUALITY		X		X		
WATER RECLAMATION SERVICES	X			X		
WATER RESOURCES ENGINEERING & ADMINISTRATION	X	X		X		
WATER SERVICES				X		



FY 2012/13 Adopted Budget

**MAYOR AND CITY COUNCIL**

**FY 2012/13 Adopted Budget**



<b>Expenditures By Department</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
MAYOR AND CITY COUNCIL	585,481	882,099	894,585	12,486
<b>Total Budget</b>	<b>585,481</b>	<b>882,099</b>	<b>894,585</b>	<b>12,486</b>



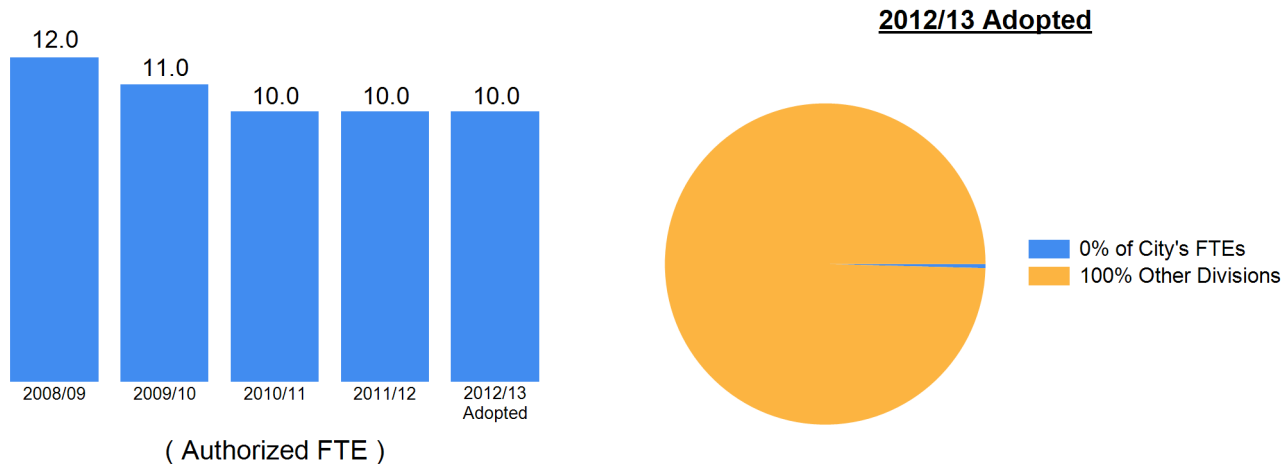
FY 2012/13 Adopted Budget



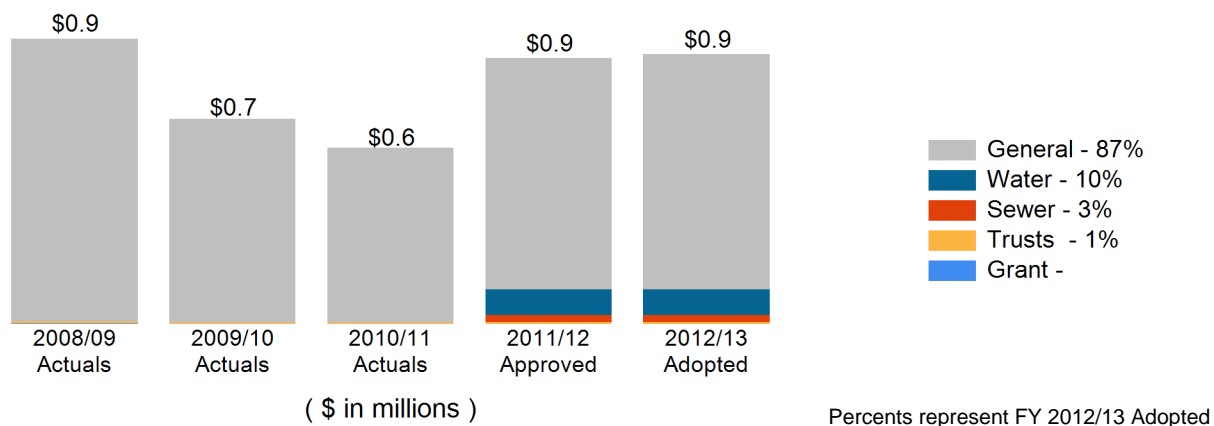
Division Summary

Mayor and City Council

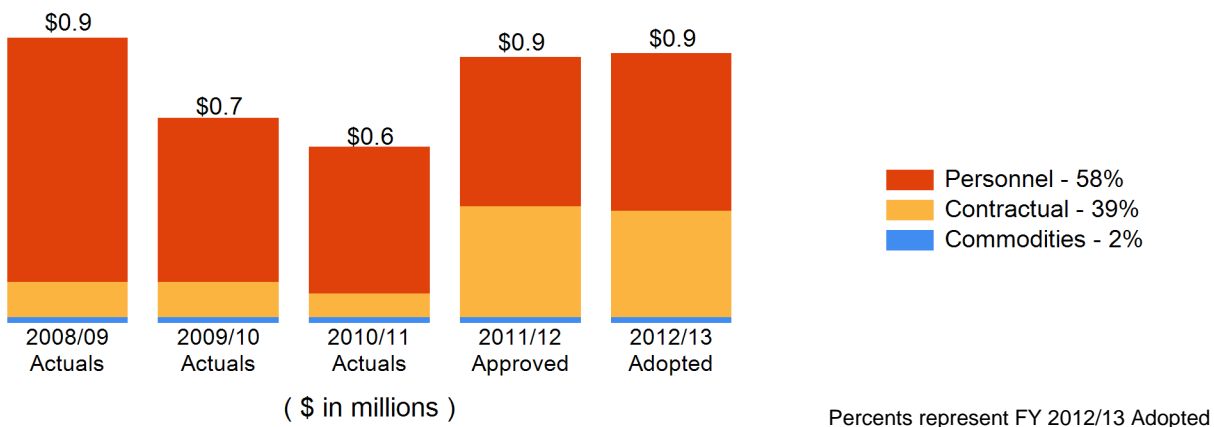
Staff Summary



Expenditures By Fund



Expenditures By Type



## Division Summary

## Mayor and City Council

## Description

The City Council shall enact local legislation, adopt budgets, determine policies and appoint charter officers as necessary and proper to serve Scottsdale citizens. These leadership responsibilities include establishing a mission, goals, programs and policies to best serve the needs of Scottsdale.

## Strategic Goal(s)

- Advance Transportation
- Enhance Neighborhoods
- Preserve Meaningful Open-Space
- Seek Sustainability
- Support Economic Vitality
- Value Scottsdale's Unique Lifestyle and Character

## Services Provided

- The City Council shall enact local legislation and determine policies.
- Appoint charter officers and board and commission members.
- Represent constituents and respond to citizen issues.

## FY 2011/12 Achievements

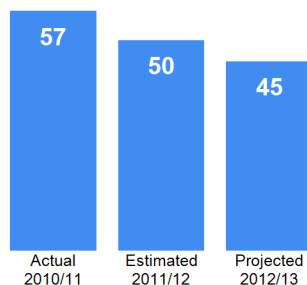
- 4,400 acres of land was added to the Scottsdale McDowell Sonoran Preserve.
- Six reform amendments to the City Charter sent to voters for approval in Fiscal Year 2011/12.
- Approved construction for expanded Tony Nelssen Equestrian Center at Westworld.
- Operation Fix-It reorganized to broaden help for needy homeowners.

## FY 2012/13 Objectives

- The City Council's priorities continue to be neighborhoods, environmental sustainability and preservation, transportation, the economy, public safety, fiscal and resource management, and open and responsive government.
- Continue to examine and adopt a fiscally sound budget that preserves the city's long-term fiscal stability.
- Continue to pursue policies that preserve and enhance the quality of life and economic prosperity for Scottsdale.

## Charted Performance Measures

## Number of City Council Meetings



24 annually are statutorily required

## Division Summary

## Mayor and City Council

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	10.00	10.00	10.00	0.00
% of City's FTEs			0.41 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	579,981	766,078	778,585	12,507
Sewer Fund	0	23,500	23,500	0
Trusts	5,500	6,021	6,000	-21
Water Funds	0	86,500	86,500	0
<b>Total Budget</b>	<b>585,481</b>	<b>882,099</b>	<b>894,585</b>	<b>12,486</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	487,450	494,077	522,034	27,957
Contractual Services	77,756	368,322	352,951	-15,371
Commodities	20,275	19,700	19,600	-100
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>585,481</b>	<b>882,099</b>	<b>894,585</b>	<b>12,486</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>585,481</b>	<b>882,099</b>	<b>894,585</b>	<b>12,486</b>

## Budget Notes and Changes

- Personnel Services budget reflects citywide benefit rate increases.
- Contractual Services budget reflects a reduction in overnight training and cell phone charges.
- Beginning in FY 2011/12, budget increased primarily because items that support Mayor and Council initiatives, which historically had been in the City Manager, Communications, Human Resources, Water Resources were transferred in. (e.g. citywide memberships in the Arizona League of Cities and Towns and the Arizona Municipal Water Users Association).

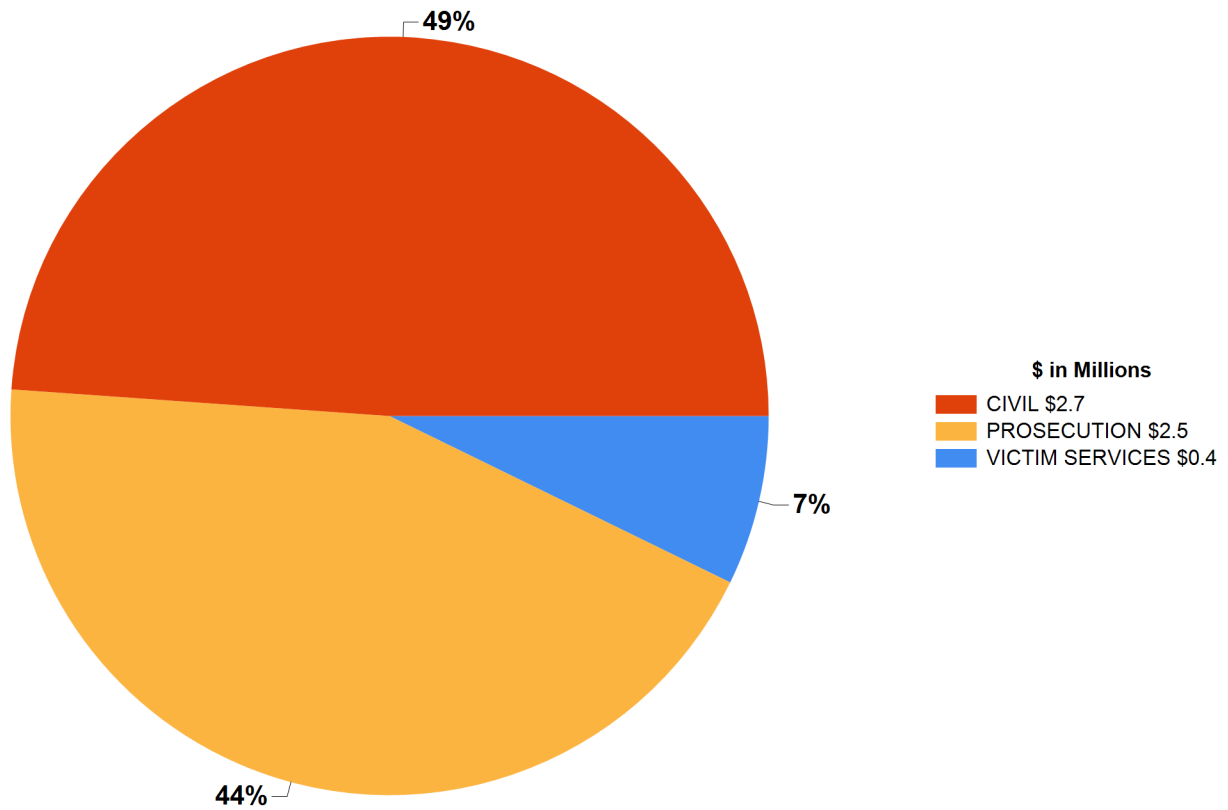
<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Number of City Council meetings (24 annually are statutorily required)	57	50	45



FY 2012/13 Adopted Budget

**CITY ATTORNEY**

**FY 2012/13 Adopted Budget**



Expenditures By Department	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
CIVIL	2,618,409	2,651,245	2,728,469	77,224
PROSECUTION	2,464,741	2,482,339	2,450,056	-32,283
VICTIM SERVICES	399,225	372,325	403,670	31,345
<b>Total Budget</b>	<b>5,482,375</b>	<b>5,505,909</b>	<b>5,582,195</b>	<b>76,286</b>

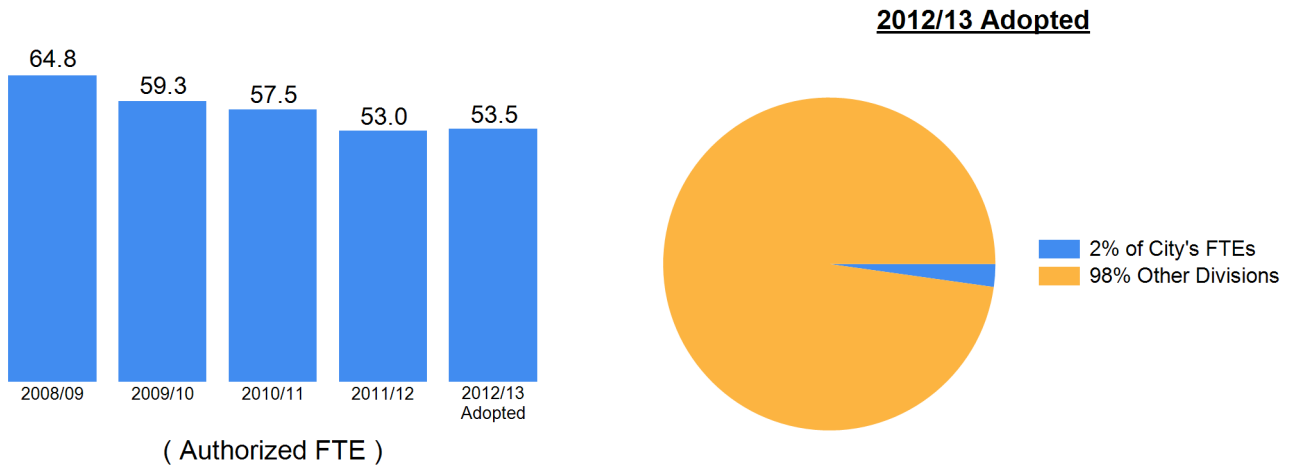


FY 2012/13 Adopted Budget

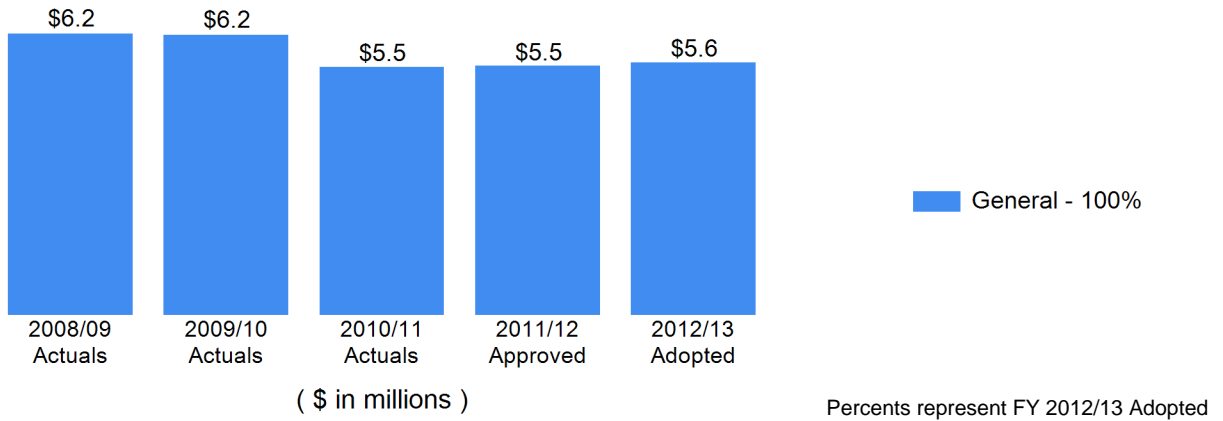
Division Summary

City Attorney

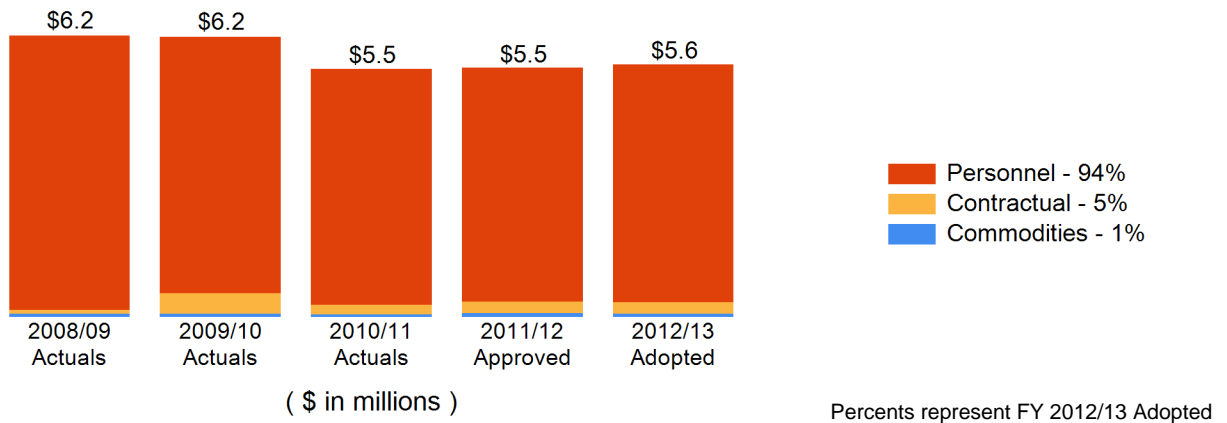
Staff Summary



Expenditures By Fund



Expenditures By Type



## Division Summary

City Attorney

**Description**

The City Attorney is the chief legal advisor of all offices, divisions and agencies and of all officers and employees in matters relating to their official powers and duties, and serves at the pleasure of the City Council.

**Strategic Goal(s)**

- Seek Sustainability

**Services Provided**

- Provides legal advice to Mayor and Council and to all offices, divisions and agencies and to all officers and employees in matters relating to their official powers and duties.
- Litigates civil claims and lawsuits filed on behalf of, or against, the City of Scottsdale.
- Prosecutes misdemeanor offenses in the city, including driving under the influence, domestic violence, juvenile status offenses, minor traffic, and other misdemeanor offenses.
- Represents the city in all court proceedings required to prosecute offenders.
- Provides legally mandated victim notification services as well as professional-level victim advocacy to misdemeanor crime victims in Scottsdale.

**FY 2011/12 Achievements**

- The City Attorney's division undertook a number of cost savings and revenue enhancement measures to help maintain a high level of service within reduced budget constraints.
- Posted the public records request form on the city's website so that it can be completed and submitted online, thereby eliminating the need to print and deliver the form. This process has also standardized submissions.
- Initiated and completed a renegotiation of the office's Westlaw contract to maintain or reduce legal research costs for the next three years.
- Continued ongoing efforts to scan and eliminate paper documents to minimize storage costs.
- Received authorization for unlimited, full access to On Base, the Maricopa County Superior Court's electronic document management system. Scottsdale is the only city in the state that has been granted such access. This application eliminates the necessity of office personnel traveling to Superior Court to review case files and paying for file copying charges.
- Realized savings from revenue recovery efforts in 2011-12 (primarily tax collections) resulting in cash payments of more than \$77,000 not including commitments for future payments.
- Assisted in the design and implementation of the City Court's home detention program which has resulted in substantial cost savings for the public safety budget.

**FY 2012/13 Objectives**

- Continue to train city staff in support of the City Attorney's goal of preventing legal claims against the city.
- Continue to limit use of outside counsel for civil legal matters.
- Continue resolving criminal matters in a competent and timely manner through effective prosecution processes.
- Continue to maintain the highest level of service for victims/citizens within an environment of consistently increasing workload.
- Assure that at least one person in each city division is trained to fully and promptly respond to public records requests.

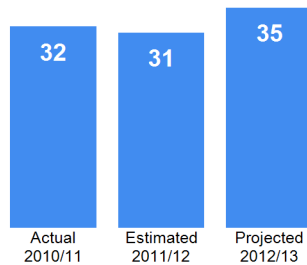


## Division Summary

City Attorney

## Charted Performance Measures

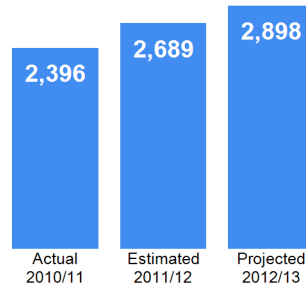
New Litigation Cases



Civil measures new litigation cases

There was a .03 percent decrease in the number of new litigation cases for 2012. The City Attorney's Office is estimating 35 new cases in 2013 for a 13 percent increase.

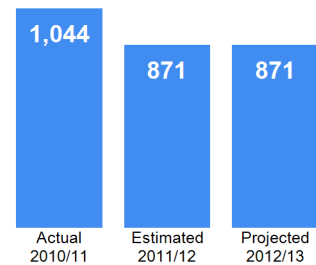
DUI Cases



Prosecution measures the number of DUI (driving under the influence) cases

For 2012, there was a 7.8 percent increase in the number of cases and the City Attorney's Office is estimating a 7.8 percent increase for 2013.

Domestic Violence Cases



Victim Services measures the number of domestic violence cases

In 2012 there was a 16.6 percent decrease in the number of domestic violence cases. The estimate for 2013 will remain about the same.

Staff Summary	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
Full-time Equivalents (FTE)	57.50	53.00	53.50	0.50
% of City's FTEs			2.21 %	

Expenditures By Fund	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
General Fund	5,482,375	5,505,909	5,582,195	76,286
<b>Total Budget</b>	<b>5,482,375</b>	<b>5,505,909</b>	<b>5,582,195</b>	<b>76,286</b>

Expenditures By Type	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
Personnel Services	5,217,626	5,166,729	5,249,521	82,792
Contractual Services	201,219	251,486	253,480	1,994
Commodities	63,530	87,694	79,194	-8,500
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>5,482,375</b>	<b>5,505,909</b>	<b>5,582,195</b>	<b>76,286</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>5,482,375</b>	<b>5,505,909</b>	<b>5,582,195</b>	<b>76,286</b>

## Budget Notes and Changes

- Personnel Services budget reflects citywide benefit rate increases in addition to the restoration of 0.50 FTE for Victim Services Notification Specialist which provides services mandated by state law.

### Description

The Civil Department of the City Attorney's Office provides legal advice to all offices, divisions and agencies and to all officers and employees in matters relating to their official powers and duties.

### Strategic Goal(s)

- Seek Sustainability

### Services Provided

- Litigates civil claims and lawsuits filed on behalf of, or against, the City of Scottsdale.
- Provides clients with legal advice to assist in preventing or limiting legal risks.
- Drafts contracts for all city departments.
- Reviews and approves all ordinances and resolutions submitted for the city.
- Coordinates responses to public records requests

### FY 2011/12 Achievements

- Major projects on which the office provided assistance included the sale of Planet Ranch, the negotiation of the Motorola/Well PCX-1 Agreement, the Southwest Gas Franchise, the General Plan update and revisions to the stormwater ordinance.
- In the 2011/12 fiscal year the City Attorney's Office defended the city against 32 new litigation cases (of which only 4 were sent to outside counsel, largely as a result of both of the city's litigators leaving the city for new positions). During the 2011/12 fiscal year, the City Attorney's Office fully resolved approximately 21 litigation cases on behalf of the city.
- The City Attorney, in coordination with the City Clerk, updated the Rules of Council Procedure (Ordinance #3967)
- The City Attorney's office continues to reduce claims against the city by conducting staff training about legal obligations. The public records request (PRR) administrator, who is a member of the City Attorney's Office staff, continues to work with each division to make sure they are aware of their responsibilities to promptly and fully respond to public records requests. She maintains a database of information on public records requests and responses. At this time, planning also utilizes the database for tracking their PRR's.
- Training that took place: SB1598 (Regulatory Bill of Rights); SB1070 after the court ruling; open meeting law and ethics training for staff; contract training for about 50 people; Prop 412 (Gift Clause); annual ethics training for City Council, Boards and Commissions.

### FY 2012/13 Objectives

- Continue to train city staff in support of the City Attorney's goal of preventing legal claims against the city.
- Continue revenue recovery efforts.
- Continue to limit the use of outside counsel for civil legal matters.
- Assure that at least one person in each city division is trained to fully and promptly respond to public records requests.

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	24.50	22.50	22.50	0.00
% of City's FTEs			0.93 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	2,618,409	2,651,245	2,728,469	77,224
<b>Total Budget</b>	<b>2,618,409</b>	<b>2,651,245</b>	<b>2,728,469</b>	<b>77,224</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	2,513,480	2,503,991	2,581,748	77,757
Contractual Services	68,795	98,054	97,521	-533
Commodities	36,134	49,200	49,200	0
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,618,409</b>	<b>2,651,245</b>	<b>2,728,469</b>	<b>77,224</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,618,409</b>	<b>2,651,245</b>	<b>2,728,469</b>	<b>77,224</b>

#### Budget Notes and Changes

- Replacement of two assistant City Attorneys who left the City will help maintain litigation work load.
- The Civil Department sent only three cases to outside counsel in FY 2011/12 despite the fact that both litigators left the City resulting in vacancies for several months.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Percentage of clients with a satisfaction of "good" or better as indicated by the civil survey	99%	98%	98%
Number of new civil litigation cases	32	31	35
Number of new cases sent to outside counsel	0	3	3

Annually, the Civil Department sends out a questionnaire to the clients we serve in city departments. The responses are confidential and clients rate City Attorney staff on professionalism/attitude, response time, effective communication, requisite knowledge and expertise, and overall satisfaction. The goal of the division is to achieve a client satisfaction level of "good" or better from 90 percent of the clients. For the 2011 civil survey, 229 surveys were sent out with 124 individuals responding (a 54% response rate).

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
The legal interns perform essential research and prepare legal memoranda on legal issues. They also assist in discovery, in the drafting of pleadings, and in preparing for trial. In addition, they work with attorneys on other projects impacting city-related issues. Volunteer hours are reflected for fiscal year 2011 to 2012.	12	1,625	\$31,281	0.8
<b>Total</b>	<b>12</b>		<b>\$31,281</b>	<b>0.8</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.

### Description

The Prosecution Department of the City Attorney's office prosecutes misdemeanor offenses in the City of Scottsdale and represents the city in all court proceedings required to prosecute offenders and to support the mission and goals of the City Council.

### Strategic Goal(s)

- Seek Sustainability

### Services Provided

- Prosecutes misdemeanor offenses in the city including driving under the influence, domestic violence, juvenile status offenses, minor traffic, and other misdemeanor offenses.
- Supports Code Enforcement and zoning.

### FY 2011/12 Achievements

- Maintained a strong cooperative team atmosphere working with other city divisions within the criminal justice team, including members of the Police Department and City Court.
- Worked closely with other city divisions such as Tax and License, Code Enforcement and Zoning, and the Fire Department providing training and assistance in filing cases in criminal court. Provided training to the Police Department.
- Partnered closely with members of the city's Domestic Violence Action Team to address issues that arise in highly emotional and dangerous domestic violence cases. Worked closely with Police, Victim Services and Probation to provide the safest environment possible and secure the best outcome in extremely difficult cases.
- Remained committed to fair and even-handed justice for all defendants while also focusing on moving cases efficiently and quickly.
- Reviewed all available police reports prior to the first court date and when possible made offers of resolution at first court appearance. This allowed for approximately 37 percent of the cases to be resolved at the first contact. This allows defendants a quick resolution and avoids unnecessary and repeated trips to court.

### FY 2012/13 Objectives

- Continue resolving criminal matters in a competent and timely manner through effective prosecution processes.
- Continue to show consistency and fairness to all participants in Scottsdale's court system.
- Maintain open and effective communication to ensure an atmosphere of cooperation and teamwork with all city divisions and team members.

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	27.00	26.00	26.00	0.00
% of City's FTEs			1.07 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	2,464,741	2,482,339	2,450,056	-32,283
<b>Total Budget</b>	<b>2,464,741</b>	<b>2,482,339</b>	<b>2,450,056</b>	<b>-32,283</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	2,320,728	2,312,481	2,286,057	-26,424
Contractual Services	120,140	136,358	138,999	2,641
Commodities	23,874	33,500	25,000	-8,500
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,464,741</b>	<b>2,482,339</b>	<b>2,450,056</b>	<b>-32,283</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,464,741</b>	<b>2,482,339</b>	<b>2,450,056</b>	<b>-32,283</b>

#### Budget Notes and Changes

- Prosecution anticipates that DUI and domestic violence will continue to represent the majority of cases prosecuted by the city. These cases also represent the more difficult and time consuming cases due to victim and societal impact. In addition, as the result of strict DUI penalties there is an increase in the number of cases going to trial. As this increase continues and with one less criminal courtroom, the backlog of jury trials continues to grow making it more difficult to comply with Supreme Court mandates of 180 days to completion.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Number of driving under the influence cases	2493	2689	2898
Percentage of increase in DUI cases	4.0%	7.8%	7.8%

The number of DUI cases continue to increase each year.

### Description

Victim Services provides legally mandated victim notification services as well as professional level victim advocacy to misdemeanor crime victims in Scottsdale.

### Strategic Goal(s)

- Seek Sustainability

### Services Provided

- Delivers professional level victim advocacy services to misdemeanor crime victims in Scottsdale.
- Assists walk-in and call-in citizens with criminal justice information, community referrals and protective orders.
- Provides legally mandated victim notification.

### FY 2011/12 Achievements

- Victim Services experienced an increase in direct contacts with victims.
- Made approximately 5,600 direct contacts with victims either by phone or in person.
- Created and sent approximately 5,600 victim notifications.
- Continued to work with members of Prosecution, Police, Police Crisis, City Court and various community agencies to meet the needs of victims in our community.

### FY 2012/13 Objectives

- Continue to maintain the highest level of service for victims/citizens within an environment of consistently increasing workload.
- Continue to meet legally mandated timelines for notification to victims.
- Maintain relationships with criminal justice partners to ensure a seamless response to crime victims.

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	6.00	4.50	5.00	0.50
% of City's FTEs			0.21 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	399,225	372,325	403,670	31,345
<b>Total Budget</b>	<b>399,225</b>	<b>372,325</b>	<b>403,670</b>	<b>31,345</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	383,418	350,257	381,716	31,459
Contractual Services	12,285	17,074	16,960	-114
Commodities	3,522	4,994	4,994	0
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>399,225</b>	<b>372,325</b>	<b>403,670</b>	<b>31,345</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>399,225</b>	<b>372,325</b>	<b>403,670</b>	<b>31,345</b>

#### Budget Notes and Changes

- Victim Services indicates domestic violence cases account for the highest number of victim crimes and also require the most time intensive work with victim advocates.
- Requests by walk-in or call-in citizens in need of resources, advocacy, or assistance with orders of protection continue to increase as a direct correlation to the downturned economy and increased needs of victims.
- With the restoration of one part-time notification specialist to manage mandatory notification and administrative duties, victim advocates again will be able to devote their time to advocacy.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Number of domestic violence (DV) cases	1044	871	871
Percentage of increase in DV cases	15.7%	-16.6%	0%
Percentage of clients satisfied with Victim Services (VS) as indicated by VS survey	98%	98%	98%

Victim Services conducts a satisfaction survey at the disposition of each criminal case. The goal is a 90 percent client satisfaction level with services. For FY 2010/11, 684 surveys were distributed and 70 people responded for a 98 percent satisfaction rate.



FY 2012/13 Adopted Budget



**CITY AUDITOR**

**FY 2012/13 Adopted Budget**



<b>Expenditures By Department</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
CITY AUDITOR	718,132	709,705	753,386	43,681
<b>Total Budget</b>	<b>718,132</b>	<b>709,705</b>	<b>753,386</b>	<b>43,681</b>

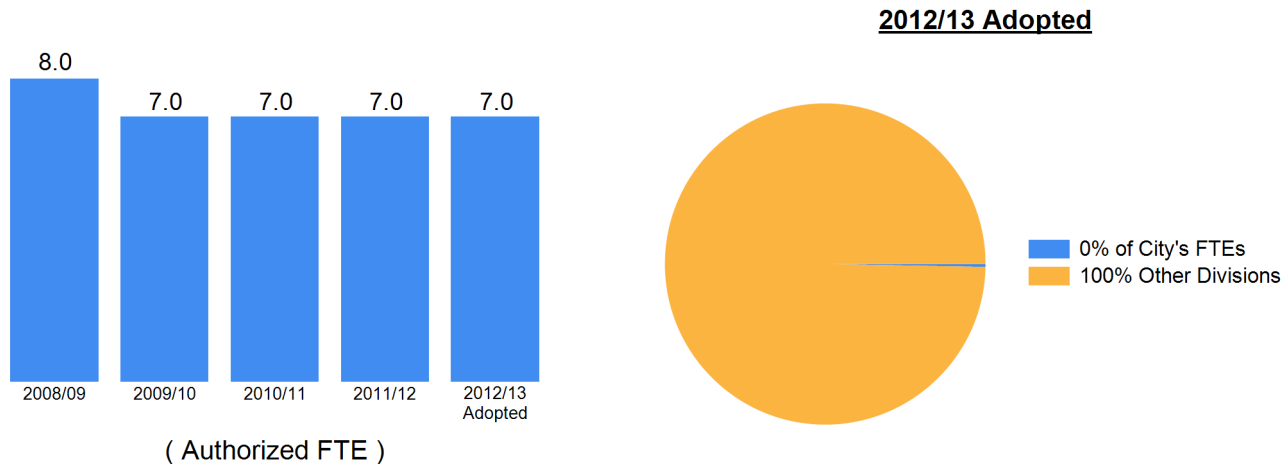


FY 2012/13 Adopted Budget

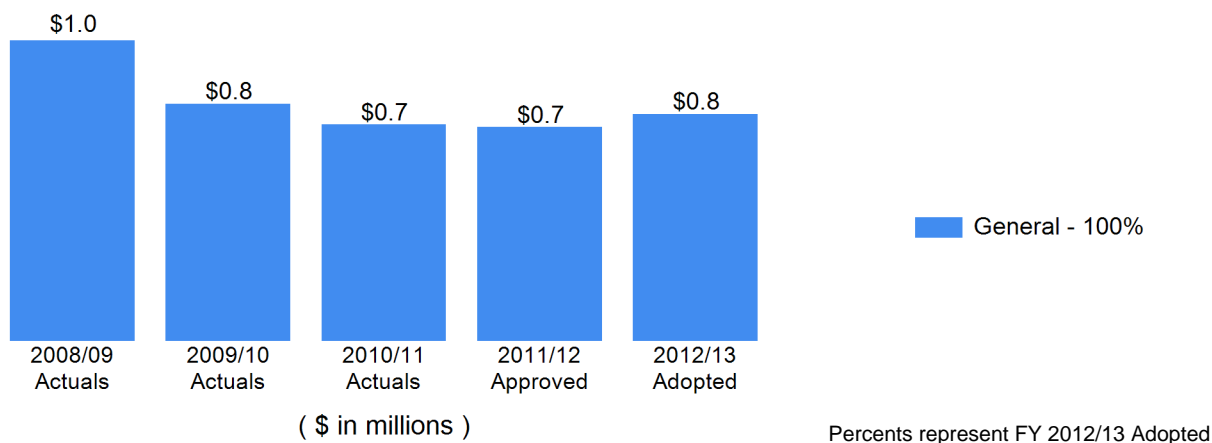
Division Summary

City Auditor

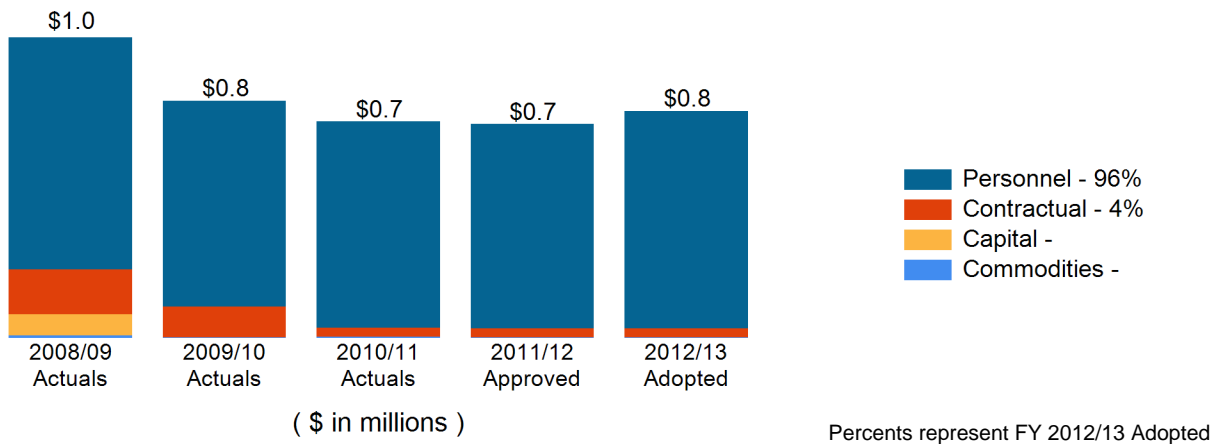
Staff Summary



Expenditures By Fund



Expenditures By Type



### Description

The City Auditor conducts audits to independently evaluate the operational efficiency and effectiveness, compliance and accountability of city divisions, offices, boards, activities and agencies. The office conducts audits in accordance with generally accepted government auditing standards which provide a framework for conducting high quality audits with competence, integrity, objectivity and independence.

### Strategic Goal(s)

- Seek Sustainability

### Services Provided

- Provide public audit reports evaluating the efficiency, effectiveness, compliance and accountability of City of Scottsdale operations.
- Serve as taxpayer problem resolution officer, addressing taxpayer concerns and reporting on customer surveys for the city's tax services.

### FY 2011/12 Achievements

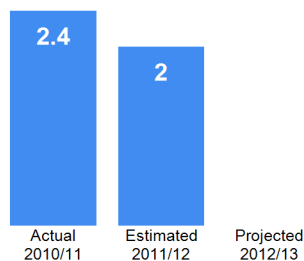
- Achieved highest rating of full compliance in triennial review of City Auditor's office adherence to government auditing standards.
- Identified approximately \$3.5 million in savings and/or revenue enhancements, while making 30 recommendations for improved controls and/or operational efficiencies or effectiveness.
- Despite vacancies, produced 14 reports in FY 2011/12 compared to 10 - 17 reports issued in the four previous years.
- Maintained audit follow-up program providing quarterly reports on the status of audit recommendations issued during the past five years, which encompassed 305 recommendations.
- Provided approximately \$90,000 in vacancy savings for the city's FY 2011/12 budget. Converted a management position to a staff level position for FY 2012/13.

### FY 2012/13 Objectives

- Develop an audit plan addressing the accountability, risks, economy, efficiency and effectiveness of city programs and activities.
- Develop meaningful recommendations to help city divisions, offices, boards, and agencies identify cost savings, revenue enhancements, and operational efficiencies.
- Complete at least 90 percent of audits on the approved audit plan, which allows flexibility for unplanned changes or needs that may arise during the year.
- Streamline and enhance internal processes to ensure efficient, effective and timely audits.

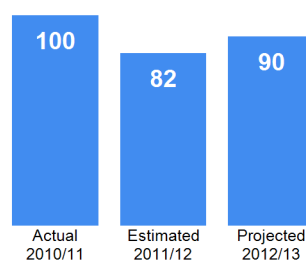
### Charted Performance Measures

**Measurable Savings/Revenues  
(\$ millions)**



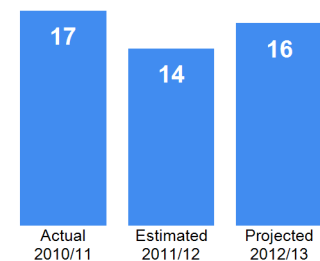
Measurable potential savings/revenues identified through audits

**Percent of Plan Completed**



Percentage of planned audits and special reports completed

**Audits/Special Reports Issued**



Number of audits and special reports issued

## Division Summary

City Auditor

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	7.00	7.00	7.00	0.00
% of City's FTEs			0.29 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	718,132	709,705	753,386	43,681
<b>Total Budget</b>	<b>718,132</b>	<b>709,705</b>	<b>753,386</b>	<b>43,681</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	682,990	677,921	721,810	43,889
Contractual Services	31,629	29,534	29,326	-208
Commodities	3,512	2,250	2,250	0
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>718,132</b>	<b>709,705</b>	<b>753,386</b>	<b>43,681</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>718,132</b>	<b>709,705</b>	<b>753,386</b>	<b>43,681</b>

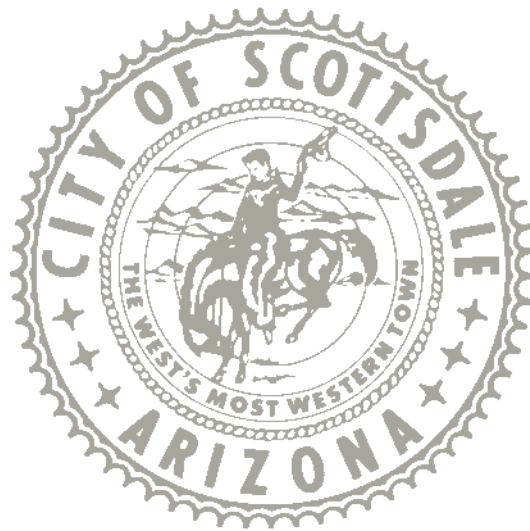
## Budget Notes and Changes

- Personnel Services budget reflects citywide benefit rate increases.
- Contributed vacancy savings of approximately \$90,000 during FY 2011/12. The vacancies resulted in lower productivity, with three fewer reports expected to be completed this year.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Number of audits and special reports issued	17	14	16
Percent of audits completed on the approved audit plan (1)	100%	82%	90%
Five year audit recommendation implementation rate (2)	86%	87%	90%
Cost savings/revenue enhancements identified through audits	\$2.4 million	\$2.0 million	\$0

(1) 17 audits were scheduled for each year and are estimated for FY 2012/13.

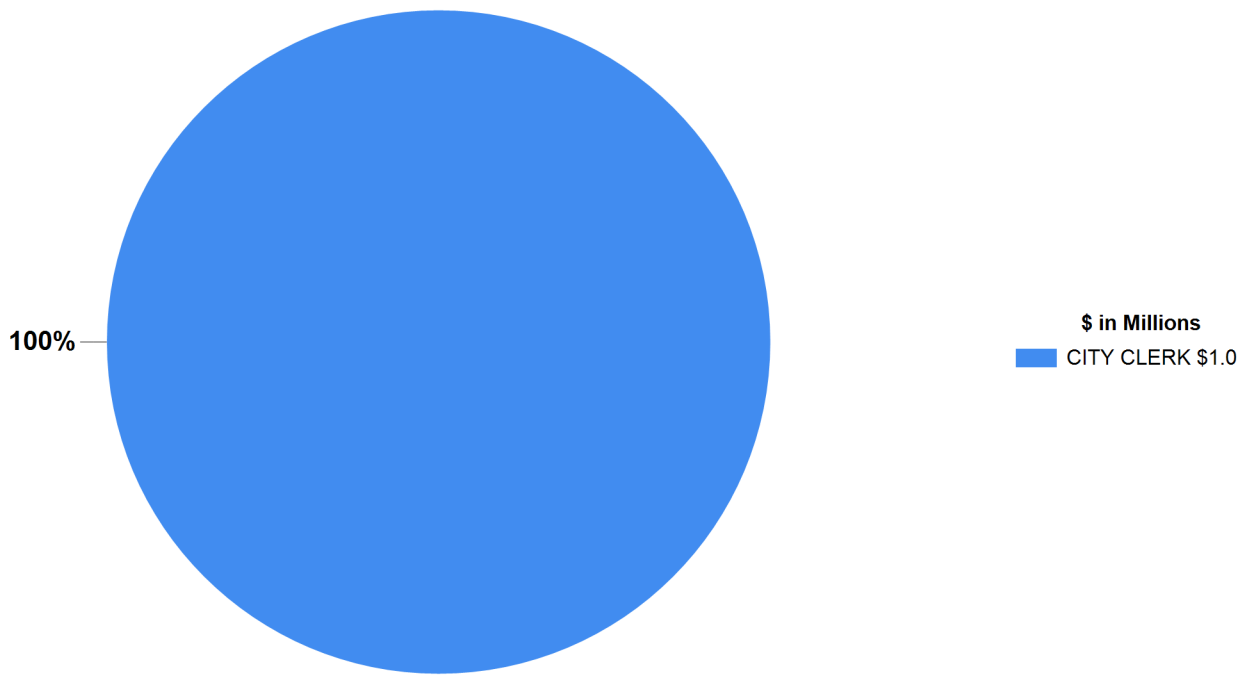
(2) The implementation rate reflects the 5 years tracked in the follow up program. 385 recommendations tracked during FY2010/11; projected 350 tracked during FY2011/12; and estimated 320 for FY2012/13.



FY 2012/13 Adopted Budget

**CITY CLERK**

**FY 2012/13 Adopted Budget**



<b>Expenditures By Department</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
CITY CLERK	966,472	1,064,359	998,146	-66,213
<b>Total Budget</b>	<b>966,472</b>	<b>1,064,359</b>	<b>998,146</b>	<b>-66,213</b>



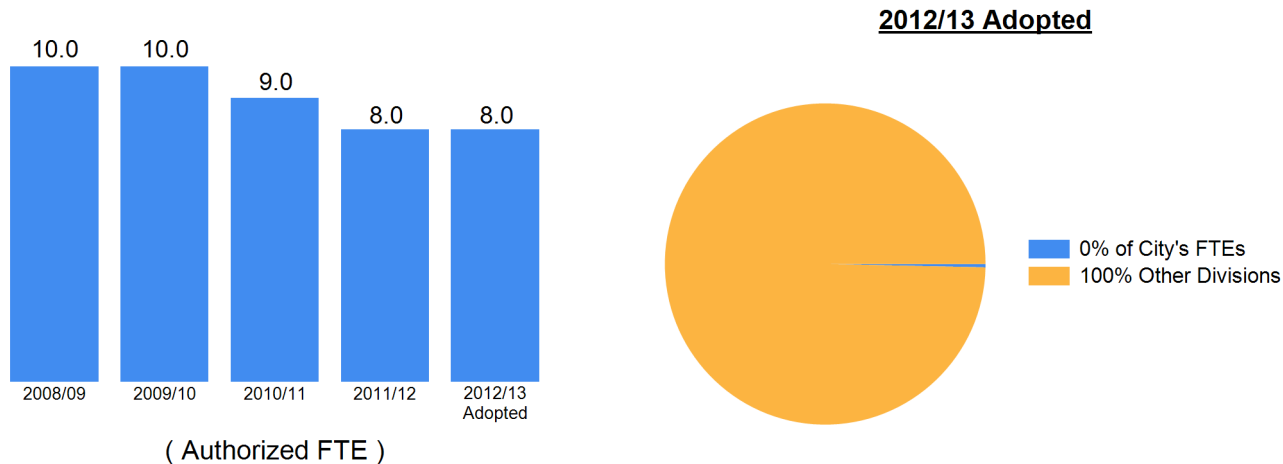
FY 2012/13 Adopted Budget



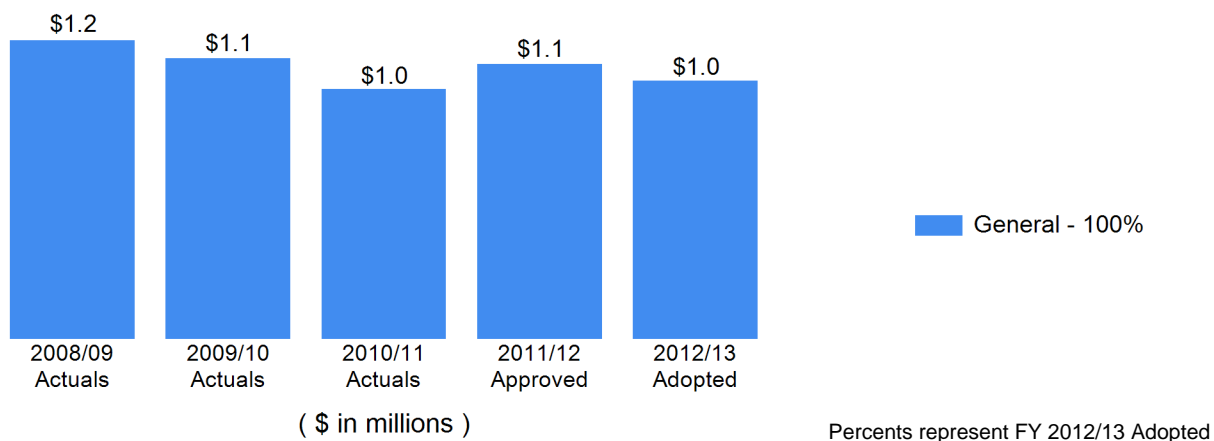
Division Summary

City Clerk

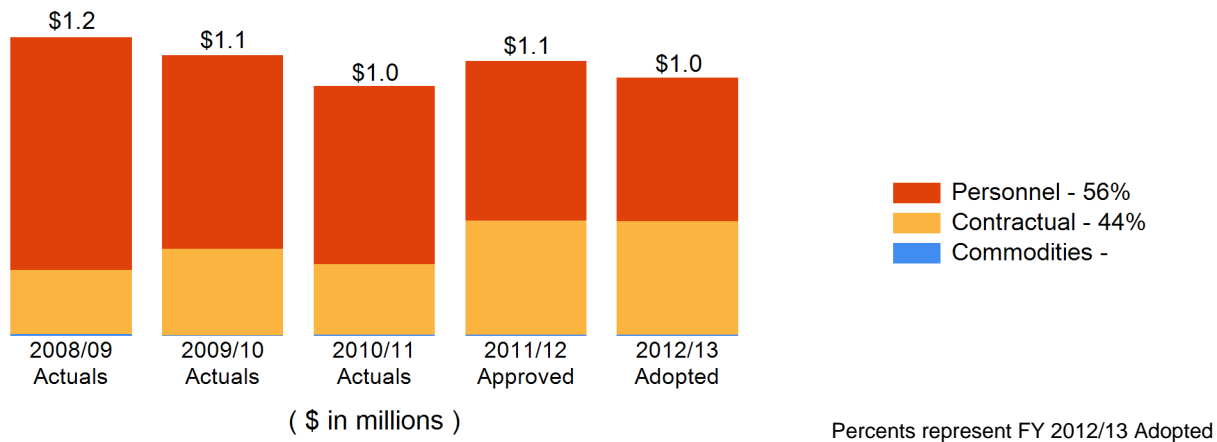
Staff Summary



Expenditures By Fund



Expenditures By Type



### Description

The City Clerk conducts all local elections, gives notice of all City Council meetings, keeps the record of City Council proceedings, administers the city's records management program, authenticates ordinances and resolutions, and provides administrative support to the City Council. The Clerk's Office prepares and distributes City Council meeting agendas, produces City Council meeting minutes, preserves the permanent records of the city, ensures that legal requirements for the publication of ordinances and resolutions are met, and accepts legal filings on behalf of the City of Scottsdale.

### Strategic Goal(s)

- Seek Sustainability

### Services Provided

- Provides timely notification to more than 217,000 Scottsdale citizens regarding local elections and City Council meetings.
- Posts, in compliance with state law and city policy, approximately 1350 legal notices.
- Keeps the records of all City Council proceedings by preparing 80 sets of minutes annually.
- Issues the annual City Council meeting calendar and oversees the City Council meeting agenda planner.
- Accumulates, authenticates, and preserves the city's official documents and makes them available to the public.
- Conducts Scottsdale's primary, general, and special elections.
- Administers the city's records management program.
- Provides administrative support to six City Council members.
- Accepts, on behalf of the City of Scottsdale, approximately 250 legal filings.

### FY 2011/12 Achievements

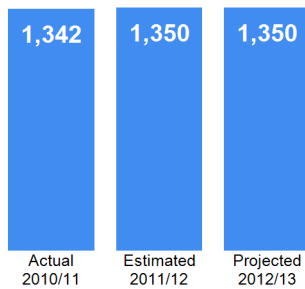
- Prepared and posted 1,185 legal notices; completed 63 sets of City Council meeting minutes; collected, reviewed, distributed, and posted 568 City Council reports to the city's website; and scanned 1,339 official documents. All statutory requirements for posting and providing meeting notices were met.
- Conducted, without challenge, the March 13, 2012 special election which contained a franchise agreement with Southwest Gas, the city's 2010 general plan update, and seven charter amendments.
- Partnered with City Attorney Bruce Washburn to draft and present City Council Rules of Procedure to the City Council for adoption. The City Council Rules of Procedure were formally adopted on September 20, 2011 and provide a written process for conducting the official business of the City Council.
- Reorganized the Clerk's Office staff, combining several positions, outsourcing the minutes, and shifting job duties amongst staff which resulted in a budget savings of approximately \$60,000.
- Partnered with the Information Technology Department to convert the paper-based agenda packet to an electronically-delivered digital format. It is estimated that the project will save the city \$12,000 annually.
- Provided administrative support to the City Council; maintained the agenda planner; and coordinated the city's 31 appointed public bodies (boards, commissions, task forces, committees, and subcommittees).

**FY 2012/13 Objectives**

- Support open and responsive government by ensuring: (1) Timely notice of all public meetings; (2) All required legal postings, including agendas, minutes, and marked agendas, are posted in compliance with state law and city policy; (3) Accurate accumulation, preservation, and accessibility of official city documents; (4) Accurate and timely preparation of the City Council meeting minutes; and (5) Timely provision of public records to meet customer expectations.
- Support open and responsive government by encouraging participation in the democratic process, preserving the integrity of election procedures, and fostering voter confidence.
- Seek continuous improvement, operational efficiency, and service delivery, while sustaining, or, when possible, increasing levels of service in support of the City Council's goals and the city's values.

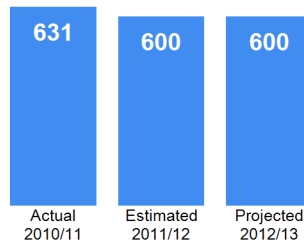
**Charted Performance Measures**

**Legal Postings**



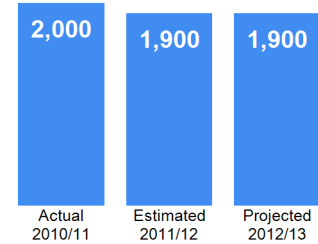
Number of legal postings

**Council Reports**



Number of City Council reports collected, reviewed, distributed and posted to the web

**Document Images Scanned**



Number of documents scanned

## Division Summary

City Clerk

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	9.00	8.00	8.00	0.00
% of City's FTEs			0.33 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	966,472	1,064,359	998,146	-66,213
<b>Total Budget</b>	<b>966,472</b>	<b>1,064,359</b>	<b>998,146</b>	<b>-66,213</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	688,694	618,483	554,586	-63,897
Contractual Services	273,245	439,501	439,085	-416
Commodities	4,533	6,375	4,475	-1,900
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>966,472</b>	<b>1,064,359</b>	<b>998,146</b>	<b>-66,213</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>966,472</b>	<b>1,064,359</b>	<b>998,146</b>	<b>-66,213</b>

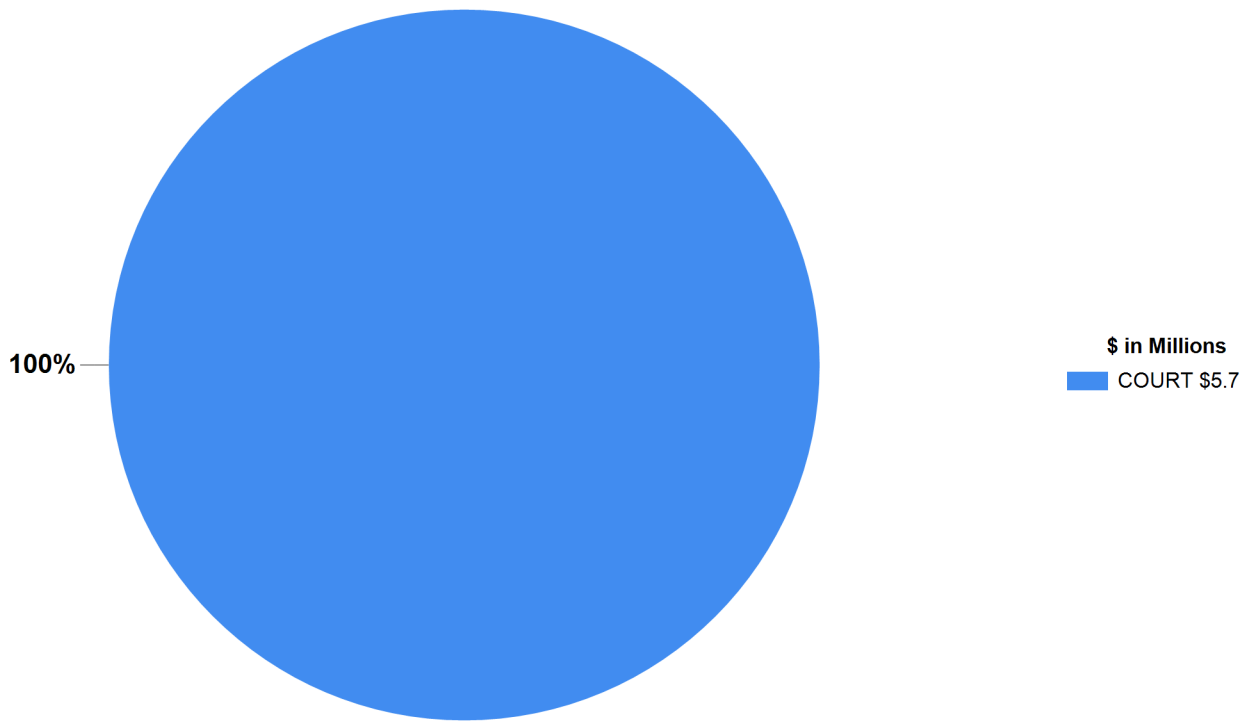
## Budget Notes and Changes

- The City Clerk's budget is divided into two budget centers (Operations and Elections). The Clerk's FY 2012/13 combined budget, as presented, reflects a 6.2 percent reduction as compared to the FY 2011/12 approved budget.
- Personnel Services reflects citywide benefit rate increases which are offset by the reorganization of the City Clerk's Office staff. The reorganization includes merging the deputy clerk and city records manager positions, under-filling another position, adding a technology specialist position, and outsourcing the minutes, which reduced Personnel Services by approximately \$60,000.
- Increased professional services by \$15,000 to cover minute recording and preparation. The \$15,000 increase in professional services is offset by savings realized in other areas, allowing the Contractual Services and Commodities categories to remain flat.
- Reduced printing and graphics by \$12,000. This reduction was achieved by changing the delivery method of the City Council agenda packets from hard copies to an electronic format.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Number of legal postings	1,342	1,350	1,350
Number of minutes prepared for City Council	81	80	80
Number of City Council reports collected, reviewed, distributed and posted to the web	631	600	600
Number of documents scanned	2,000	1,900	1,900
Number of appointed public bodies	40	31	31
Number of board and commission applications processed	82	80	80
Number of board, commission, and task force appointments	55	50	50
Number of Scottsdale registered voters	143,307	148,000	148,000
Number of publicity pamphlets/sample ballots mailed to registered voter households	87,000	86,638	174,000

**CITY COURT**

**FY 2012/13 Adopted Budget**



<b>Expenditures By Department</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
COURT	5,554,621	5,699,249	5,667,128	-32,121
<b>Total Budget</b>	<b>5,554,621</b>	<b>5,699,249</b>	<b>5,667,128</b>	<b>-32,121</b>

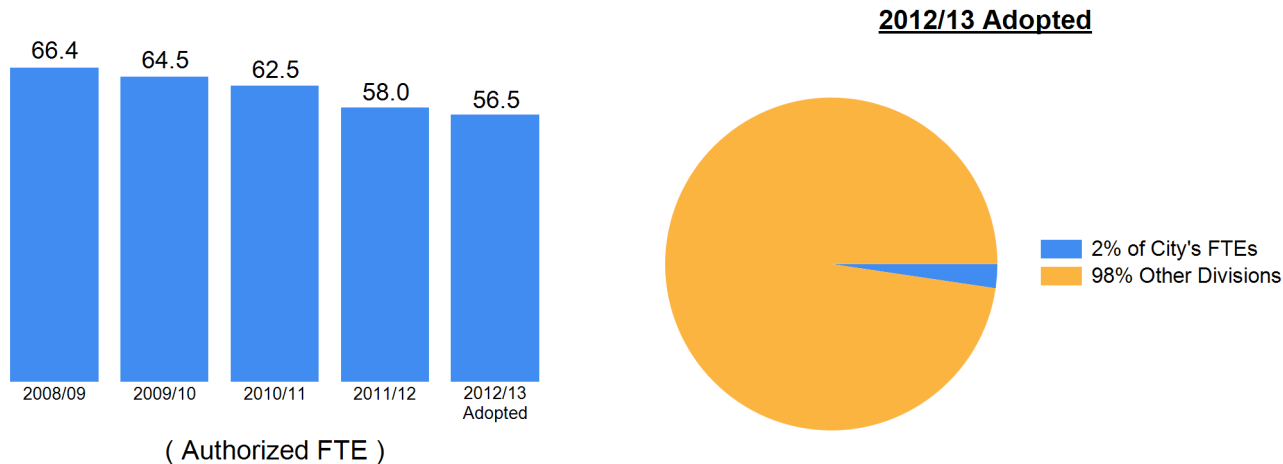


FY 2012/13 Adopted Budget

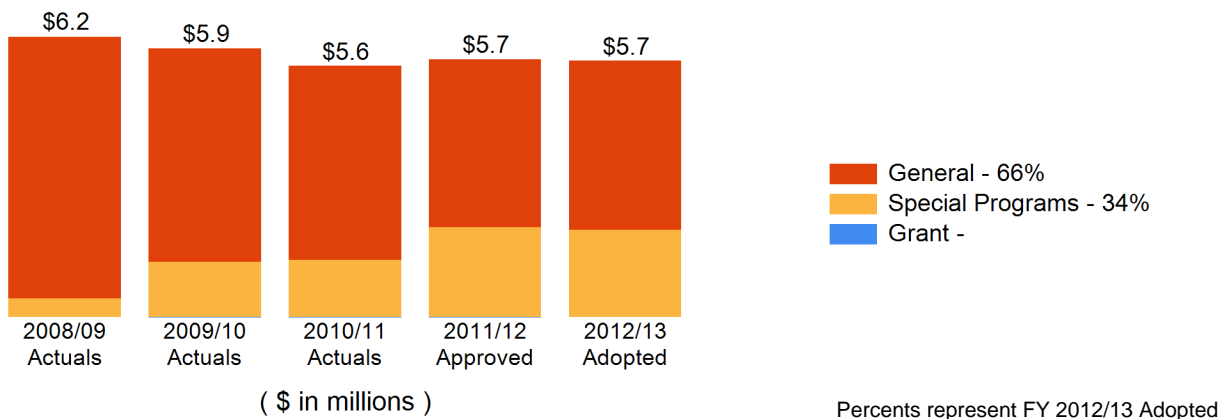
Division Summary

City Court

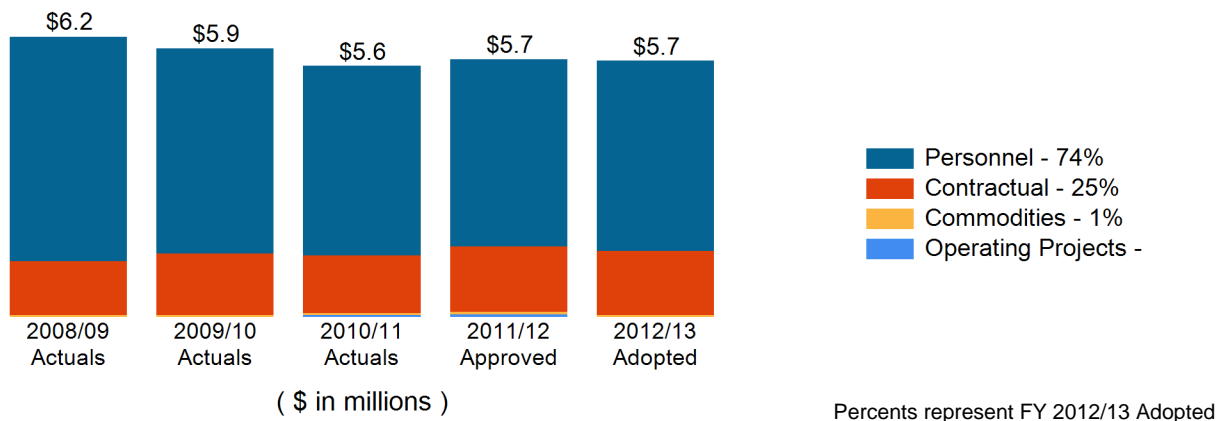
Staff Summary



Expenditures By Fund



Expenditures By Type



### Description

Scottsdale City Court is part of the integrated judicial system for Arizona, and is the judicial branch for the City of Scottsdale. It serves the community by providing a dignified professional forum for the efficient resolution of cases. The court hears civil traffic and misdemeanor violations, petty offenses, city ordinance and code violations, and the issuance of protective orders

### Strategic Goal(s)

- Enhance Neighborhoods

### Services Provided

- Provide litigants daily access (on-site, telephonic, web and hearings) to resolve 80,000 cases annually.
- Enforce court-ordered financial sanctions as demonstrated by the collection of fines, fees and state surcharges in the amount of \$17.5 million annually.
- Manage non-financial sanctions for 24,000 cases with numerous programs that include home detention/electronic monitoring, incarceration, treatment, diversion, probation and community restitution.

### FY 2011/12 Achievements

- The home detention and electronic monitoring program which allows non-violent DUI offenders to serve a portion of court ordered jail time in home detention with an electronic tracking system has reduced jail expense this fiscal year by another \$500,000.
- Published statistics, reports and documents on the web site including CourTools © performance measures, the Court's "Annual Executive Summary, the "Home Detention Program Statistical Report", and "10 Years of Transformation, A Retrospective - 2001 to 2011"
- Enhanced external customer accessibility and services by creating new web page content providing defendants with more information; involvement in regional initiatives such as the Regional Homeless Court and AZ Veterans Stand Down; and redeployed staff to meet critical customer needs.
- Implemented operational technologies - new customer service queuing system and the enhanced use of automated phone dialer system reminding defendants of outstanding balances owed to the court.
- Ensured budget management by reducing expenses, increasing collections of outstanding fines with various methods including the Tax Interception Program while handling an increased workload and maintaining customer service levels

### FY 2012/13 Objectives

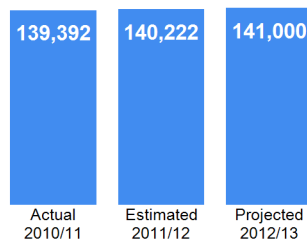
- Enhance home detention/electronic monitoring program operations.
- Improve case processing efficiencies to maintain critical service delivery.
- Increase compliance of court-ordered sanctions through enhanced collections.
- Increase collaboration with national partners such as National Association for Court Management and National Center for State Courts to improve processes.
- Enhance and maximize judge, staff and courtroom resources to conclude cases quickly and efficiently (i.e. protective orders, in-custody jail calendar, and criminal misdemeanors).



## Division Summary

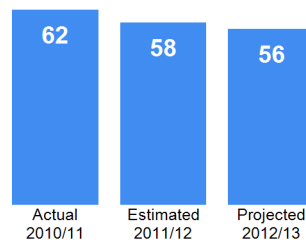
City Court

## Charted Performance Measures

Volume of Phone and Front Counter  
Customer Contacts

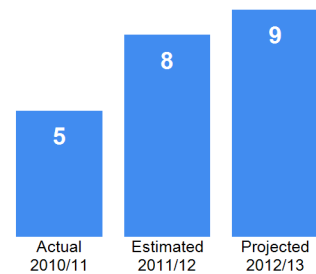
Total number of customers served

FTE Staffing



Ten percent reduction of court staff

Defendant Interactions with Court



Average number per case

Staff Summary	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
Full-time Equivalents (FTE)	62.48	57.98	56.48	-1.50
% of City's FTEs			2.33 %	

Expenditures By Fund	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
General Fund	4,288,800	3,710,659	3,745,787	35,128
Grant Funds	3,040	3,084	0	-3,084
Special Programs Fund	1,262,781	1,985,506	1,921,341	-64,165
<b>Total Budget</b>	<b>5,554,621</b>	<b>5,699,249</b>	<b>5,667,128</b>	<b>-32,121</b>

Expenditures By Type	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
Personnel Services	4,187,710	4,140,079	4,203,494	63,415
Contractual Services	1,284,617	1,446,902	1,417,800	-29,102
Commodities	33,753	52,268	45,834	-6,434
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>5,506,080</b>	<b>5,639,249</b>	<b>5,667,128</b>	<b>27,879</b>
Operating Projects	48,541	60,000	0	-60,000
<b>Total Budget</b>	<b>5,554,621</b>	<b>5,699,249</b>	<b>5,667,128</b>	<b>-32,121</b>

## Budget Notes and Changes

- Continued use of special revenue funds and grants to contribute to general operating fund annual savings of \$800,000.
- Personnel Services reflects citywide benefit rate increases, which are offset by the elimination of 1.5 FTE positions.
- Decrease in Contractual Services is attributable to the reduction in maintenance for office equipment and furniture.
- Decrease in Operating Projects due to completion of the new justice facility space program study.

## Division Summary

## City Court

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
CourTools © 1: Access and fairness survey	81%	N/A	82%
CourTools © 2: Clearance rates for all cases	109%	107%	107%
CourTools © 3: Time to disposition	98%	98%	98%
CourTools © 4: Age of active pending caseload	98%	97%	98%
CourTools © 5: Trial date certainty	85%	88%	88%
CourTools © 6: Reliability and integrity of case files	95%	98%	98%
CourTools © 7: Collection of monetary penalties	69%	67%	68%
CourTools © 8: Effective use of jurors	34%	35%	35%
CourTools © 9: Court employee satisfaction	87%	82%	85%
CourTools © 10: Cost per court case	\$63.80	\$67.56	\$67.66
(11) Total cases filed per judicial officer	12,703	12,583	12,667
(12) Total cases / charges filed for City Court	76,220 / 104,696	75,500 / 99,905	76,000 / 100,600

National Center for State Courts CourTools © performance measures are used..1) Goal is 85% for overall rating by court visitors answering "Strongly Agree" or "Agree" to survey questions about fairness and accessibility. 180 surveys were received over a 1.5 day sample time frame.2) Goal is 100%. The Court averages 6,205 incoming cases and 6,659 outgoing cases per month (Clearance rate equals outgoing cases / incoming cases).3) Standard is 100%. Percentage of cases resolved within established guideline of 180 days. The average age of a disposed case is 60 days. 71% of all cases are disposed within 90 days while 74% of all cases are disposed within 120 days. The Court averages 6,659 outgoing cases per month.4) Standard is 93% of all pending cases have an age less than 180 days. The average age of a pending case is 41 days. 80% of all pending cases have an age less than 90 days, while 92% of all pending cases have an age less than 120 days. The Court averages about 6,205 incoming cases a month.5) Goal is 100% of bench and jury trials are held in less than 2 trial settings. The Court averages 39 trials per month with 33 cases, or 82% meeting the criteria (Jury - 3 cases, 60% and Bench - 30 cases, 83%)6) Standard is 90%. Percentage of cases retrieved within established time frames that met standards for completeness and accuracy. The sample used for this measure was 200 cases (100 pending and 100 closed) .7) Goal 65%. Payments and restitution collected as a percentage of monetary penalties ordered prior to being sent to collection agency. Previous year goal 60%. Sample period Jul - Dec of 2011 with \$2.98 million ordered.8) Goal is 35%. Goal is measured as a percentage of the total potential jurors available compared to the net actual jurors available. Reports from courts around the nation put the average juror yield between 20-30%.9) Goal is 85% of court staff answering "Strongly Agree" or "Agree" to workplace satisfaction questions about work environment and relationship with management. 35 surveys were received (out of a possible 57).10) Goal is \$68.00. Previous year goal was \$70.00. 11) Number of cases filed per judicial officer.12) Total Number of cases/charges filed for City Court. A single case can have multiple charges

**CITY MANAGER**

**FY 2012/13 Adopted Budget**



<b>Expenditures By Department</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
CITY MANAGER	1,396,264	979,309	879,946	-99,363
<b>Total Budget</b>	<b>1,396,264</b>	<b>979,309</b>	<b>879,946</b>	<b>-99,363</b>

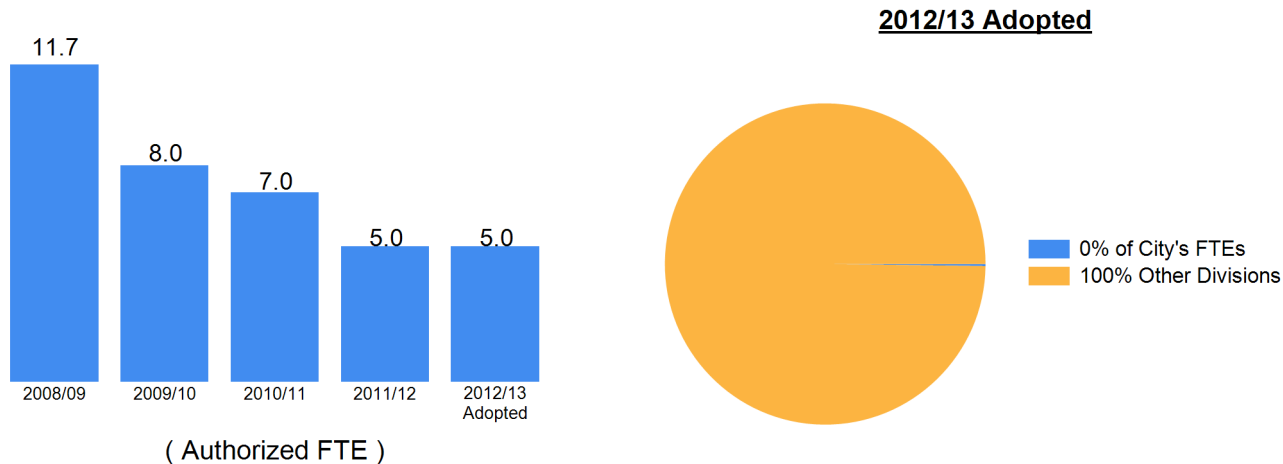


FY 2012/13 Adopted Budget

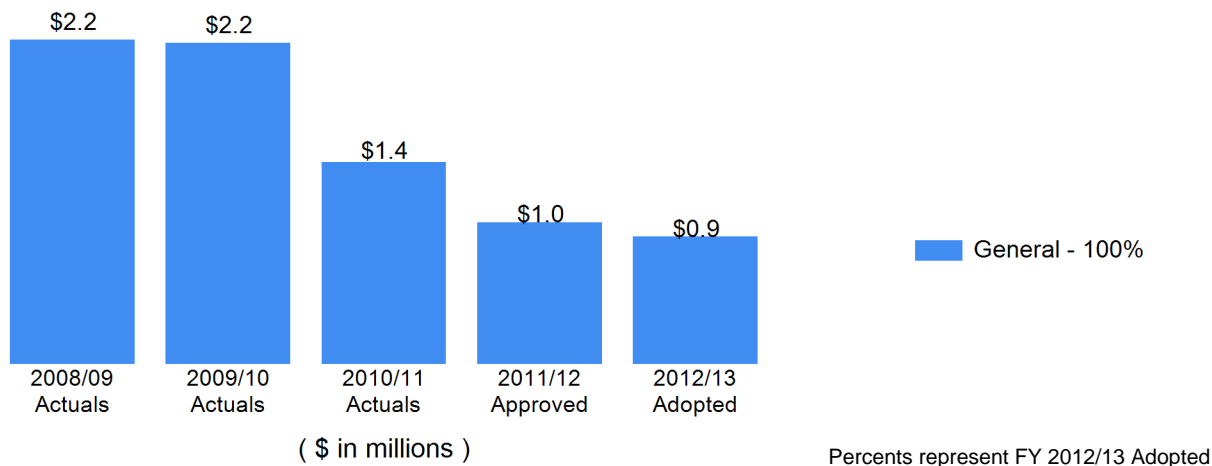
Division Summary

City Manager

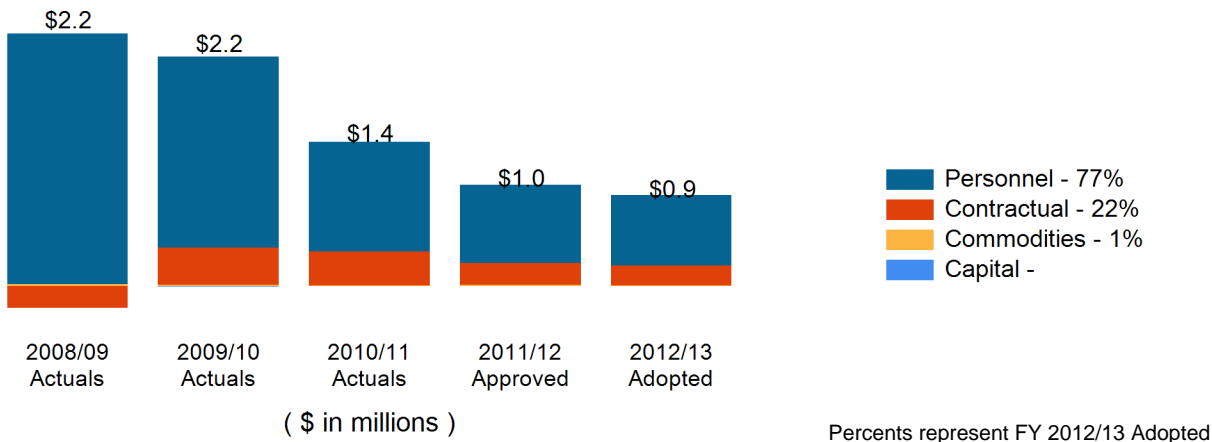
Staff Summary



Expenditures By Fund



Expenditures By Type



FY 2008/09 Actuals include a negative amount for Contractual Services as a result of allocating Assistant City Managers' costs, which is a practice that has since been discontinued.

## Division Summary

City Manager

## Description

The City Manager's Office provides the organizational leadership necessary to successfully implement the policy direction of the City Council, communicate that direction to the organization, ensure the efficient and effective delivery of city services to Scottsdale's citizens, and to build and maintain effective working relationships with other governments.

## Strategic Goal(s)

- Advance Transportation
- Enhance Neighborhoods
- Preserve Meaningful Open-Space
- Seek Sustainability
- Support Economic Vitality
- Value Scottsdale's Unique Lifestyle and Character

## Services Provided

- Organizational Leadership. The City Manager provides leadership to the six divisions, and supervision to each of the division executive directors. The City Manager leads the executive team that comprises of appointed city officials and the division executive directors.
- Government Relations. Staff supports regional efforts with the Maricopa Association of Governments, the League of Arizona Cities and Towns, as well as relationships with neighboring cities, towns and tribal communities.
- Community Leadership. Staff represents the organization on the Scottsdale Unified School District Blue Ribbon Advisory Committee and Scottsdale Healthcare's Community Stewardship Advisory Council; participates in Scottsdale Leadership and Scottsdale Area Association of Realtors community leadership development programs; and attends and presents at community meetings.
- Performance Management. The organization-wide performance management program is managed by the City Manager's Office.

## FY 2011/12 Achievements

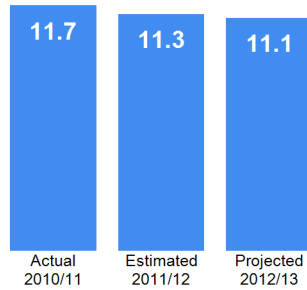
- Developed operating budget and capital improvement plan without automatic property tax increase, with \$3.0 million more for capital projects, \$2.3 million more for deferred maintenance, \$2.2 million less from the enterprise funds, and \$2.2 million less from eliminating 33 net positions.
- Recognized by the Valley of the Sun United Way for having one of the top employee charitable campaigns by size of organization. Scottsdale's campaign raised \$62,064 in 2011, an almost \$10,000 (20%) increase over the previous year.
- Recognized by International City/County Management Association (ICMA) for awards related to the citizen survey conducted in the previous year. Scottsdale was one of nine cities nationwide to earn a Voice of the People Award for Excellence based on high resident satisfaction in selected service areas, and one of seven to receive a Voice of the People Award for Transformation for substantial improvement over prior service ratings.
- Recognized with Certificate of Achievement from ICMA in recognition of Scottsdale's use of performance measurement in local government management. Also recognized for the second year in a row by the Association of Government Accountants with a Certificate of Excellence in Citizen-Centric Reporting.

## FY 2012/13 Objectives

- Improve tracking and reporting systems necessary to ensure that identified objectives and key deliverables are accomplished on time and within budget.
- Train staff from each division in development, tracking and reporting of performance measures.

## Charted Performance Measures

## Employees per 1,000 Residents



Employees per 1,000 residents

Staff Summary	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
Full-time Equivalents (FTE)	7.00	5.00	5.00	0.00
% of City's FTEs			0.21 %	

Expenditures By Fund	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
General Fund	1,396,264	979,309	879,946	-99,363
<b>Total Budget</b>	<b>1,396,264</b>	<b>979,309</b>	<b>879,946</b>	<b>-99,363</b>

Expenditures By Type	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
Personnel Services	1,059,958	751,790	676,804	-74,986
Contractual Services	328,556	213,654	193,817	-19,837
Commodities	7,750	13,865	9,325	-4,540
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>1,396,264</b>	<b>979,309</b>	<b>879,946</b>	<b>-99,363</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>1,396,264</b>	<b>979,309</b>	<b>879,946</b>	<b>-99,363</b>

## Budget Notes and Changes

- In Personnel Services, the reduction is due to the associated costs that occurred within FY 2011/12 related to the elimination of the assistant city manager position.

## Division Summary

City Manager

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Population estimate	217,365	217,965	217,965
Citywide full-time equivalents	2,547	2,455	2,423
Citywide full-time equivalents per 1,000 residents	11.7	11.3	11.1

(1) State of Arizona Office of Employment and Population Statistics. Estimate as of December 2011.

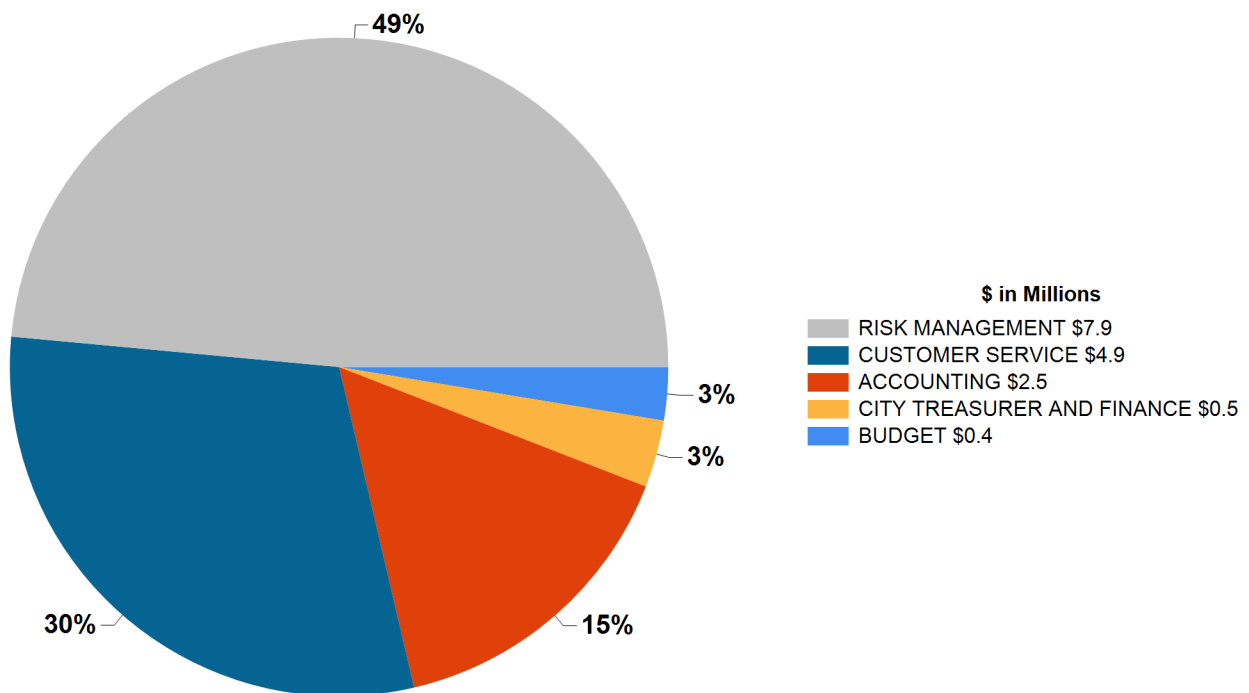
<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Two volunteers support the Performance Management Program through analysis and program/training development.	2	300	\$5,775	0.1
<b>Total</b>	<b>2</b>		<b>\$5,775</b>	<b>0.1</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.



## CITY TREASURER - FINANCE AND ACCOUNTING

### FY 2012/13 Adopted Budget



Expenditures By Department	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
RISK MANAGEMENT	5,269,137	7,260,281	7,919,598	659,317
CUSTOMER SERVICE	4,396,217	4,851,801	4,918,419	66,618
ACCOUNTING	2,348,217	2,278,187	2,517,145	238,958
CITY TREASURER AND FINANCE	349,150	495,942	540,027	44,085
BUDGET	481,187	360,113	425,127	65,014
<b>Total Budget</b>	<b>12,843,908</b>	<b>15,246,324</b>	<b>16,320,316</b>	<b>1,073,992</b>

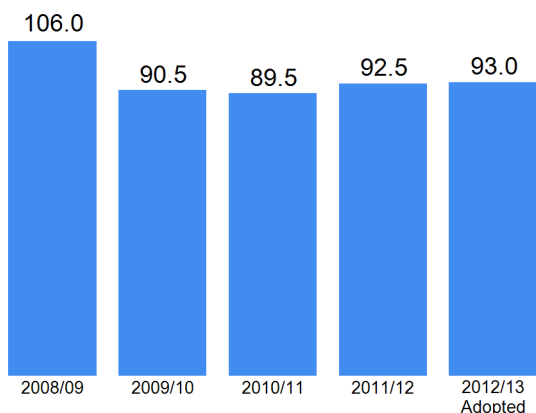


FY 2012/13 Adopted Budget

Division Summary

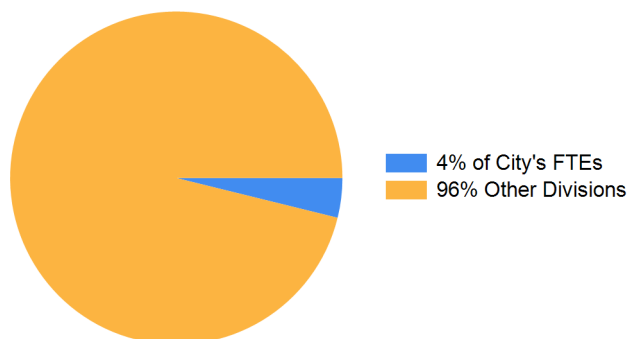
City Treasurer - Finance & Accounting

Staff Summary

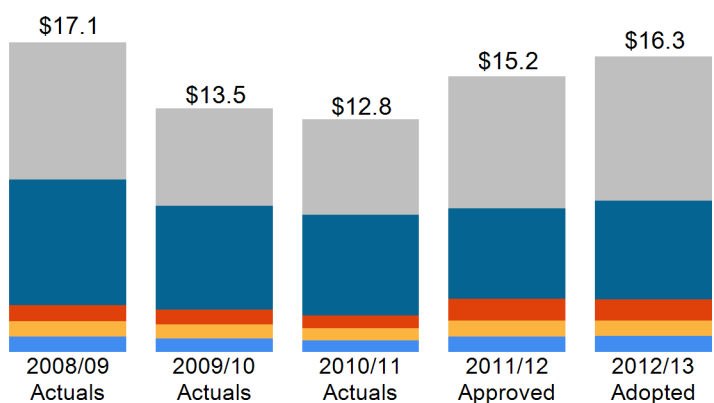


( Authorized FTE )

2012/13 Adopted



Expenditures By Fund

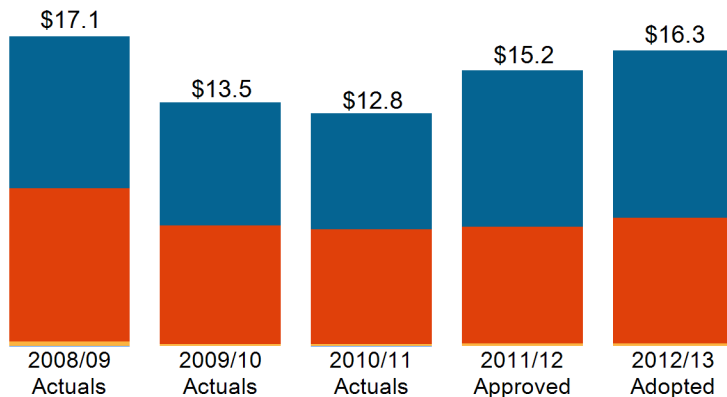


( \$ in millions )

- Self Insurance - 49%
- General - 33%
- Water - 7%
- Sewer - 5%
- Solid Waste - 5%

Percents represent FY 2012/13 Adopted

Expenditures By Type



( \$ in millions )

- Contractual - 57%
- Personnel - 43%
- Commodities - 1%
- Capital -

Percents represent FY 2012/13 Adopted

## Division Summary

## City Treasurer - Finance &amp; Accounting

## Description

The Finance and Accounting Division, under the direction of the City Treasurer, the city's chief financial officer, is responsible for providing City Council and city management with timely financial reports and analysis and current information about economic conditions and their potential fiscal impact on the city.

## Strategic Goal(s)

- Seek Sustainability
- Support Economic Vitality

## Services Provided

- Maintain the city's accounting and financial reporting systems in conformance with state and federal laws, generally accepted accounting principles and standards of the Governmental Accounting Standards Board and the Government Finance Officers Association.
- Professionally serve citizens, businesses, and guests in the collection of taxes or fees due for city offered enterprise and/or general funded services.
- Provide a fiscally sound budget that preserves the city's long-term fiscal stability.
- Provide financial advice and analysis of key city initiatives.

## FY 2011/12 Achievements

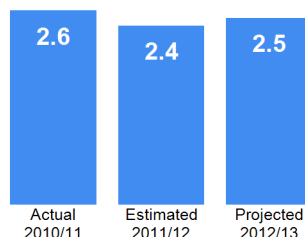
- Reinforced the city's solid standing with credit rating agencies and maintained Scottsdale's excellent bond ratings.
- Sought optimum financial structure to reduce debt service by refunding \$83 million of general obligation bonds, saving \$8.0 million of debt service over the life of the issue.
- Supported the City Council's budget development process, providing citizens with several opportunities and methods of communicating their feedback and priorities to City Council.
- Developed internal capital improvement plan and budget software tools to eliminate costly annual software license fees needed for the core financial system.
- Created new operational efficiencies by centralizing resources through the relocation of all Finance and Accounting operations to the One Civic Center building thus creating costs savings opportunities.

## FY 2012/13 Objectives

- Prepare accurate financial information and distribute it in a timely manner to City Council and other stakeholders in response to their specific financial needs.
- Seek optimum financing structure to mitigate debt service costs, while reinforcing our solid standing with credit rating agencies to maintain or improve Scottsdale's excellent bond ratings
- Work with City Manager to develop a balanced operating and capital budget that effectively addresses City Council's broad goals, reflects citizens' priorities and complies with all applicable federal, state, local and Government Finance Officers Association (GFOA) requirements.
- Prepare strategic forecasts and assist others in developing long-term financial models to prudently manage assets and identify the city's capacity to fund future service and capital needs.

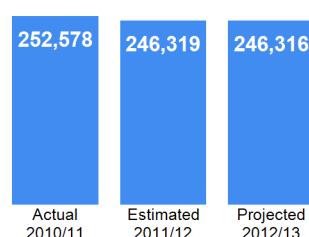
## Charted Performance Measures

Percent of Total City GF Divisional Budgets



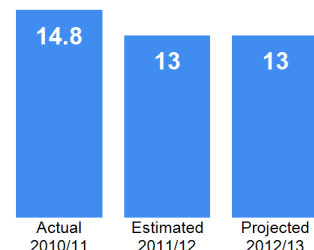
Goal is 2.5 percent or less

Customer Service Customer Contacts



Total calls made/received and walk-ins

Avg Days to Post Monthly Financial Update



Goal is 15 days

## Division Summary

## City Treasurer - Finance &amp; Accounting

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	89.50	92.50	93.00	0.50
% of City's FTEs			3.84 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	5,551,554	4,994,130	5,453,215	459,085
Self Insurance Funds	5,269,137	7,302,390	7,948,092	645,702
Sewer Fund	652,051	861,443	876,783	15,340
Solid Waste Fund	652,050	861,442	876,781	15,339
Water Funds	719,115	1,226,919	1,165,445	-61,474
<b>Total Budget</b>	<b>12,843,908</b>	<b>15,246,324</b>	<b>16,320,316</b>	<b>1,073,992</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	6,349,743	6,467,351	6,950,328	482,977
Contractual Services	6,389,146	8,638,235	9,233,752	595,517
Commodities	89,669	140,738	136,236	-4,502
Capital Outlays	15,350	0	0	0
<b>Subtotal Operating Budget</b>	<b>12,843,908</b>	<b>15,246,324</b>	<b>16,320,316</b>	<b>1,073,992</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>12,843,908</b>	<b>15,246,324</b>	<b>16,320,316</b>	<b>1,073,992</b>

### Budget Notes and Changes

- Personnel Services budget reflects citywide benefit rate increases and the reclassification of 0.50 FTE System Integrator position from a part-time status to full-time to ensure financial system stability and timely compliance with federal, state, and City Council mandated changes to laws and ordinances.
- Increase in Contractual Services reflects increase in anticipated general liability claims expense in the Risk Fund. In addition, the increase in Contractual Services is also caused by the recognition of \$216,000 of investment fees budget formerly netted against interest income.
- Effective FY 2012/13 the Tax Audit Department, which consists of 9.0 FTEs, was relocated to the Finance and Accounting Division from Administrative Services. For comparison purposes, historical FTE and financial information for this group will be reflective in Finance and Accounting Division.

### Description

The municipal finance group manages the city's debt and investment portfolios, coordinates the financing of city projects, provides current information concerning economic conditions and their potential fiscal impact to Scottsdale and oversees the enterprise accounting function.

### Strategic Goal(s)

- Seek Sustainability
- Support Economic Vitality

### Services Provided

- Finance provides financial information to stakeholders and serves as a consultant to division customers and City Council.
- Issues new debt to finance new projects.
- Oversees the city's investment portfolio.
- Coordinates accounting functions for the enterprise divisions, the Municipal Property Corporation, the Scottsdale Preserve Authority and the community facility districts.

### FY 2011/12 Achievements

- Reinforced the city's solid standing with credit rating agencies and maintained Scottsdale's excellent bond ratings.
- Sought optimum financial structure to reduce debt service by refunding \$83 million of general obligation bonds, saving \$8.0 million of debt service over the life of the issue.
- Determined appropriate long-term financing structure for the acquisition of two parcels totaling more than 4,400 acres for the Scottsdale McDowell Sonoran Preserve.

### FY 2012/13 Objectives

- Prepare strategic forecasts and assist others in developing long-term financial models to prudently manage assets and identify the city's capacity to fund future service and capital needs.
- Seek optimum financing structure to mitigate debt service costs, while reinforcing the city's solid standing with credit rating agencies to maintain or improve Scottsdale's excellent bond ratings.
- Reduce expenses and debt service costs, evaluate cash flow and issue bonds when necessary to fund the city's capital program.

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	3.00	5.00	5.00	0.00
% of City's FTEs			0.21 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	349,150	205,540	279,898	74,358
Self Insurance Funds	0	32,987	18,832	-14,155
Water Funds	0	257,415	241,297	-16,118
<b>Total Budget</b>	<b>349,150</b>	<b>495,942</b>	<b>540,027</b>	<b>44,085</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	332,108	475,496	519,000	43,504
Contractual Services	16,324	18,647	18,994	347
Commodities	718	1,799	2,033	234
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>349,150</b>	<b>495,942</b>	<b>540,027</b>	<b>44,085</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>349,150</b>	<b>495,942</b>	<b>540,027</b>	<b>44,085</b>

### Budget Notes and Changes

- Personnel Services budget reflects citywide benefit rate increases.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Investment portfolio earnings rate	0.76%	0.65%	0.79%
New or refund bond issuances	\$100M	\$50M	\$250M

### Description

Accounting maintains the city's financial system and fiscal controls for all general ledger funds, centers and accounts in order to fairly and accurately report financial information to stakeholders. In addition, Accounting provides training and guidance to staff regarding financial controls, laws, policies and ensuring compliance with generally accepted accounting principles. Accounting is also responsible for the coordination of financial statement audits, preparation of various annual financial statements, and ensuring all grants and expenditure limitations are in compliance with Arizona revised statutes and city code. Also within the Accounting Department are Accounts Payable and Payroll units, which process payments to vendors and paychecks for city employees.

### Strategic Goal(s)

- Seek Sustainability
- Support Economic Vitality

### Services Provided

- Accounting develops and administers various financial, operating, and internal control systems; provides financial information to stakeholders, and serves as a consultant to division customers and City Council.
- Accounts Payable processes payment transactions to vendors promptly and accurately.
- Payroll provides processing, production and distribution of employee pay statements and ensures that employees are paid accurately and on time.

### FY 2011/12 Achievements

- Developed and presented curriculum for the contract academy to provide an overview of basic accounting standards and city procedures for processing payables, receivables, and reporting.
- Developed a new series of general ledger account numbers to simplify documentation and better track construction in progress for the city's capital projects.
- Aligned Accounts Payable staff assignments with city divisions resulting in a better understanding of procurement needs, faster processing of invoices, and enhanced relations.
- Redesigned the employee pay statement to improve presentation of data.

### FY 2012/13 Objectives

- Maintain the city's accounting and financial reporting systems in conformance with state and federal laws, generally accepted accounting principles and standards of the Governmental Accounting Standards Board and the Government Finance Officers Association.
- Ensure payroll and accounts payable transactions are processed on time, efficiently and accurately.



<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	22.00	23.00	24.00	1.00
% of City's FTEs			0.99 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	2,348,217	2,273,795	2,512,309	238,514
Self Insurance Funds	0	4,392	4,836	444
<b>Total Budget</b>	<b>2,348,217</b>	<b>2,278,187</b>	<b>2,517,145</b>	<b>238,958</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	1,564,553	1,567,242	1,739,712	172,470
Contractual Services	772,685	703,281	769,410	66,129
Commodities	10,979	7,664	8,023	359
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,348,217</b>	<b>2,278,187</b>	<b>2,517,145</b>	<b>238,958</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,348,217</b>	<b>2,278,187</b>	<b>2,517,145</b>	<b>238,958</b>

#### Budget Notes and Changes

- Increase in full-time equivalent is caused by the transfer of a vacant customer service representative position to an accountant position which will address workload activity in Accounts Receivable and Fixed Assets. In addition, increase in Personnel Services is also the result of the citywide benefit rate increases.
- Increase in Contractual Services is caused by the recognition of investment fees budget. This increase is offset by the change in a key service agreement with the financial system software provider, and a reduction in the armored car services contract.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Number of journal entries processed annually	3,582	3,600	3,600
Number of payroll checks and direct deposits processed annually	70,222	70,000	70,000
Number of accounts payable checks issued annually	45,592	43,000	43,000

### Description

The Budget Office coordinates the citywide development and ongoing monitoring of the operating and capital budgets with the City Manager. The Budget Office is responsible for the preparation and presentation of the city's annual budget per the terms and due dates mandated in the Arizona Revised Statutes and City Code. Embodied within this process is assisting City Council with the city's budget, soliciting and considering public input, preparing and monitoring of the Five-Year Financial Plan for all funds and responding to the requests of the City Council, citizens, media and other stakeholders regarding the budget.

### Strategic Goal(s)

- Seek Sustainability
- Support Economic Vitality

### Services Provided

- Provide reliable and accurate information in the preparation and monitoring of the annual Operating Budget and Capital Improvement Plan (CIP).
- Monitor operating and capital budgets to comply with financial policies and adopted appropriations.
- Provide comprehensive financial planning, including long-range financial forecasting.
- Provide monthly financial reporting on sources and uses.
- Provide citywide budget support to all divisions.
- Provide timely responses to inquiries from City Council, boards and commissions, citizens, media, city staff, etc.

### FY 2011/12 Achievements

- Worked with City Manager to develop an adopted FY 2012/13 balanced budget.
- Supported the City Council's budget development process, providing citizens with several opportunities and methods of communicating their feedback and priorities to City Council.
- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the city's FY 2011/12 budget.
- Continued to automate and create efficiencies within the budget development and reporting process.
- Developed internal CIP and Budget software tools in an effort to eliminate costly annual software license fees needed for the core financial system. The internal tools developed reduced the need for the CIP and budget portions of the system and are able to be maintained with existing staff and resources while providing functionality that matches the needs of the city.

### FY 2012/13 Objectives

- Work with City Manager to develop a balanced operating and capital budget that effectively addresses City Council's broad goals, reflects citizens' priorities and complies with all applicable federal, state, local and Government Finance Officers Association requirements.
- Prepare a balanced Five-Year Financial Plan for each fund using conservative revenue and expenditure estimates and maintaining sufficient fund balances to comply with the city's adopted financial policies.
- Prepare accurate financial information and distribute it in a timely manner to City Council and other stakeholders in response to their specific financial needs.
- Create an internal budget guide as a resource for divisions during all phases of the budget.
- Prepare an Annual Financial Trends Report to provide Scottsdale's citizens, elected officials, management, staff, and other existing and potential environmental, organizational, and financial problems that may impact the city's future fiscal health.

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	4.50	4.50	5.00	0.50
% of City's FTEs			0.21 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	481,187	355,383	420,301	64,918
Self Insurance Funds	0	4,730	4,826	96
<b>Total Budget</b>	<b>481,187</b>	<b>360,113</b>	<b>425,127</b>	<b>65,014</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	454,699	336,649	401,850	65,201
Contractual Services	25,293	21,064	20,877	-187
Commodities	1,195	2,400	2,400	0
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>481,187</b>	<b>360,113</b>	<b>425,127</b>	<b>65,014</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>481,187</b>	<b>360,113</b>	<b>425,127</b>	<b>65,014</b>

#### Budget Notes and Changes

- Personnel Services budget reflects citywide benefit rate increases and the reclassification of 0.50 FTE System Integrator position from a part-time status to full-time to ensure financial system stability and timely compliance with federal, state, and City Council mandated changes to laws and ordinances.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Average number of working days to post monthly financial update to the city's website (goal is 15 days)	14.8	13.0	13.0
Budget meets or exceeds all requirements and Government Finance Officers Association reporting excellence benchmarks	Yes	Yes	Yes
Produced a balanced five-year financial plan of revenues and expenditures that complies with the city's adopted financial policies	In Compliance	In Compliance	In Compliance

### Description

The Customer Service Department provides timely and accurate utility billing, sales taxing, business licensing, revenue recovery, remittance processing, and tax auditing services critical toward receiving fees due to the city in conformance with state, federal, and municipal codes.

### Strategic Goal(s)

- Seek Sustainability
- Support Economic Vitality

### Services Provided

- Tax and License oversees the billing, record maintenance, setup and related processing for Regulatory, Alarm, Business and Transaction Privilege licensing. In addition, Tax and License provides passport application processing and cashier services.
- Utility Billing provides timely and accurate billing, record maintenance, setup and related processing of water, water reclamation and solid waste services.
- Revenue Recovery collects delinquent revenue owed to the city for utility bills, sales tax and licensing fees, tax audit assessments, and parking tickets.
- Remittance Processing processes payments for utilities, licenses and permits, tax returns, airport registration/fuel/fees, parking violations, and alarm activations.
- Tax Audit promotes accurate privilege (sales) and use tax self-assessments by taxpayers through education programs; provides guidance in tax code interpretations; and evaluates local economic strength through analysis of privilege sales, use, and property tax collections.

### FY 2011/12 Achievements

- Functionally, the Tax Audit team rejoined the Customer Service Department working closer with Revenue Recovery and Tax & License staff in the collection of taxes. This budget change is reflected in the 12/13 budget.
- Created new operational efficiencies by centralized resources through the relocation of all Customer Service Department operations to the One Civic Center building thus creating costs savings opportunities.
- Through technological advances in both software and hardware; Remittance Processing staff was able to maintain the high volume of checks processed per year (over \$276M) with fewer staff.
- Capitalized on the use of six volunteers, directly supporting multiple Customer Service Department operations, resulting in the avoidance of overtime costs and time for project research.

### FY 2012/13 Objectives

- Identify and implement operational efficiencies and service delivery enhancements as a result of centralizing all Customer Service Department operations at One Civic Center.
- Prioritize and pursue high dollar delinquent sales tax accounts to enhance recovery results.
- Deploy and implement an additional payment option for sales tax customers by offering on-line sales tax return filing, as well as, pursue third party credit card payment services.

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	53.00	53.00	52.00	-1.00
% of City's FTEs			2.15 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	2,373,001	2,159,412	2,240,707	81,295
Sewer Fund	652,051	861,443	876,783	15,340
Solid Waste Fund	652,050	861,442	876,781	15,339
Water Funds	719,115	969,504	924,148	-45,356
<b>Total Budget</b>	<b>4,396,217</b>	<b>4,851,801</b>	<b>4,918,419</b>	<b>66,618</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	3,384,372	3,474,126	3,577,922	103,796
Contractual Services	990,310	1,343,819	1,311,736	-32,083
Commodities	21,496	33,856	28,761	-5,095
Capital Outlays	39	0	0	0
<b>Subtotal Operating Budget</b>	<b>4,396,217</b>	<b>4,851,801</b>	<b>4,918,419</b>	<b>66,618</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>4,396,217</b>	<b>4,851,801</b>	<b>4,918,419</b>	<b>66,618</b>

### Budget Notes and Changes

- Increase in Personnel Service reflects citywide benefit rate increases which was partially offset by a decrease in full-time equivalent as the result of the transfer of one customer service representative to the Accounting Department.
- A decrease in Contractual Services reflects change in service agreement in software, maintenance and licensing and printing and graphics services to correlate with workload activity.
- Effective FY 2012/13 the Tax Audit Department, which consists of 9.0 FTEs, was relocated to the Finance and Accounting Division from Administrative Services. For comparison purposes, historical FTE and financial information for this group will be reflective in Finance and Accounting Division.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Write-offs as a percent of total revenue collected	0.59%	0.55%	0.50%
Number of Tax & License transactions per full-time equivalent	9,553	9,600	9,600
Total number of remittance payments processed per full-time equivalent.	186,581	220,155	203,368

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Supplement daily Remittance Processing operations by opening and sorting mailed in utility bill payments serving over 85,000 accounts.	6	316	\$6,083	0.2
<b>Total</b>	<b>6</b>		<b>\$6,083</b>	<b>0.2</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.

### Description

The Risk Management program 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 and workers' compensation; Occupational Safety and Health Administration and unemployment compensation exposures; and assists in the preparation of fiscal impact statements and negotiation for employee health benefits. This budget is offset by internal service user rates charged to city operating divisions.

### Strategic Goal(s)

- Seek Sustainability
- Support Economic Vitality

### Services Provided

- Risk Management provides safety programs to the city's employees; adjusts all liability, property and workers' compensation claims.
- Risk Management procures excess insurance policies above city's self-insured retentions; administers the Loss Trust Fund and ensures its financial stability; oversees the insurance and indemnity clauses in city contracts.

### FY 2011/12 Achievements

- Worked with divisions to raise awareness of the frequency of preventable distracted driving incidents and their related loss costs.

### FY 2012/13 Objectives

- Reduce and contain the financial impact of liability and employee accident claims against the city to reduce costs to taxpayers.
- Provide employee safety in the workplace through highly visible efforts and programs.

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	7.00	7.00	7.00	0.00
% of City's FTEs			0.29 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Self Insurance Funds	5,269,137	7,260,281	7,919,598	659,317
<b>Total Budget</b>	<b>5,269,137</b>	<b>7,260,281</b>	<b>7,919,598</b>	<b>659,317</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	614,011	613,838	711,844	98,006
Contractual Services	4,584,534	6,551,424	7,112,735	561,311
Commodities	55,282	95,019	95,019	0
Capital Outlays	15,310	0	0	0
<b>Subtotal Operating Budget</b>	<b>5,269,137</b>	<b>7,260,281</b>	<b>7,919,598</b>	<b>659,317</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>5,269,137</b>	<b>7,260,281</b>	<b>7,919,598</b>	<b>659,317</b>

#### Budget Notes and Changes

- Personnel Services budget reflects citywide benefit rate increases.
- Increase in Contractual Services reflects increase in anticipated general liability claims expense.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Risk Management budget as a percentage of total city divisional budgets (goal is 2 percent or less)	1.75%	2.00%	2.00%
Citywide - total injury incident rate per 200,000 hours worked	4.92	4.75	4.75
Citywide - number of worker days lost to injury per 200,000 hours worked	1.59	1.50	1.50

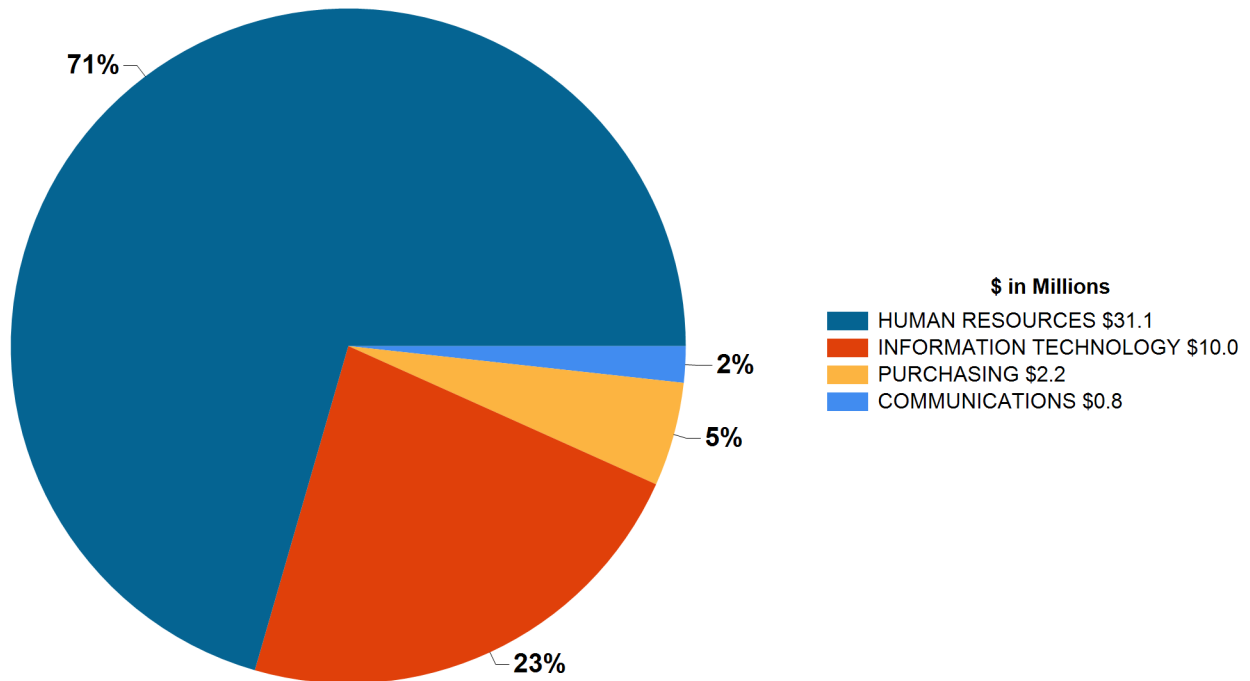


FY 2012/13 Adopted Budget



## ADMINISTRATIVE SERVICES

### FY 2012/13 Adopted Budget



Expenditures By Department	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
HUMAN RESOURCES	27,513,874	29,237,625	31,113,914	1,876,289
INFORMATION TECHNOLOGY	9,070,412	10,013,044	10,035,941	22,897
PURCHASING	2,299,864	1,971,205	2,196,515	225,310
COMMUNICATIONS	0	745,782	767,879	22,097
<b>Total Budget</b>	<b>38,884,150</b>	<b>41,967,656</b>	<b>44,114,249</b>	<b>2,146,593</b>

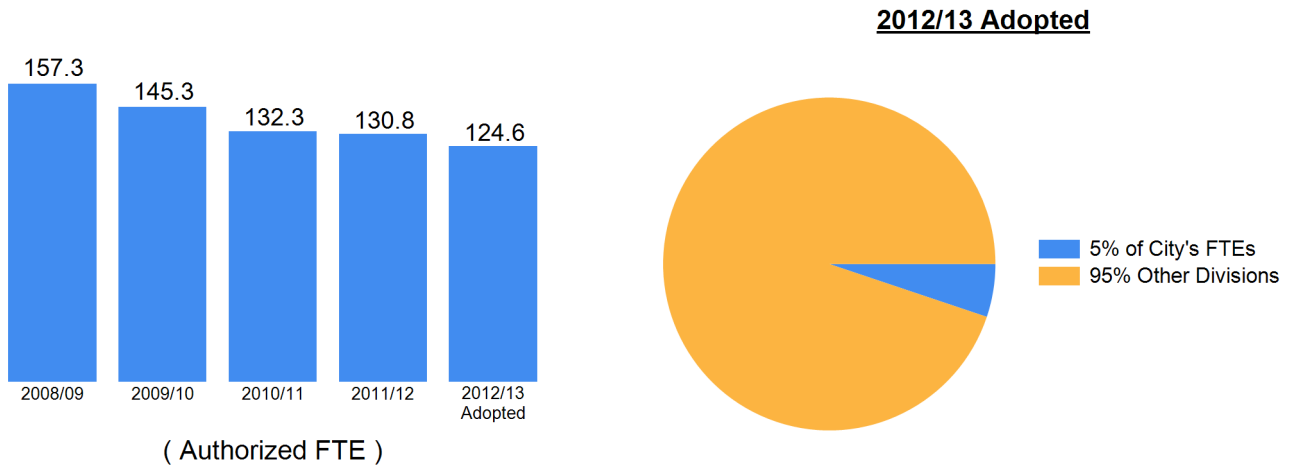


FY 2012/13 Adopted Budget

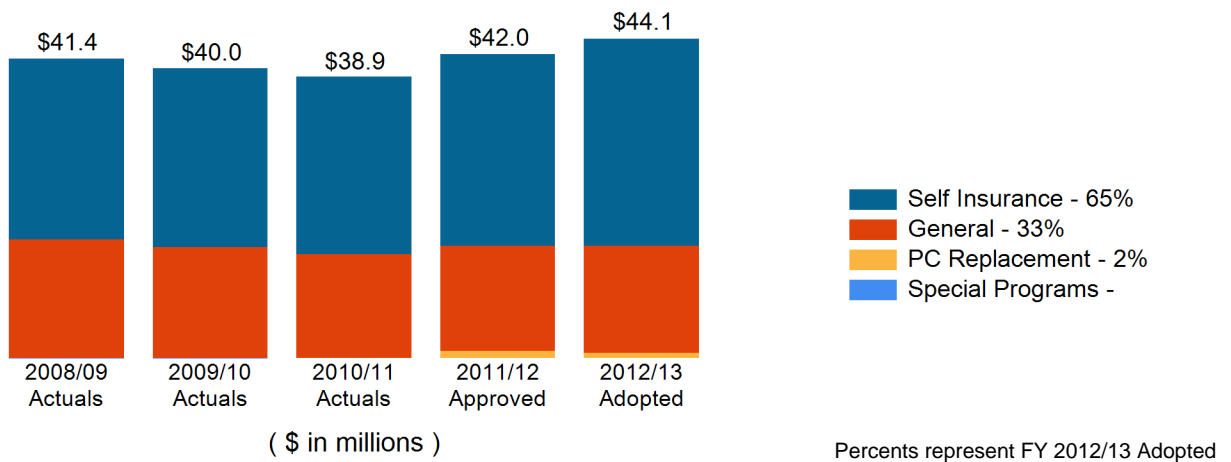
Division Summary

Administrative Services

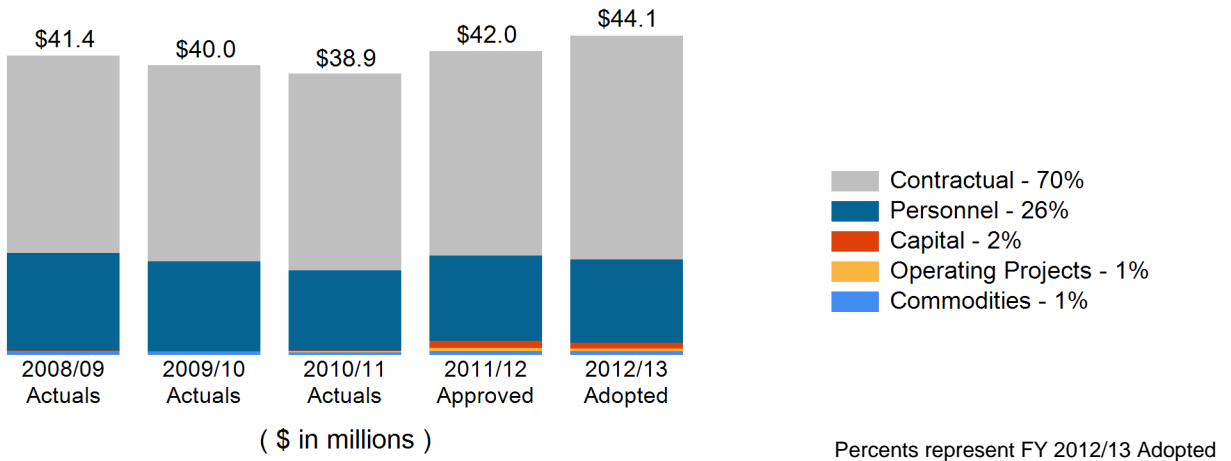
Staff Summary



Expenditures By Fund



Expenditures By Type



## Division Summary

## Administrative Services

## Description

The Administrative Services division comprises several programs that support the city's overall mission. The Office of Communication supports city programs, projects and services by creating and distributing timely, accurate and relevant information to the public, businesses, employees and other audiences. In support of all city divisions and charter officers, Human Resources provides a variety of support services, resources and direction through recruiting, hiring, performance management, training, compensation, benefits, diversity education, and employee programs. Information Technology provides technical design, support, and maintenance for a variety of systems and services needed to support city business functions and communications. Purchasing supports city divisions through procuring goods and services, overseeing the warehouse, and providing graphics, printing and mail services.

## Strategic Goal(s)

- Advance Transportation
- Enhance Neighborhoods
- Preserve Meaningful Open-Space
- Seek Sustainability
- Support Economic Vitality
- Value Scottsdale's Unique Lifestyle and Character

## Services Provided

- Services for the Administrative Services Division are listed within each individual program.

## FY 2011/12 Achievements

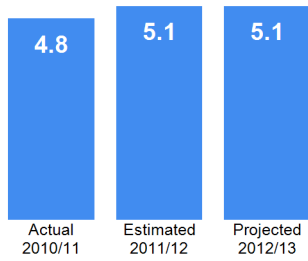
- Evaluated opportunities, established partnerships and assisted a cross-organizational group in developing the first annual Scottsdale Spring Training Festival. The event attracted approximately 18,000 people to the Civic Center Mall and downtown Scottsdale, and earned a Governor's Arizona Tourism Award.
- Automated employment application process and open enrollment benefits process; expanded document management system for use between it and the NEOGOV (online application system).
- Completed a yearlong effort to implement a new service management system to enhance IT operations. The new system and associated workflows greatly improves IT's efficiency, accuracy, and timeliness in dealing with system outages and work requests, and also provides improved asset management and performance metrics.
- Received the National Procurement Institute Award for Excellence in Procurement for the 13th straight year.

## FY 2012/13 Objectives

- Design and develop a City of Scottsdale Compensation Plan and Program for approval by City Council and coordinate citywide implementation.
- Develop a web content improvement plan to increase transparency and accessibility to city information on the city's website by June 2013.
- Incorporate capital projects (CPM) solicitations into the Purchasing solicitation posting and tracking system; review and consolidate solicitation clauses and language.
- Develop a strategy for integration of personal devices for business use that will include: compliance and security policies, an analysis of cost savings, productivity gains, and developing a technology platform.

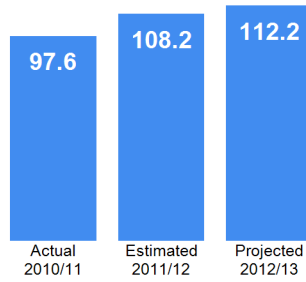
Charted Performance Measures

Citywide Turnover (Percent)



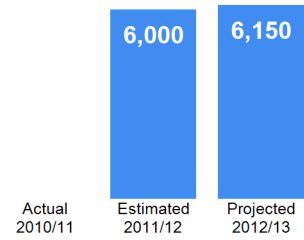
Annual citywide turnover percentage (without retirements)

Total Disk Storage



Total disk storage allocated (in terabytes) (Storage area network managed by IT)

Daily Visitors to ScottsdaleAz.gov



Number of daily unique visitors to ScottsdaleAZ.gov (data unavailable for 2010/11)

## Division Summary

## Administrative Services

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	132.31	130.81	124.56	-6.25
% of City's FTEs			5.14 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	14,364,536	14,521,132	14,742,300	221,168
PC Replacement Fund	0	992,849	727,722	-265,127
Self Insurance Funds	24,519,614	26,453,675	28,644,227	2,190,552
<b>Total Budget</b>	<b>38,884,150</b>	<b>41,967,656</b>	<b>44,114,249</b>	<b>2,146,593</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	11,077,805	11,772,881	11,556,249	-216,632
Contractual Services	27,168,597	28,192,583	30,891,845	2,699,262
Commodities	385,534	572,343	551,433	-20,910
Capital Outlays	3,494	1,042,849	727,722	-315,127
<b>Subtotal Operating Budget</b>	<b>38,635,431</b>	<b>41,580,656</b>	<b>43,727,249</b>	<b>2,146,593</b>
Operating Projects	248,719	387,000	387,000	0
<b>Total Budget</b>	<b>38,884,150</b>	<b>41,967,656</b>	<b>44,114,249</b>	<b>2,146,593</b>

## Budget Notes and Changes

- Personnel Services reflects citywide benefit rate increases, which are offset by a 0.25 FTE reduction of reclassifying a full-time position to a part-time position in CityCable 11, the elimination of 5.0 FTE Human Resources positions, and the elimination of 1.0 FTE in the Purchasing Department.
- Increase in Contractual Services reflects increase in anticipated medical claims expense in the Healthcare Fund.
- Increased \$121,750 for storage area network maintenance due to end of five-year fixed contract with vendor.
- The change in Capital Outlays in the PC Replacement Fund is tied to the type and number of computers replaced in a given year. All computers (desktops, laptops, and ruggedized laptops) are replaced after they have been in service at least five years. In the previous fiscal year, there were a large number of expensive ruggedized laptops replaced. In the current year, there are mostly lower cost desktop and laptop computers being replaced with only a small number of ruggedized laptops slated to be replaced.
- PC Replacement Fund originated in Fiscal Year 11/12 with a onetime transfer in from the General Fund of \$1.2 million. In Fiscal Year 12/13, the funding sources include all funds that actively use desktop hardware - this includes the General Fund, Enterprise Funds, Special Revenue Funds, and Internal Service Funds. This usage based funding approach will continue as the funding model in the future.
- For FY 2012/13 Tax Audit is transferred to the Finance & Accounting Division, and historical Tax Audit information is reflected in that budget.



FY 2012/13 Adopted Budget

## Administrative Services | Communications

### Description

The Office of Communication supports city programs, projects and services by creating and distributing timely, accurate and relevant information to the public, businesses, employees and other audiences.

### Strategic Goal(s)

- Advance Transportation
- Enhance Neighborhoods
- Preserve Meaningful Open-Space
- Seek Sustainability
- Support Economic Vitality
- Value Scottsdale's Unique Lifestyle and Character

### Services Provided

- External communications: communication created and distributed directly to the public or other audiences including email newsletters, print materials and face-to-face communication through specific outreach activities.
- Media relations: day-to-day interactions with local, regional and national reporters and editors and researching, developing and distributing news releases and media advisories, responding to media inquiries and interview requests, monitoring news coverage and managing the overall city reputation as presented in the news media.
- Video production: the broadcast and recording of City Council and other city meetings, as well as creation and distribution (on Channel 11 and online) of original programming that showcases the city's people, programs, projects and services.
- Online communications: The Office of Communications works with Web and Creative Services and other city departments to ensure web content is accurate, informative and easy to find; the groups also work together to manage the city's social media presences to ensure appropriate and accurate city information is provided there.
- Internal communications: the creation and distribution of information to keep city employees informed and engaged regarding city services and issues and employee benefits and other information.

### FY 2011/12 Achievements

- Evaluated opportunities, established partnerships and assisted a cross-organizational group in developing the first annual Scottsdale Spring Training Festival. The event attracted approximately 18,000 people to the Civic Center Mall and downtown Scottsdale, and earned a Governor's Arizona Tourism Award.
- Improved Channel 11 programming by developing and implementing a new web-based program philosophy featuring shorter web-friendly programs that take advantage of online viewing and sharing capabilities. This new strategy has generated about 20,000 online views in the last year.
- Established more appropriate performance measures for Office of Communication activities and products (ad value equivalency) and developed and implemented a database to catalog city communications and track their effectiveness.

### FY 2012/13 Objectives

- Develop a multimedia communication plan to improve citizen understanding and enjoyment of Scottsdale's McDowell Sonoran Preserve by October 2012.
- Make the Scottsdale Update electronic newsletter better for subscribers by improving its quality and integration with other City communication channels by December 2012.
- Develop a web content improvement plan to increase transparency and accessibility to City information on the City's website by June 2013.



## Administrative Services | Communications

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	0.00	8.50	8.25	-0.25
% of City's FTEs			0.34 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	0	745,782	767,879	22,097
<b>Total Budget</b>	<b>0</b>	<b>745,782</b>	<b>767,879</b>	<b>22,097</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	0	716,389	724,439	8,050
Contractual Services	0	20,878	27,193	6,315
Commodities	0	8,515	16,247	7,732
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>0</b>	<b>745,782</b>	<b>767,879</b>	<b>22,097</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>0</b>	<b>745,782</b>	<b>767,879</b>	<b>22,097</b>

## Budget Notes and Changes

- 0.25 FTE reduction in Channel 11 for FY 2012/13 reflects converting a full-time video production specialist to halftime beginning January 1; this will become a 0.50 FTE reduction for FY 2013/14.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Total ad value equivalency generated	n/a	\$20,000	\$60,000

### Description

The Human Resources Department (HR) comprises four main programs: Administrative Services, Benefits Management, Employee Relations/Workforce Development, and the Office of Diversity & Dialogue. These four areas support all city divisions and charter officers. HR Administrative Services coordinates and manages the city's administrative regulations process, Scottsdale's compensation program, personnel records management (including public records requests), and other key projects, as well as addressing critical human resources concerns and issues. Benefits Management oversees employee benefit programs communicates employee benefit matters within the organization and works individually with employees to help them use their benefit programs effectively. Employee Relations/Workforce Development provides guidance, support and coordination to effectively manage all levels of the organization which includes hiring staff, managing employee relations, and providing guidance and assistance with compliance of employment laws, practices, and policies. The Workforce Development component facilitates individual, team and organizational performance improvements through learning and professional development opportunities. The Office of Diversity & Dialogue cultivates an environment within the organization and community where differences are valued, respected and embraced through education, community outreach and deliberative dialogue. The Human Resources Department is also responsible for the coordination and management of several employee programs including Tuition Reimbursement, Superior Performance Awards, Employee Wellness, City Volunteers, Years of Service recognition, and various community outreach events. HR also supports five boards and commissions: 1) Judicial Appointments Advisory Board; 2) Personnel Board; 3) Human Relations Commission; 4 & 5) Public Safety Personnel Retirement System Boards - Police and Fire (support functions for both PSPRS boards will be transitioned to the Public Safety Division within the next twelve months).

### Strategic Goal(s)

- Seek Sustainability

### Services Provided

- Provides guidance and assistance to all divisions and departments regarding employee relations matters to include conducting investigations (12 per year on average), discipline documentation development (82 per year on average) and responding to an average of 3 equal employment opportunity complaints per year.
- Provides recruitment and selection support services to all divisions and departments, posting an average of 253 openings, screening 21,500 applications, and hiring 500 people per year.
- Provides annual benefit contract administration and rate-setting for the city's medical plans and works with outside vendors who are awarded bids for the provision of benefits consulting services, actuarial services, and flexible spending account administration. Communicates employee benefit matters within the organization, and works individually with employees to assist them with the use of their benefit programs effectively.
- Provides administrative and liaison support for two City Council appointed boards (Judicial Appointments Advisory Board and Personnel Board) that meet on an as-needed basis; one City Council appointed commission (Human Relations Commission) that meets on a monthly basis; and two state-mandated boards (Public Safety Personnel Retirement System - one for Police and one for Fire) that each meet on a monthly basis.
- Provides new employee orientation twice a month and compliance training classes (Beyond Race and Gender, Civil Treatment for Employees, Civil Treatment for Managers, and Ethics) on a monthly basis.
- Coordinates, designs and implements employee programs including wellness, volunteer and recognition (Annual City Manager's Awards of Excellence, Retirement, Years of Service).
- Coordinates and conducts events as part of the city's commitment to diversity: La Gran Fiesta in November, Martin Luther King Jr. Celebration, and various Cross Cultural Communication Series sessions.
- Provides training opportunities for all staffing levels in support of individual growth, succession planning and other organizational goals and initiatives.

### FY 2011/12 Achievements

- Completed phase one of the Classification and Compensation Study and reported findings to City Council with request for further direction.
- Met the budgetary reduction goals outlined for FY 2012/13 and held FY 2011/12 budget to prior year's actuals.
- Automated employment application process and open enrollment benefits process; expanded document management system for use between it and the NEOGOV (online application system).
- Collaborated with Risk Management to develop commercial driver's license policies, procedures, record-keeping and supervisory training.

### FY 2012/13 Objectives

- In partnership with the City Manager's Office, reestablish a full Diversity and Dialogue Office to support a strategic improvement of all diversity efforts and initiatives within the City of Scottsdale by September 30, 2012.
- The staffing levels within Human Resources have experienced a 30 percent turnover within the FY 2011/12 budget cycle. A primary objective in the first half of FY 2012/13 (with completion by December 30, 2012) is to identify opportunities to become more efficient with fewer staff, hire and train replacement staff members for critical positions; and expand public/private partnerships.
- Design and develop a City of Scottsdale Compensation Plan and Program for consideration by City Council and coordinate citywide implementation upon approval by June 30, 2013.

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	30.50	28.50	23.50	-5.00
% of City's FTEs			0.97 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	2,994,259	2,783,950	2,469,687	-314,263
Self Insurance Funds	24,519,614	26,453,675	28,644,227	2,190,552
<b>Total Budget</b>	<b>27,513,874</b>	<b>29,237,625</b>	<b>31,113,914</b>	<b>1,876,289</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	2,147,501	2,633,905	2,272,196	-361,709
Contractual Services	25,211,202	26,395,820	28,694,224	2,298,404
Commodities	155,171	157,900	147,494	-10,406
Capital Outlays	0	50,000	0	-50,000
<b>Subtotal Operating Budget</b>	<b>27,513,874</b>	<b>29,237,625</b>	<b>31,113,914</b>	<b>1,876,289</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>27,513,874</b>	<b>29,237,625</b>	<b>31,113,914</b>	<b>1,876,289</b>

### Budget Notes and Changes

- Personnel Services budget reflects citywide benefit rate increases which are offset by the elimination of 4.0 FTE positions.
- Increase in Contractual Services reflects increase in anticipated medical claims expense in the Healthcare Fund.

## Administrative Services | Human Resources

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Percentage of favorable findings by Equal Employment Opportunity Commission (EEOC) on responses to formal complaints filed by employees. (1)	100%	100%	100%
Total number of applicants seeking employment opportunities with the City of Scottsdale	10,846	22,000	20,000
Total number of applicants hired for positions	175	556	480
Percentage of minority applicants	26%	33%	35%
Percentage of minority applicants hired	16%	27%	30%
Total number of HR Administrative Regulations (ARs) reviewed (3)		17	15
Total number of HR Administrative Regulations implemented with revisions (3)		17	15
Total self-funded medical and dental costs	\$25.3 mil	\$27.1 mil	\$28 mil
Annual medical/dental cost per employee/retiree (2)	\$9,500	\$10,300	\$11,000
Total number of board and commission meetings held (Judicial Appointment's Advisory Board; Personnel Board; Human Relations Commission; PSPRS - Police & Fire) (4)	42	37	40
Percentage of current workforce trained in Civil Treatment compliance training (3)		80%	95%
Number of city employees who attended Beyond Race & Gender classes	835	250	250
Citywide turnover (all employees)	7.3%	7.1%	8.1%
Citywide turnover (without retirements)	4.8%	5.1%	5.1%
Number of city volunteers processed for work (4)		1,100	1,100
Number of employees participating in Live Life Well Classes (4)		2,500	2,750
Number of community attendees at the major community events sponsored annually (La Gran Fiesta; Martin Luther King, Jr. Annual Celebration)	6,100	6,600	6,000
Number of community attendees at the Cross Cultural Communication Series sessions	125	250	250
Number of city-wide employees recognized each year (4)		750	650
HR Operating cost as a % of city payroll	1.8%	1.3%	1.5%

(1) Percentages are based on the number of resolved cases received each fiscal year; for FY 2010/11, 1 resolved case was received from the EEOC with a favorable finding. For FY 2011/12, 2 resolved cases were received from the EEOC with favorable findings.

(2) Based on the average cost of all plans; for FY 2011/12, the city pays approximately 80 percent of total premium, employees pay approximately 20 percent; retirees pay 60 percent of total premium. For FY 2012/13, the city will pay approximately 79 percent of total premium, employees will pay approximately 21 percent, and retirees will pay 100 percent.

(3) New performance measure as of FY 2011/12.

(4) New performance measure for FY 2012/13.



FY 2012/13 Adopted Budget

## Administrative Services | Information Technology

### Description

The Information Technology Department provides a dynamic, proactive technology environment that meets the city's existing and future departmental service needs through reliable secure infrastructure and applications.

### Strategic Goal(s)

- Seek Sustainability

### Services Provided

- The Technology Infrastructure program develops, maintains, and supports the city's voice and data infrastructure, including all telephones, computer systems, radio systems, network and fiber based storage devices, and the underlying wired and wireless networks required for these components to operate effectively.
- The Application Development, Integration, Management and Support program provides software engineering and technical support services including the design and engineering of custom software solutions, deployment and support of purchased products including the enterprise document management system, the management and protection of the city's database infrastructure, business intelligence solutions, and IT software training.
- The Network Security program protects the city's network and computing infrastructure through firewall and remote access management, web content filtering, email/spam filtering, anti-virus support, incident response, network monitoring, user awareness, and management of security policies and procedures.
- The Help Desk / Desktop Support program provides comprehensive technical support for all city desktop and laptop computers, monitors, printers, and related peripheral devices; provides hardware repairs/ replacements of all servers; and operates a help desk service to provide timely response to calls for service.
- The Geographic Information System (GIS) Data Services program provides data maintenance services that ensure the city's GIS applications, databases, and maps are reliable and up-to-date as well as providing 3D modeling, spatial analysis and cartographic services to other city divisions.
- The Web and Creative Services program integrates the power of the Internet and other new media platforms with digital video, audio, text animation and graphics to transform the way the city communicates.

### FY 2011/12 Achievements

- Completed a yearlong effort to implement a new service management system to enhance IT operations. The new system and associated workflows greatly improves the department's efficiency, accuracy, and timeliness in dealing with system outages and work requests, as well as provides improved asset management and performance metrics.
- Completed the migration of all public safety and municipal customers to a new public safety grade radio system to provide seamless communication between city police, fire and municipal workers, as well as 19 other cities and agencies throughout the Valley. This work was the culmination of a 4-year \$25 million project.
- Designed and implemented new web tools that allow for increased interaction between government and Citizens including: the ability to watch live and archived Cable 11 meetings on iPads, a new Economic Development website [www.choosescottsdale.com](http://www.choosescottsdale.com) to improve the City's visibility for businesses and events that are looking to relocate to Scottsdale, and new web analytics and search functionality that allow the City to analyze web usage patterns/trends and provide enhanced accuracy of the search function on the City website.
- Completed the first phase of rewriting the Water Department's work order management system. The first phase focuses on the management of water meter assets.

## Administrative Services | Information Technology

## FY 2012/13 Objectives

- Develop a strategy for integration of personal devices for business use that will include: compliance and security policies, an analysis of cost savings, productivity gains, and developing a technology platform - June 2013.
- Build a system to streamline the tracking of police applicants; a process that often involves hundreds of applicants for each recruitment - June 2013.
- Complete the development of a new software module to manage work requests, track assets, and provide preventative maintenance for more than 1,400 city radios and supporting Public Safety radio systems - August 2012.
- Complete 75 percent of the citywide Windows 7 and Office 2010 upgrades for the city desktop computers - June 2013.

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	75.81	69.81	69.81	0.00
% of City's FTEs			2.88 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	9,070,412	9,020,195	9,308,219	288,024
PC Replacement Fund	0	992,849	727,722	-265,127
<b>Total Budget</b>	<b>9,070,412</b>	<b>10,013,044</b>	<b>10,035,941</b>	<b>22,897</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	7,194,499	6,845,853	6,991,804	145,951
Contractual Services	1,536,951	1,588,937	1,731,773	142,836
Commodities	86,749	198,405	197,642	-763
Capital Outlays	3,494	992,849	727,722	-265,127
<b>Subtotal Operating Budget</b>	<b>8,821,693</b>	<b>9,626,044</b>	<b>9,648,941</b>	<b>22,897</b>
Operating Projects	248,719	387,000	387,000	0
<b>Total Budget</b>	<b>9,070,412</b>	<b>10,013,044</b>	<b>10,035,941</b>	<b>22,897</b>

## Budget Notes and Changes

- Increase of \$121,750 for storage area network maintenance due to end of a five year fixed contract with vendor.

## Administrative Services | Information Technology

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Percentage of city telephones transitioned to VoIP (voice over IP) technology	45%	55%	70%
Provide quality customer service by achieving a satisfaction approval rating of 4.8 or above out of a possible 5.0 for all IT work requests.	NA	4.95	4.95
Total Disk Storage allocated (storage area network storage managed by IT) in terabytes (TB)	97.6 TB	108.2 TB	112.2 TB
Number of databases supported	1,196	1,400	1,780
Number of custom reports executed	747,461	912,000	1,076,000
Number of spam emails blocked monthly from entering the city email system	2,100,000	1,700,000	1,870,000
Number of work orders completed	12,500	12,960	15,000
Ratio of PCs to field technicians	390:1	390:1	390:1
Total number of map layers maintained by city staff	140	144	150
Graphics design projects completed	NA	150	225
Number of web-unique visitors per day to the Scottsdale website	NA	6,000	6,150

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Performs PC imaging and hardware repair for PCs, laptops, and printers.	1	200	\$3,850	0.1
<b>Total</b>	<b>1</b>		<b>\$3,850</b>	<b>0.1</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.





FY 2012/13 Adopted Budget

## Administrative Services | Purchasing

### Description

The Purchasing Department comprises three major work units: Purchasing Services, Stores/Warehouse Operations, and Graphics, Printing & Mail. Purchasing Services is responsible for the timely acquisition of all materials, services, and construction required by the city and assists various contract administrators throughout the city. Purchasing Services manages procurement processes, secures long-term contracts, advantageous pricing arrangements and educates city staff about best value procurement methods. Stores/Warehouse Operations maintains, dispenses and delivers inventory items, manages surplus property and is the primary receiving point for the delivery, inspection, and re-delivery of items procured through the city's purchase order system. Graphics, Printing & Mail operations provides a variety of services to assist city operating areas with graphic design, print production, posters/banners, CD duplication, interoffice mail, and all processing of incoming and outgoing U.S. mail items.

### Strategic Goal(s)

- Seek Sustainability

### Services Provided

- Purchasing prepares and administers all quotes, solicitations, bids, proposals, and scopes of work; contracts and purchases all goods and services (including construction); and trains the city's contract administrators.
- Graphics, Printing & Mail operations manages all U.S. and interoffice mail pickup, processing and delivery; manages in-house production & outsourcing of graphic design and printing projects; and supports Customer Service by printing, processing, and mailing all city utility bills, statements, and Gen-Tax forms.
- Stores/Warehouse Operations plans, orders, receives, maintains, dispenses, and delivers inventory supply items; administers the city's disposition process for excess/surplus property; is a primary receiving point for the receipt, inspection, and re-delivery of items procured through the city's purchase order and procurement card systems.

### FY 2011/12 Achievements

- Purchasing Services (Purchasing): Received the National Procurement Institute Award for Excellence in Procurement for the 13th straight year.
- Purchasing Services (Graphics & Printing): Implemented several new guideline procedures related to design, layout, printing and USPS mailing projects which have allowed for projects to remain in-house for print production and mailings to go out under a postage reduced presort rate providing an overall budget savings of roughly \$50,000 for these combined operations.
- Purchasing Services: (Stores/Warehouse) Developed innovative methods to maintain deliveries and surplus pickups during resource constraints and staff reduction through collaboration with city departments.
- Purchasing Services (Graphics, Print and Mail) : Relocated operations to the South Corp Yard facility at the beginning of June.

### FY 2012/13 Objectives

- As the leases for the city's print production equipment come to their expiration date mid-year, Purchasing will perform a cost/benefit (make-or-buy) analysis regarding the current service delivery model and reach a determination regarding whether it is in the best interest of the city to continue with in-house print production or whether the production services should be contracted out.
- Improve the efficiency of the citywide postage expenditures by revising the city's current mailing practices.
- Maintain the highest level of safety and customer service possible with the reduced staffing levels.

## Administrative Services | Purchasing

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	26.00	24.00	23.00	-1.00
% of City's FTEs			0.95 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	2,299,864	1,971,205	2,196,515	225,310
<b>Total Budget</b>	<b>2,299,864</b>	<b>1,971,205</b>	<b>2,196,515</b>	<b>225,310</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	1,735,805	1,576,734	1,567,810	-8,924
Contractual Services	420,444	186,948	438,655	251,707
Commodities	143,614	207,523	190,050	-17,473
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,299,864</b>	<b>1,971,205</b>	<b>2,196,515</b>	<b>225,310</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,299,864</b>	<b>1,971,205</b>	<b>2,196,515</b>	<b>225,310</b>

## Budget Notes and Changes

- Staffing has been reduced by 1.00 FTE by eliminating a position shared between the Graphics, Printing & Mail and Stores/Warehouse Operations groups.

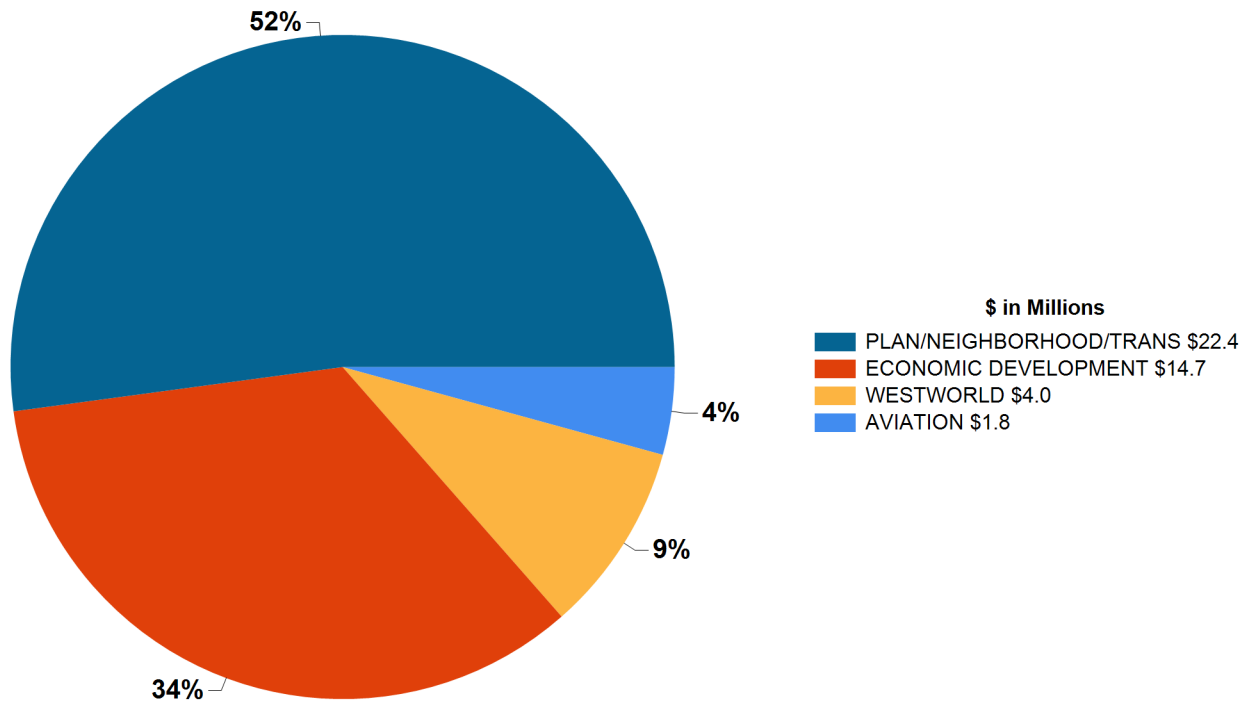
<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Number of purchase orders processed	5,200	5,500	5,500
Dollar value of purchase orders processed	\$190M	\$157M	\$160M
Percent of contract administrators trained in the contract administrators academy	43% (129/296)	55% (165/296)	67% (201/296)
Number of warehouse items issued	10,908	12,700	13,500
Dollar value of warehouse items issued	\$877,621	\$800,000	\$900,000
Orders received and re-delivered by warehouse	6,113	8,000	9,500
Surplus property pick-up requests	384	390	450
Number of graphic requisitions processed	2,193	2,235	2,245
Number of impressions processed by graphics & printing	6.4M	6.1M	6.1M
Number of pieces of USPS and inter-office mail processed	7.1M	7.3M	7.3M



FY 2012/13 Adopted Budget

**COMMUNITY AND ECONOMIC DEVELOPMENT**

**FY 2012/13 Adopted Budget**



Expenditures By Department	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
PLANNING / NEIGHBORHOOD / TRANSPORTATION	24,951,484	22,713,548	22,367,916	-345,632
ECONOMIC DEVELOPMENT	14,077,505	13,980,711	14,732,335	751,624
WESTWORLD	3,144,075	4,369,853	3,978,248	-391,605
AVIATION	1,657,252	1,705,659	1,828,407	122,748
<b>Total Budget</b>	<b>43,830,316</b>	<b>42,769,771</b>	<b>42,906,906</b>	<b>137,135</b>

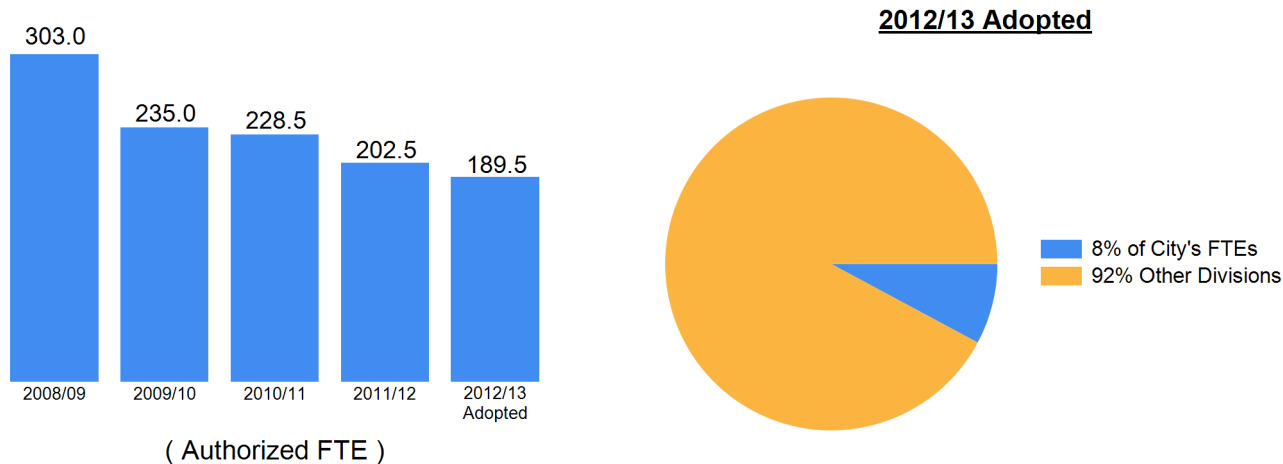


FY 2012/13 Adopted Budget

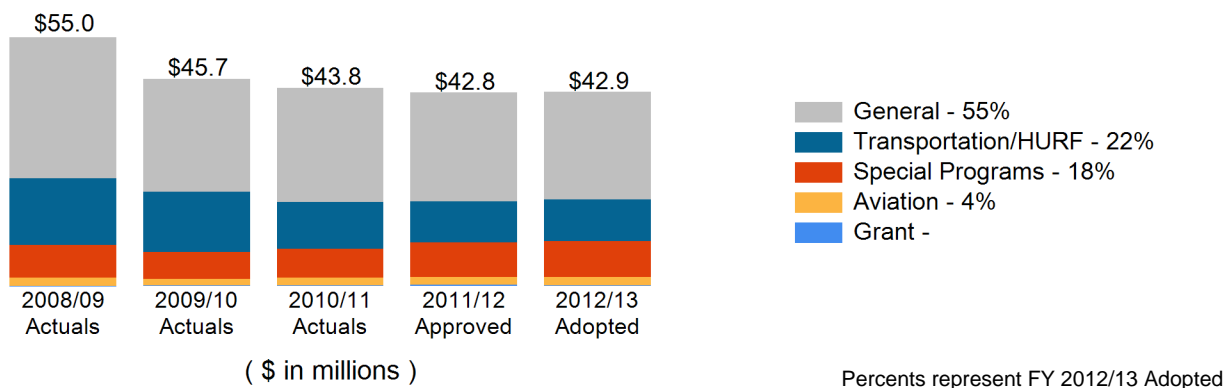
Division Summary

Community and Economic Development

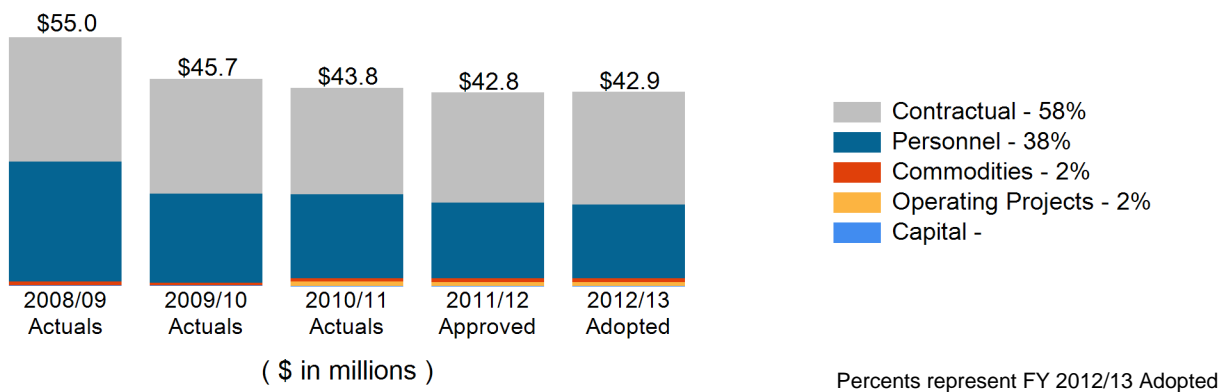
Staff Summary



Expenditures By Fund



Expenditures By Type



## Division Summary

## Community and Economic Development

**Description**

Work with citizens to build and preserve Scottsdale as a great community by stimulating economic activity and by offering a diverse range of value-added programs to build, revitalize and sustain the community's unique lifestyle and character.

**Strategic Goal(s)**

- Advance Transportation
- Enhance Neighborhoods
- Preserve Meaningful Open-Space
- Seek Sustainability
- Support Economic Vitality
- Value Scottsdale's Unique Lifestyle and Character

**Services Provided**

- Business attraction, retention and development.
- Support tourism as a means to enhance the economic well-being and quality of life of the community and its residents.
- Assure that the community vision is considered for all proposals to City Council, Planning Commission and Development Review Board.
- Provide timely construction document review for building plan submittals.
- Transportation Master Planning, route planning, trolley operations, regional coordination, Dial-a-Ride, Cab Connection.
- Hosts equestrian and special events for public recreational use at WestWorld.
- Provide a safe, secure and efficient operating environment for airport users and stakeholders.

**FY 2011/12 Achievements**

- Implement construction for expanded Tony Nelssen Equestrian Center.
- Organizational restructures to enhance efficiencies will result in an annual general fund savings of approximately \$1 million and reduction of 13 FTE positions.
- Implement program encouraging enhanced design of exterior modification and additions in R1-7 district.
- Support downtown Scottsdale as a destination attraction through connecting with business and property owners to maintain quality programming and special events.
- Hosted major tourism-driven events, such as the Phoenix Open, Barrett Jackson Collector Car Auction, Arabian Horse Show and ancillary events which attract significant numbers of visitors to the area and provide valuable exposure to potential visitors through media coverage.

**FY 2012/13 Objectives**

- Attract revenue and employment generators interested in locating to Scottsdale; assist in the retention or expansion of existing businesses to preserve Scottsdale's positive economic environment.
- Enhance the economic well-being and quality of life of the community and its residents by support of tourism through research, marketing, promotion, major events and the development of destination attractions and infrastructure.
- Efficient and effective Code Enforcement using a pro-active and collaborative approach.
- Plan and build major transportation infrastructure and safety improvement projects.

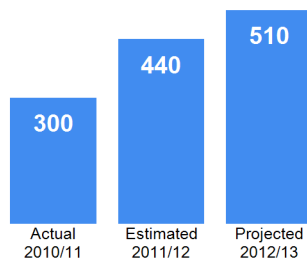


## Division Summary

## Community and Economic Development

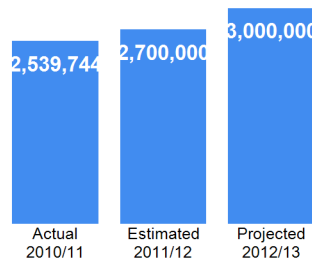
## Charted Performance Measures

Permit Valuations (in millions)



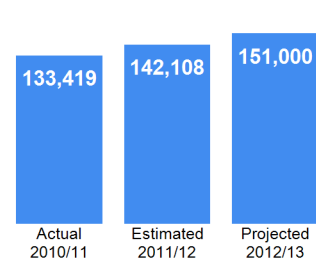
Building permit valuations

Citywide Transit



Transit ridership

Aircraft Operations



Aircraft operations

Staff Summary	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
Full-time Equivalents (FTE)	228.50	202.50	189.50	-13.00
% of City's FTEs			7.82 %	

Expenditures By Fund	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
Aviation Fund	1,657,252	1,705,659	1,828,407	122,748
General Fund	25,222,027	24,116,739	23,704,234	-412,505
Grant Funds	204,591	248,300	212,500	-35,800
Special Programs Fund	6,418,852	7,652,447	7,911,598	259,151
Transportation/HURF Fund	10,327,594	9,046,626	9,250,167	203,541
<b>Total Budget</b>	<b>43,830,316</b>	<b>42,769,771</b>	<b>42,906,906</b>	<b>137,135</b>

Expenditures By Type	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
Personnel Services	18,566,406	16,589,161	16,231,319	-357,842
Contractual Services	23,586,945	24,398,807	24,949,669	550,862
Commodities	628,843	907,670	820,837	-86,833
Capital Outlays	18,523	10,000	9,950	-50
<b>Subtotal Operating Budget</b>	<b>42,800,718</b>	<b>41,905,638</b>	<b>42,011,775</b>	<b>106,137</b>
Operating Projects	1,029,598	864,133	895,131	30,998
<b>Total Budget</b>	<b>43,830,316</b>	<b>42,769,771</b>	<b>42,906,906</b>	<b>137,135</b>

## Budget Notes and Changes

- Personnel Services reflects citywide benefit rate increases, which are offset by the elimination of 13.0 FTE positions.
- Streamlined services and restructured units created processing efficiencies: reduction of staff results in a net General Fund savings for FY 2012/13.
- Contractual Services increase is primarily the increase to the Bed Tax destination marketing contract as a result of increased Bed Tax revenues.
- Effective FY 2012/13 the operating projects (for the new 1 percent of capital projects) Arts In Public Places (AIPP) has relocated to Capital Project Management within the Public Works Division.
- Private sponsors contributed \$103,000 to the Hospitality Trolley Program, partnering with the city to maintain service.

## Community & Economic Development | Aviation

### Description

Aviation comprises two major programs: Operations and Administration. Airport Operations is responsible for the day-to-day operations, safety, security and maintenance of the Scottsdale Airport. The Administration program carries out the financial business relation, marketing, and community outreach functions for the Aviation Enterprise Fund.

### Strategic Goal(s)

- Advance Transportation
- Support Economic Vitality

### Services Provided

- Provide a safe, secure and efficient operating environment for the airport users, tenants and customers.

### FY 2011/12 Achievements

- Continue to provide a safe, secure and efficient operating environment for airport users, tenants and customers.
- Implement a marketing program in partnership with aviation stakeholders to promote Scottsdale Airport as a world-class destination airport.
- Ensure compliance with Federal Aviation Administration (FAA) standards and grant assurances.
- Implement a division plan for cooperative marketing with airport, airpark, WestWorld and aviation stakeholders to drive economic development at the airport and surrounding airpark areas.

### FY 2012/13 Objectives

- Continue to provide a safe, secure and efficient operating environment for airport users, tenants and customers.
- Ensure compliance with FAA standards and grant assurances.
- Implement a division plan for cooperative marketing with airport, airpark, WestWorld and aviation stakeholders to drive economic development at the airport and surrounding airpark areas.
- Annually review the aviation financial plan to more efficiently recover operating and capital costs through equitable user fees and serve as a catalyst for business development at the airport and in the airpark.

## Community &amp; Economic Development | Aviation

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	14.00	14.00	14.00	0.00
% of City's FTEs			0.58 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Aviation Fund	1,657,252	1,705,659	1,828,407	122,748
<b>Total Budget</b>	<b>1,657,252</b>	<b>1,705,659</b>	<b>1,828,407</b>	<b>122,748</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	965,383	1,040,139	1,055,520	15,381
Contractual Services	649,840	599,370	715,637	116,267
Commodities	33,331	66,150	57,250	-8,900
Capital Outlays	8,698	0	0	0
<b>Subtotal Operating Budget</b>	<b>1,657,252</b>	<b>1,705,659</b>	<b>1,828,407</b>	<b>122,748</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>1,657,252</b>	<b>1,705,659</b>	<b>1,828,407</b>	<b>122,748</b>

## Budget Notes and Changes

- Annual aircraft operations (number of takeoffs and landings) increased approximately seven percent from last calendar year due to a steady increase of transient corporate jet traffic.
- Aviation fuel flowage fees (a primary source of revenue for the Aviation Enterprise Fund) increased two percent in comparison to last calendar year.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Annual number of total aircraft operations	133,419	142,108	151,000
Dollar value of FAA grants received	0	\$6.5 million	\$3.0 million

## Community & Economic Development | Economic Development

### Description

The Economic Development Department is a multi-faceted organization with responsibilities in areas critical to Scottsdale's economic growth. A strategic collaborative effort combines to create support and expand initiatives that positively impact Scottsdale's economy. Long-term economic development is vital in enhancing the quality of life for all Scottsdale residents.

### Strategic Goal(s)

- Support Economic Vitality

### Services Provided

- Increase focus to activate private enterprise citywide, as well as in character areas including the McDowell Corridor, Downtown Scottsdale, Shea Corridor, Airpark and Bell Road Corridor.
- Enhance the economic wellbeing and quality of life of the community and its residents by support of tourism through research, marketing, promotion, major events and the development of destination attractions and infrastructure.

### FY 2011/12 Achievements

- Retain and enhance tax revenue from north and south Scottsdale automotive retail areas.
- Revamp Economic Development's website to improve market presence.
- Five-year Tourism Development and Marketing Strategy Plan underway.
- Increased visibility by partnership with auto dealers to create FLW/Hayden sign district.

### FY 2012/13 Objectives

- Attract new businesses to Scottsdale to improve revenue and the city's employment base.
- Support Downtown Scottsdale as a destination attraction through connecting with business and property owners to maintain quality programming and special events.
- Assist in the retention and/or expansion of existing business to preserve Scottsdale's positive economic environment.
- Support cultural amenities and public art through administration of the Cultural Council contract.
- Promote revitalization by encouraging and facilitating investment in the mature areas of the community.

## Community &amp; Economic Development | Economic Development

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	11.00	10.00	10.00	0.00
% of City's FTEs			0.41 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	7,610,206	7,675,561	7,375,237	-300,324
Grant Funds	79,906	5,500	5,500	0
Special Programs Fund	6,387,394	6,299,650	7,351,598	1,051,948
<b>Total Budget</b>	<b>14,077,505</b>	<b>13,980,711</b>	<b>14,732,335</b>	<b>751,624</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	1,113,575	949,737	1,072,472	122,735
Contractual Services	12,272,233	12,396,503	13,020,902	624,399
Commodities	27,517	17,123	21,613	4,490
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>13,413,326</b>	<b>13,363,363</b>	<b>14,114,987</b>	<b>751,624</b>
Operating Projects	664,179	617,348	617,348	0
<b>Total Budget</b>	<b>14,077,505</b>	<b>13,980,711</b>	<b>14,732,335</b>	<b>751,624</b>

## Budget Notes and Changes

- Bed Tax revenues increased \$5,174,349 over the previous year as more visitors selected Scottsdale as their destination of choice. The Bed Tax rate increase from 3% to 5% in July, 2010 also provided significant contribution to revenue.
- Private sponsors contributed \$103,000 to the Hospitality Trolley Program, partnering with the city to maintain the service.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Targeted companies locating and expanding in Scottsdale, resulting in job creation	450 jobs	1,600 jobs	1,700 jobs
Annual number of downtown special events coordinated	95	105	120
Scottsdale hotel/motel average occupancy rate	58.8%	70.0%	70.0%

## Community & Economic Development | Planning/Neighborhood/Transportation

### Description

Work in partnership with community stakeholders to physically and aesthetically shape the city; safely, conveniently and efficiently move people, goods and information; and preserve, reinforce and revitalize commercial areas and residential neighborhoods to provide a high quality of life.

### Strategic Goal(s)

- Advance Transportation
- Enhance Neighborhoods
- Preserve Meaningful Open-Space
- Value Scottsdale's Unique Lifestyle and Character

### Services Provided

- Assure that the community vision is considered for all development proposals to City Council, Planning Commission and Development Review Board.
- Provide timely and quality construction document review for building plan submittals.
- Efficient and effective Code Enforcement using a pro-active and collaborative approach.
- Transportation master planning, route planning, trolley operations, regional coordination, Dial-a-Ride, Cab Connection.

### FY 2011/12 Achievements

- Process text amendments to implement Greater Airpark, Downtown and Southern Scottsdale character area plans.
- Streamlined services and restructured areas creating efficiencies and reducing staff by 11 FTEs resulting in a net General Fund savings that will be realized on an annual basis.
- Complete final design, initiate construction of Northsight Boulevard extension between Hayden and Frank Lloyd Wright.
- Implement program encouraging enhanced design of exterior modification and additions in R1-7 district.

### FY 2012/13 Objectives

- Process text amendments to implement Greater Airpark, Downtown and Southern Scottsdale Character Area Plans.
- Provide timely and quality construction document review for building plan submittals.
- Initiate and process a major General Plan amendment for City Council consideration and adoption of the Scottsdale General Plan.
- Enhance neighborhoods by Code Enforcement efforts.
- Plan and build major transportation infrastructure and safety improvement projects.

## Community &amp; Economic Development | Planning/Neighborhood/Transportation

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	180.50	160.50	148.50	-12.00
% of City's FTEs			6.13 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	14,477,746	13,271,325	12,850,749	-420,576
Grant Funds	124,685	242,800	207,000	-35,800
Special Programs Fund	21,459	152,797	60,000	-92,797
Transportation/HURF Fund	10,327,594	9,046,626	9,250,167	203,541
<b>Total Budget</b>	<b>24,951,484</b>	<b>22,713,548</b>	<b>22,367,916</b>	<b>-345,632</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	14,838,101	12,987,567	12,533,077	-454,490
Contractual Services	9,713,197	9,112,588	9,319,147	206,559
Commodities	176,368	431,608	322,959	-108,649
Capital Outlays	1,350	10,000	9,950	-50
<b>Subtotal Operating Budget</b>	<b>24,729,015</b>	<b>22,541,763</b>	<b>22,185,133</b>	<b>-356,630</b>
Operating Projects	222,469	171,785	182,783	10,998
<b>Total Budget</b>	<b>24,951,484</b>	<b>22,713,548</b>	<b>22,367,916</b>	<b>-345,632</b>

## Budget Notes and Changes

- Streamlined services and restructured areas creating efficiencies and reducing staff by 6.00 FTEs resulting in a net General Fund savings of approximately \$500,000 for FY 2012/13.
- Due to the current fiscal challenges, an additional reduction of 5.00 FTEs resulting in additional General Fund savings for FY 2012/13.
- Continue to manage transportation needs in a fiscally responsible manner in order to reduce General Fund impacts.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Construction document reviews for engineering and building plans completed within 20 calendar days	99%	100%	100%
Percent of inspections performed within 24 hours	99%	100%	100%
Neighborhood Traffic projects completed	6	4	6
Total citywide transit ridership (bus, Dial-a-Ride, circulators, Cab Connection)	2,539,744	2,700,000	3,000,000
Proactively initiated Code Enforcement cases	62%	63%	65%

### Description

WestWorld is a nationally-recognized equestrian and special event facility providing recreational opportunities and family entertainment at the local, regional and national levels.

### Strategic Goal(s)

- Support Economic Vitality

### Services Provided

- WestWorld hosts equestrian and special events for public recreational use.

### FY 2011/12 Achievements

- Implement construction for expanded Tony Nelssen Equestrian Center.
- Hosted major tourism-driven events, such as Barrett Jackson Collector Car Auction, Arabian Horse Show and ancillary events which attract significant numbers of visitors to the area and provide valuable exposure to potential visitors through media coverage.

### FY 2012/13 Objectives

- Implement construction for expanded Tony Nelssen Equestrian Center.
- Continue to pursue and fulfill the City Council approved 2003 WestWorld Master Plan.
- Provide a positive economic impact for the City of Scottsdale.



<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	23.00	18.00	17.00	-1.00
% of City's FTEs			0.70 %	

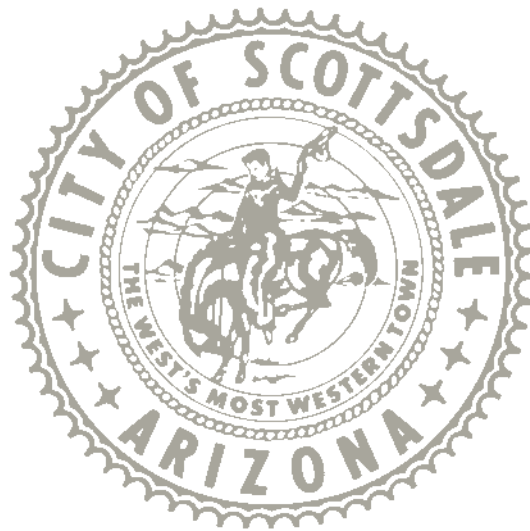
<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	3,134,075	3,169,853	3,478,248	308,395
Special Programs Fund	10,000	1,200,000	500,000	-700,000
<b>Total Budget</b>	<b>3,144,075</b>	<b>4,369,853</b>	<b>3,978,248</b>	<b>-391,605</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	1,649,347	1,611,718	1,570,250	-41,468
Contractual Services	951,676	2,290,346	1,893,983	-396,363
Commodities	391,627	392,789	419,015	26,226
Capital Outlays	8,475	0	0	0
<b>Subtotal Operating Budget</b>	<b>3,001,125</b>	<b>4,294,853</b>	<b>3,883,248</b>	<b>-411,605</b>
Operating Projects	142,950	75,000	95,000	20,000
<b>Total Budget</b>	<b>3,144,075</b>	<b>4,369,853</b>	<b>3,978,248</b>	<b>-391,605</b>

#### Budget Notes and Changes

- Budget includes two revenue offset budget increases totaling \$88,700. These are for the addition of the Celebration of Fine Arts event that was added to the AZ State Land lease agreement with the city and for additional manure removal related to the Arabian Horse Show in February.
- Due to the current fiscal challenges, a reduction of 1.00 FTE resulting in additional General Fund savings for FY 2012/13.

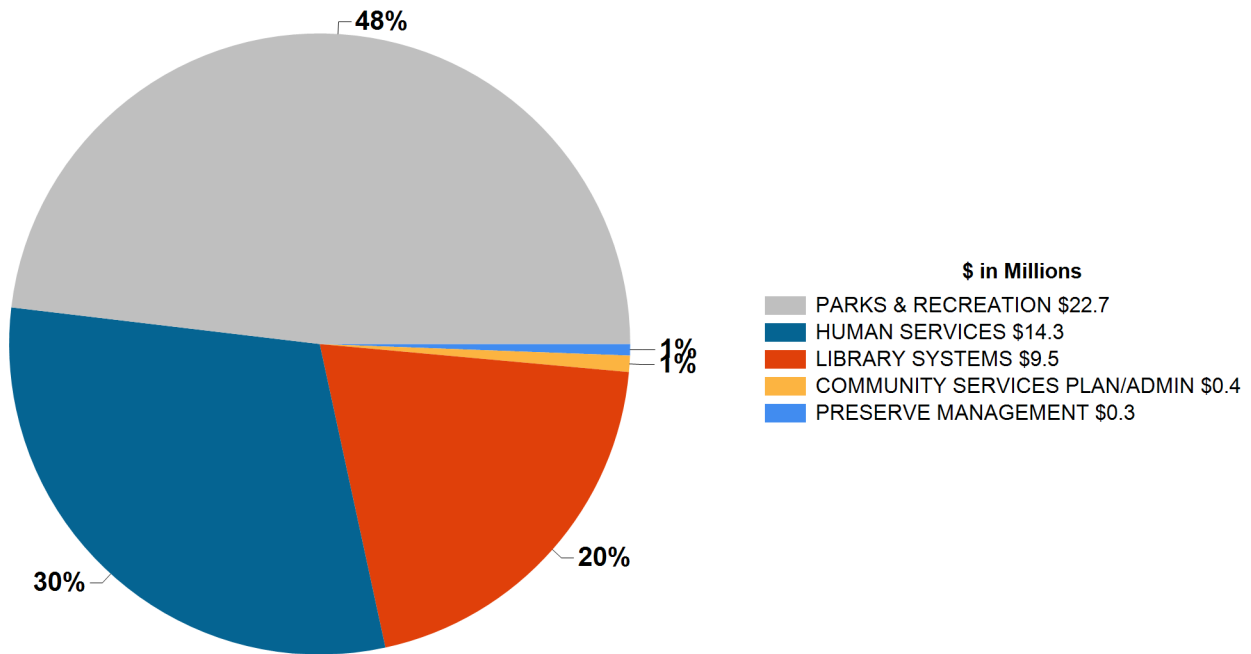
<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Number of equestrian use days at WestWorld	263	260	271
Number of special event use days at WestWorld	160	127	145



FY 2012/13 Adopted Budget

**COMMUNITY SERVICES**

**FY 2012/13 Adopted Budget**

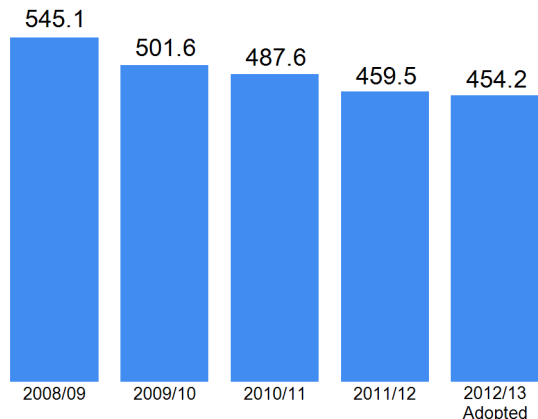


Expenditures By Department	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
PARKS & RECREATION	21,462,900	20,485,225	22,709,527	2,224,302
HUMAN SERVICES	12,366,260	14,971,234	14,290,779	-680,455
LIBRARY SYSTEMS	9,545,246	9,592,555	9,516,861	-75,694
COMMUNITY SERVICES PLANNING AND ADMIN	384,878	389,431	400,910	11,479
PRESERVE MANAGEMENT	271,598	265,246	279,043	13,797
<b>Total Budget</b>	<b>44,030,882</b>	<b>( ) , + \$ ' 2 - %</b>	<b>( + , % + 2 / &amp; \$</b>	<b>1 , 4 - ' 2 &amp;</b>



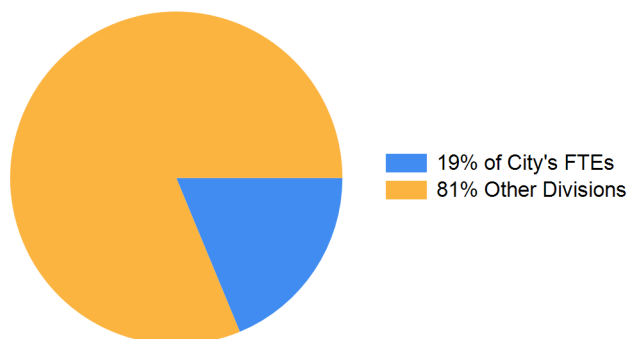
FY 2012/13 Adopted Budget

**Staff Summary**

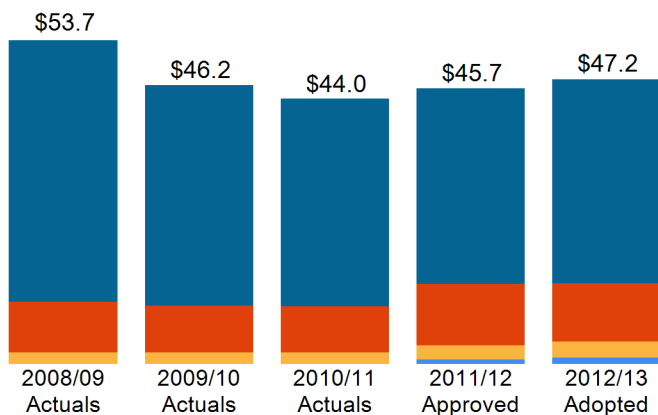


( Authorized FTE )

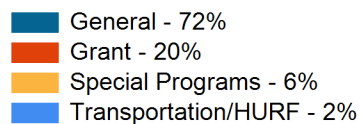
**2012/13 Adopted**



**Expenditures By Fund**

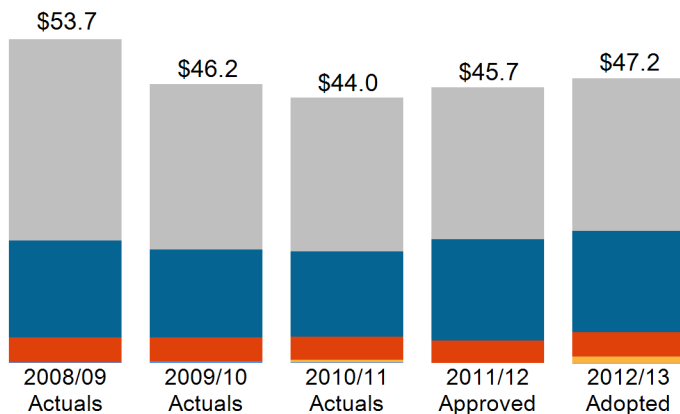


( \$ in millions )

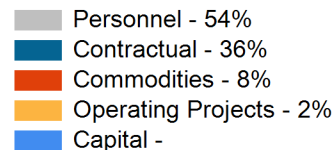


Percents represent FY 2012/13 Adopted

**Expenditures By Type**



( \$ in millions )



Percents represent FY 2012/13 Adopted

### Description

The Community Services Division consists of five programs: Preserve Management, Parks and Recreation, Human Services, Library System, and Planning and Administration. Preserve Management operates and manages the Scottsdale McDowell Sonoran Preserve consisting of more than 21,000 acres of dedicated open space, including more than 60 miles of multi-use trails and 10 trailhead/parking facilities. Parks and Recreation operates and manages 42 parks, four aquatic centers, four fitness centers, five community centers, two tennis centers, two skate facilities, eight urban lakes, three off-leash areas, eight specialty parks, and maintains the Downtown District, Civic Center Complex, 974 acres of developed parks, and more than 400 acres of medians and rights-of-way. Human Services operates two senior centers, the Paiute Neighborhood Center, Vista del Camino and the Community Assistance Office. Library System consists of five libraries: Civic Center, Mustang, Palomino, Arabian and Appaloosa. Planning and Administration manages the division's planning, personnel, programs, services, capital improvement projects, and financial reporting and analysis.

### Strategic Goal(s)

- Enhance Neighborhoods
- Preserve Meaningful Open-Space
- Support Economic Vitality
- Value Scottsdale's Unique Lifestyle and Character

### Services Provided

- Preserve Management. Protect the native plant and animal habitat of the Scottsdale McDowell Sonoran Preserve and provide public access through interconnected trails and access points.
- Parks and Recreation. Provide citizens and visitors with safe and well-maintained facilities and enhance Scottsdale's quality of life through comprehensive recreational activities, including health and wellness, fitness and sports, learning and skill development, social responsibility and family interaction.
- Human Services. Provide safe and sanitary housing, emergency/crisis assistance and self-sufficiency programs to those in need via federal, state, local and private resources. Provide opportunities for seniors, adults and youth to connect with one another and to the city through social, educational/recreational interaction and volunteering.
- Library System. Serve 1.5 million customers annually with a circulation of 3.4 million physical and electronic materials, and provide adult, teen, youth and early literacy programs attended by 70,000 participants each year.

### FY 2011/12 Achievements

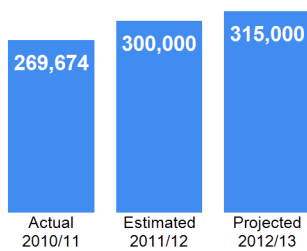
- Launched Gimme!--a mobile web application for library staff book reviews--that received an American Library Association Cutting Edge Technology Award, an American Library Association (ALA) Best of Show Honorable Mention for the marketing cardboard stand-up advertisements and an invitation to present the Gimme! story at the annual ALA conference.
- Completed renovation of the Civic Center Library, including a new computer lab, a new library shop, an automatic self check-in machine with materials sorting feature and adding a coffee café.
- Updated the Preserve Strategic Acquisition Plan and acquired 4,400 acres of land from the Arizona State Land Department with funding assistance from the Arizona State Parks Growing Smarter grant program.
- Began construction of the Tom's Thumb Trailhead and completed the planning process for the Brown's Ranch Trailhead.
- Completed the sale of the Civic Center Neighborhood Center located at Drinkwater Boulevard and 2nd Street and the purchase of the Ville de Marie buildings located at the Paiute Neighborhood Center campus.
- Successfully completed construction and grand opening of George "Doc" Cavalliere Park, which has been selected as a pilot project for the Sustainable SITES Initiative, a project certification program similar to LEED that is oriented toward sites and open space design, with the highest certification sought as the first of its kind in the nation.

**FY 2012/13 Objectives**

- Acquire 6,400 acres of land from Arizona State Land Department for inclusion in the Scottsdale McDowell Sonoran Preserve.
- Complete construction of the Brown's Ranch Trailhead, including the Jane Rau Interpretive Trail, and open for public use.
- Increase reading program attendance 3 percent by June 2013.
- Increase residents served with emergency assistance by 10 percent through new pre-screening process.
- Actively pursue additional sponsorships and other revenue enhancement opportunities.

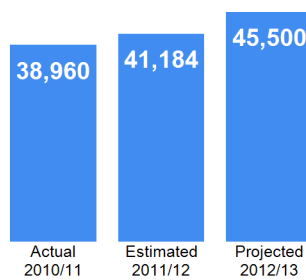
**Charted Performance Measures**

**McDowell Sonoran Preserve Access  
(number of visitors)**



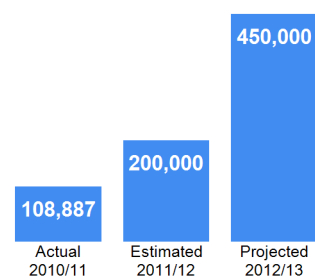
Provide access to the preserve

**Library Early Literacy Program**



Attendance at early literacy programs

**Electronic Materials Checked-Out**



E-books, music, movies

## Division Summary

## Community Services

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	487.58	459.46	454.23	-5.23
% of City's FTEs			18.75 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	34,502,388	32,398,753	33,818,807	1,420,054
Grant Funds	7,619,444	10,215,266	9,666,889	-548,377
Special Programs Fund	1,909,050	2,343,599	2,658,998	315,399
Transportation/HURF Fund	0	746,073	1,052,426	306,353
<b>Total Budget</b>	<b>44,030,882</b>	<b>45,703,691</b>	<b>47,197,120</b>	<b>1,493,429</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	25,494,463	25,226,755	25,329,489	102,734
Contractual Services	14,151,669	16,725,265	16,761,685	36,420
Commodities	3,856,655	3,751,671	3,990,946	239,275
Capital Outlays	105,943	0	33,000	33,000
<b>Subtotal Operating Budget</b>	<b>43,608,730</b>	<b>45,703,691</b>	<b>46,115,120</b>	<b>411,429</b>
Operating Projects	422,152	0	1,082,000	1,082,000
<b>Total Budget</b>	<b>44,030,882</b>	<b>45,703,691</b>	<b>47,197,120</b>	<b>1,493,429</b>

## Budget Notes and Changes

- General Fund increase of \$1.6 million includes one-time funding per City Council direction for deferred maintenance (Operating Projects) such as playground equipment replacement, public pool replacement, and lighting replacement at four ball fields.
- Changes in Grant Funds are due to the net effect of increases or decreases in allocation and carryover amounts from year to year in the CDBG, Section 8 Housing, HOME and local grant areas.
- Special Programs Fund increase of \$0.3 million related to new budget expenditure authority for revenues collected from \$3 fees for youth sports field allocation and pool sponsored teams' use of Scottsdale's aquatic facilities. This is also reflected in Commodities budget increase.
- Additional Transportation/HURF funding of \$0.3 million is to maintain added landscape inventory from transportation projects that include medians and rights of way.
- Personnel Services budget reflects citywide benefit rate increases that are partially offset by the elimination of 5.23 FTE positions.





FY 2012/13 Adopted Budget

## Community Services | Planning and Administration

### Description

Community Services Planning and Administration manages the operations of the division, including planning, personnel management, daily operations, capital improvement projects and financial monitoring and forecasting, while adhering to City Council and city leadership broad goals and objectives.

### Strategic Goal(s)

- Enhance Neighborhoods
- Preserve Meaningful Open-Space
- Support Economic Vitality
- Value Scottsdale's Unique Lifestyle and Character

### Services Provided

- Implement and manage division planning, capital improvement projects, programs, services and financial activities for the Community Services Division that reflect the mission, goals and strategies outlined by city management, City Council and Scottsdale citizens.
- Respond promptly to inquiries and requests from Scottsdale citizens, City Council and staff, and effectively address and resolve issues in an appropriate and timely manner.

### FY 2011/12 Achievements

- Managed the division's FY 2011/12 operating budget to achieve operational savings and reduced costs as part of city's budget balancing initiative.
- Monitored vacant positions, work schedules and coverage resulting in full-time and part-time salary savings.
- Managed development of the Division's General Fund budget for FY 2012/13, reallocating available resources where needed and identifying additional funding requirements, such as repair and maintenance, that were impacted by prior years' budget reductions.

### FY 2012/13 Objectives

- Assess current operations for additional service efficiencies, consolidation and cost savings.
- Pursue additional sponsorships and other revenue enhancement activities and review cost recovery policies of programs and classes.

## Community Services | Planning and Administration

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of City's FTEs			0.12 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	384,878	389,431	400,910	11,479
<b>Total Budget</b>	<b>384,878</b>	<b>389,431</b>	<b>400,910</b>	<b>11,479</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	367,990	367,948	385,214	17,266
Contractual Services	16,637	18,233	14,434	-3,799
Commodities	251	3,250	1,262	-1,988
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>384,878</b>	<b>389,431</b>	<b>400,910</b>	<b>11,479</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>384,878</b>	<b>389,431</b>	<b>400,910</b>	<b>11,479</b>

## Budget Notes and Changes

- Reductions to Contractual Services and Commodities budgets due to decreases in risk charges and office supply budgets.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Number of capital improvement projects managed	13	8	5
Sponsorship revenue	\$89,000	\$216,000	\$127,000

### Description

Human Services operates two senior centers, the Paiute Neighborhood Center, Vista del Camino and the Community Assistance Office. The two senior centers (Granite Reef and Via Linda) provide an integrated system of services, resources and opportunities for assisting seniors through recreation, social and health, and wellness services. Paiute Neighborhood Center is in one of the lowest income census tracts in Scottsdale and serves a culturally diverse neighborhood with services such as early childhood, after-school and teen programs, recreation, education and drug prevention programs, medical and dental services, social services, a center for senior adults and a police substation. Vista del Camino serves as the Scottsdale-area community action program through a partnership with Maricopa County. Vista helps with unmet crises such as emergency rent, mortgage, utility assistance, food and clothing with a focus on helping individuals and families to return to self-sufficiency through the job preparation program and career center. The Community Assistance Office provides Section 8 rental assistance to low-income families and offers case management to residents enrolled in the family self-sufficiency program. The office manages Community Development Block Grants (CDBG), HOME federal grants, the operation of the city's housing rehabilitation program and the roof and emergency repair programs.

### Strategic Goal(s)

- Enhance Neighborhoods
- Value Scottsdale's Unique Lifestyle and Character

### Services Provided

- Safe and sanitary housing, self-sufficiency, social services, economic growth and reasonable accommodations for persons with disabilities and/or low or moderate-income.
- Create opportunities for people to connect with one another and to the city through social and recreational interaction, volunteering, and emergency and support services.
- Administer a variety of federal, state, local and private resources, including the coordination of more than 750 volunteers, to respond to human service needs.

### FY 2011/12 Achievements

- Completed the sale of the Civic Center Neighborhood Center located at the Drinkwater Boulevard and 2nd Street and the purchase of the Ville de Marie buildings located at the Paiute Neighborhood Center campus.
- Secured \$41,084 in local grant funds that provide fee assistance to income eligible families participating in the after-school and summer youth programs.
- Participated in the New Faces Partnership pilot project "Community Navigators" and the Arziona Hoarding Task Force which resulted in better services provided to those in financial distress and to those with hoarding issues.

### FY 2012/13 Objectives

- Increase residents served with emergency assistance by 10 percent through new pre-screening process.
- Improve quality of life for Scottsdale residents through education, recreation and socialization, and provide opportunities for residents to stay connected with the community.
- Provide access to basic needs, promote self-sufficiency, mitigate the causes of poverty and support independent living.

## Community Services | Human Services

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	74.90	71.19	68.94	-2.25
% of City's FTEs			2.85 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	4,460,869	4,382,509	4,245,683	-136,826
Grant Funds	7,561,900	9,918,580	9,586,889	-331,691
Special Programs Fund	343,490	670,145	458,207	-211,938
<b>Total Budget</b>	<b>12,366,260</b>	<b>14,971,234</b>	<b>14,290,779</b>	<b>-680,455</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	4,252,415	4,289,044	4,187,260	-101,784
Contractual Services	7,873,722	10,341,166	9,864,458	-476,708
Commodities	240,123	341,024	239,061	-101,963
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>12,366,260</b>	<b>14,971,234</b>	<b>14,290,779</b>	<b>-680,455</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>12,366,260</b>	<b>14,971,234</b>	<b>14,290,779</b>	<b>-680,455</b>

### Budget Notes and Changes

- Eliminated one full-time and two part-time positions (2.25 FTEs) resulting in General Fund savings of \$0.2 million.
- Restored General Fund Contractual Services granted to non-profit agencies from previous year reduction of \$0.1 million.
- Changes in Grant Funds are due to the net effect of increases or decreases in allocation and carryover amounts from year to year in the CDBG, Section 8 Housing, HOME and local grant areas.

## Community Services | Human Services

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Number of units of social services that address basic needs (food boxes, utility/rent/mortgage assistance, clothing provided, Section 8 units and housing rehabs/repairs)	9,808	9,912	9,970
Number of units of social services that sustain self-sufficiency (visits to career center, attendance in job workshops and participants in Section 8 self-sufficiency program)	8,778	8,900	9,005
Number of units that improve quality of life through education, recreation and socialization (hours of homework tutoring; senior support group attendance; senior fitness center attendance)	29,601	30,100	31,095

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Granite Reef and Via Linda senior center volunteers: Work in daily and weekly programs and facilities such as brown bag, congregate lunch, computer labs, lobby concierge and assisting with many special events.	483	49,722	\$957,149	23.9
Vista del Camino and Paiute Neighborhood Center volunteers: Work in many areas such as the food and clothing bank, back-to-school and holiday programs, and various community special events.	307	13,046	\$251,136	6.3
Human Services Commission: Seven member citizen advisory committee appointed by the City Council to provide recommendations to city staff and City Council on human services priorities, programs and funding allocations for Scottsdale Cares, CDBG, HOME, General and Endowment funds.	7	252	\$4,851	0.1
<b>Total</b>	<b>797</b>		<b>\$1,213,136</b>	<b>30.3</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2012/13 Adopted Budget

## Community Services | Library Systems

### Description

The Scottsdale Public Library System serves the community by fostering learning, discovery and skill enhancement. With five accessible facilities and online resources, the library provides lifelong learning opportunities through book and media collections, cultural and educational programming, electronic resources and innovative technology. Scottsdale libraries teach early literacy skills, foster the love of reading and develop critical and creative thinking skills among children, teens and adults by offering services and programs that provide academic support and intellectual growth. The Library provides access to and training in technology and digital information and pursues partnerships that enrich services, expand outreach and leverage public investment through private support.

### Strategic Goal(s)

- Enhance Neighborhoods

### Services Provided

- Circulation of 3.4 million physical and electronic materials each year to customers.
- The five libraries serve 1.5 million customers annually.
- 70,000 participants attend adult, teen, youth, and early literacy programs annually.
- Public computers are accessed 500,000 times per year by customers at the five libraries.

### FY 2011/12 Achievements

- Received a \$150,000 grant from First Things First Northeast Regional Council for Community-Based Parent Education with an emphasis on early literacy throughout the Northeast Maricopa region.
- Launched Gimme!--a mobile web application for library staff book reviews--that received an American Library Association Cutting Edge Technology Award, an American Library Association (ALA) Best of Show Honorable Mention for the marketing cardboard stand-up advertisements and an invitation to present the Gimme! story at the annual ALA conference.
- Completed renovation of the Civic Center Library, including a new computer lab, a new library shop, an automatic self-check-in machine with materials sorting feature and adding a coffee café.

### FY 2012/13 Objectives

- Maintain library checkout rate per-capita at 16.0.
- Increase reading program attendance 3 percent by June 2013.
- Maintain library visitation rates per capita at 6.85.



## Community Services | Library Systems

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	122.80	120.30	118.30	-2.00
% of City's FTEs			4.88 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	9,383,329	8,849,768	8,779,860	-69,908
Grant Funds	57,543	296,686	80,000	-216,686
Special Programs Fund	104,373	446,101	657,001	210,900
<b>Total Budget</b>	<b>9,545,246</b>	<b>9,592,555</b>	<b>9,516,861</b>	<b>-75,694</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	7,209,190	7,075,687	6,978,138	-97,549
Contractual Services	923,324	1,109,245	900,230	-209,015
Commodities	1,367,543	1,407,623	1,621,493	213,870
Capital Outlays	45,189	0	17,000	17,000
<b>Subtotal Operating Budget</b>	<b>9,545,246</b>	<b>9,592,555</b>	<b>9,516,861</b>	<b>-75,694</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>9,545,246</b>	<b>9,592,555</b>	<b>9,516,861</b>	<b>-75,694</b>

## Budget Notes and Changes

- Eliminated two full-time positions (2.00 FTEs) resulting in Personnel Services savings of approximately \$0.2 million.
- Reduced General Fund Contractual Services budget by decreasing library subscriptions \$40,000 and reducing costs by bringing printer copier service in-house.
- Received additional General Fund budget of \$44,077 to increase bandwidth at four libraries and replace aging self-check machine at Mustang Library.
- Grant Fund decrease of \$0.2 million due to reduction in anticipated carryover expenses in FY 2012/13 and is reflected in net decrease of Contractual Services budget. (Does not include new grant funding projection of \$1.4 million for FY 2012/13.)
- Special Programs Fund increase of \$0.2 million from Library Gifts and Memorials account for development of the youth Library Discovery Zone at Civic Center Library (reflected as part of net increase in Commodities budget).

## Community Services | Library Systems

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Library check-out rates per capita	17.8	16.5	17.0
Number of electronic materials checked-out (e-books, music and movies)	108,887	200,000	450,000
Participation in summer reading program by youth, teens, adults and babies.	11,631	11,600	12,000
Attendance at early literacy programs	38,960	41,184	45,500
Library visitation rates per capita	7.60	7.05	7.25
Customers using public computers	551,688	480,000	485,500

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Adult volunteers: Supplement library services for library shops, book and media shelving, children's story times and other assistance as needed by individual branches. Volunteers also serve on the Library Board and Friends of the Library.	426	32,674	\$628,975	15.7
Teen volunteers: Support the library's summer reading program by assisting library staff in registrations, prize handouts and customer service.	350	4,350	\$83,738	2.1
<b>Total</b>	<b>776</b>		<b>\$712,713</b>	<b>17.8</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2012/13 Adopted Budget

## Community Services | Parks & Recreation

### Description

Parks and Recreation provides recreation experiences to enrich the quality of life for Scottsdale residents and visitors while providing clean and attractive parks and facilities. Parks and Recreation is committed to providing leisure classes and programming at the highest standards and to contributing to the health and wellness of the community. Staff manages and maintains 975 acres of developed parks, and 528 acres of medians and rights-of-way, the maintenance of the Civic Center Complex, the Downtown District and several hundred different recreation programs and services throughout Scottsdale.

### Strategic Goal(s)

- Enhance Neighborhoods
- Preserve Meaningful Open-Space
- Value Scottsdale's Unique Lifestyle and Character

### Services Provided

- Operate and maintain 21 neighborhood parks covering 162 acres that provide primary recreation services that are easily accessible and serve local residents within a 15-minute walking distance radius.
- Operate and maintain 13 community parks totaling 560 acres that generally include a community center to serve intergenerational activities, lighted recreational amenities and sports fields that serve large regional areas of the city.
- Operate and maintain eight specialty parks totaling 253 acres that preserve significant unique features of the community, ranging from large natural preserves to historic and specialized features, such as Pinnacle Peak Park and McCormick-Stillman Railroad Park. These parks draw local, national and international visitors.
- Operate and manage all aspects of adapted recreation services, four aquatic centers, Scottsdale Stadium and three sports complexes, youth and adult sports, leisure education programs, youth and family services, eight after school programs, three community centers, citywide landscape contracts, irrigation systems, aquatic lakes and fountains, and strategic planning.
- Manage an intergovernmental agreement with Scottsdale Unified School District to allow for additional school ball field use for community youth sports groups at ten neighborhood park sites that adjoin schools.

### FY 2011/12 Achievements

- Successfully completed construction and grand opening of George "Doc" Cavalliere park which is part of a regional storm water detention facility designed to preserve the native desert area. The park features 4,000 gabion baskets for the retaining wall, artificial turf and no painted surfaces. Cavalliere Park has been selected as a pilot project for the Sustainable SITES Initiative, a project certification program similar to LEED that is oriented toward sites and open space design, with the highest certification sought as the first of its kind in the nation.
- Received ICMA Voice of the People Awards for Excellence for recreation programming, classes and parks.
- Scottsdale named as one of the nation's 100 Best Communities for Young People by America's Promise Alliance for the fifth time and one of the top ten best soccer cities by Livability.com.
- Scottsdale awarded the Sterling Tree City USA award for second time acknowledging the achievement of 20 years obtaining the Growth Award for environmental improvement.
- Per the direction of City Council, Parks and Recreation successfully implemented a fee to cover all direct program costs for the city's after school program, including payment plans, daily punch passes and grant-funded scholarships.

**FY 2012/13 Objectives**

- Preserve and enhance Scottsdale's quality of life through comprehensive recreational programming and targeted services that promote health and wellness, support fitness and sports, encourage skill development and learning, enhance family interaction and increase social responsibility for all ages and abilities.
- Effectively maintain parks, pools, fountains, facilities and medians and rights-of-way at a level of service expected by Scottsdale citizens and visitors.
- Operate unique specialty parks including Scottsdale Stadium, McCormick Stillman Railroad park, Scottsdale Sports Complex, and Pinnacle Peak Park.
- Improve performance, effectiveness and sustainability by continually evaluating service delivery, seeking cost savings, and developing and enhancing revenue opportunities.

## Community Services | Parks &amp; Recreation

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	283.88	261.97	260.99	-0.98
% of City's FTEs			10.77 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	20,001,713	18,511,799	20,113,311	1,601,512
Special Programs Fund	1,461,186	1,227,353	1,543,790	316,437
Transportation/HURF Fund	0	746,073	1,052,426	306,353
<b>Total Budget</b>	<b>21,462,900</b>	<b>20,485,225</b>	<b>22,709,527</b>	<b>2,224,302</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	13,426,080	13,302,546	13,583,539	280,993
Contractual Services	5,318,305	5,198,905	5,918,808	719,903
Commodities	2,235,608	1,983,774	2,109,180	125,406
Capital Outlays	60,754	0	16,000	16,000
<b>Subtotal Operating Budget</b>	<b>21,040,748</b>	<b>20,485,225</b>	<b>21,627,527</b>	<b>1,142,302</b>
Operating Projects	422,152	0	1,082,000	1,082,000
<b>Total Budget</b>	<b>21,462,900</b>	<b>20,485,225</b>	<b>22,709,527</b>	<b>2,224,302</b>

## Budget Notes and Changes

- General Fund increase of \$1.6 million includes one-time funding per City Council direction to address citywide deferred equipment and facility maintenance and replacement needs such as tennis and basketball court resurfacing, playground and pool equipment replacement, adding playground shade and updating ball field lighting. Also, General Fund budget changes include Scottsdale Stadium custodial contract increase and new "Doc" Cavalliere Park maintenance.
- Special Programs Fund increase of \$0.3 million related to new budget expenditure authority for revenues collected from \$3 fees for youth sports field allocation and pool sponsored teams' use of Scottsdale's aquatic facilities. These increases are reflected in Contractual Services increase (\$0.2 million) and Commodities increase (\$0.1 million) in Expenditures by Type section.
- Additional Transportation/HURF funding of \$0.3 million is to maintain added landscape inventory from transportation projects with medians and rights of way. This additional funding is reflected in Contractual Services, Expenditures by Type section.
- Expenditures by Type Contractual Services increase of \$0.7 million and Commodities increase of \$0.1 million reflect funding source budget changes as discussed above.
- Expenditures by Type Operating Projects budget of \$1.1 million is per City Council's direction for one-time funding of deferred maintenance needs as outlined above.

## Community Services | Parks &amp; Recreation

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Acres of parks maintained per employee	14.31	15.28	15.28
Square feet of medians maintained	23.2M	23.5M	23.0M
Adult registered program and service participants (unduplicated)	22,624	23,000	23,000
Youth registered program and service participants (unduplicated)	17,530	17,650	17,650
Parks and Recreation total revenue	\$5.5M	\$5.6M	\$5.6M
Percentage of budget contracted out	25%	25%	25%

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Program volunteers: Provide support at special events, ongoing programs, trail maintenance, youth sports coaching and officiating, working with people with disabilities, and working in community centers.	1,280	13,038	\$250,982	6.3
Adult probation & Sheriff's volunteers: Perform court-ordered community restitution by working alongside staff to complete skilled and unskilled tasks in city parks and facilities.	497	2,946	\$56,711	1.4
Youth community service volunteers: Perform court-ordered community restitution, self-initiated unpaid service or school-required by working alongside staff to complete skilled and unskilled tasks in city parks and facilities.	1,499	3,333	\$64,160	1.6
Youth Corp volunteers: Explore career opportunities, give back to the community and receive school credit (with prior school approval). Opportunities are available in City of Scottsdale offices, recreation centers, citizen service centers and senior centers.	428	12,900	\$248,325	6.2
Board and commission members: Serve as citizen advisory committee appointed by the City Council to provide recommendations to city staff and City Council on parks and recreation programs and priorities.	7	185	\$3,566	0.1
<b>Total</b>	<b>3,711</b>		<b>\$623,744</b>	<b>15.6</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.

## Community Services | Preserve Management

### Description

Preserve Management is responsible for planning and managing all phases of the preservation effort to achieve the community's vision for acquiring and maintaining the Scottsdale McDowell Sonoran Preserve with an extensive network of public trails and access points.

### Strategic Goal(s)

- Preserve Meaningful Open-Space
- Value Scottsdale's Unique Lifestyle and Character

### Services Provided

- Protect the native plant and animal habitat of the preserve through appropriate land management practices.
- Provide public access to the Scottsdale McDowell Sonoran Preserve via an interconnected network of multiple-use trails and trailhead access points.
- Provide trail information to the public via printed and online maps, allowing them to safely access and navigate the preserve trails system.

### FY 2011/12 Achievements

- Updated the Preserve Strategic Acquisition Plan and acquired 4,400 acres of land from the Arizona State Land Department with funding assistance from the Arizona State Parks Growing Smarter grant program.
- Began construction of the Tom's Thumb Trailhead and completed the planning process for the Brown's Ranch Trailhead.
- Made substantial progress on the revision of the Conceptual Trails Plan for the Northern Region of the Preserve, including significant opportunities for public review and input.

### FY 2012/13 Objectives

- Acquire approximately 6,400 acres of land from the Arizona State Land Department for inclusion in the McDowell Sonoran Preserve.
- Complete construction of the Brown's Ranch Trailhead, including the Jane Rau Interpretive Trail, and open for public use.
- Enter into a Special Land Use Agreement for trail maintenance and operations in the northern area of the Preserve.



## Community Services | Preserve Management

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of City's FTEs			0.12 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	271,598	265,246	279,043	13,797
<b>Total Budget</b>	<b>271,598</b>	<b>265,246</b>	<b>279,043</b>	<b>13,797</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	238,788	191,530	195,338	3,808
Contractual Services	19,681	57,716	63,755	6,039
Commodities	13,129	16,000	19,950	3,950
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>271,598</b>	<b>265,246</b>	<b>279,043</b>	<b>13,797</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>271,598</b>	<b>265,246</b>	<b>279,043</b>	<b>13,797</b>

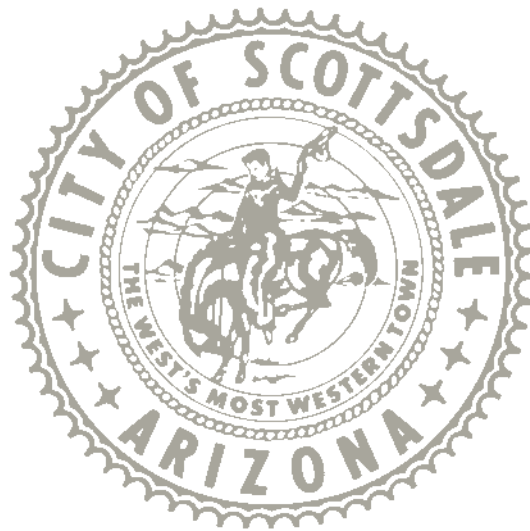
## Budget Notes and Changes

- Contractual Services and Commodities increases include price increase for radio service charges.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Acres added to the preserve	2,012	4,400	6,400
Provide access to the preserve (number of visitors)	269,674	300,000	315,000

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Trail patrol, trail construction and maintenance, educational outreach, trailhead hosts and administrative.	450	40,000	\$770,000	19.2
<b>Total</b>	<b>450</b>		<b>\$770,000</b>	<b>19.2</b>

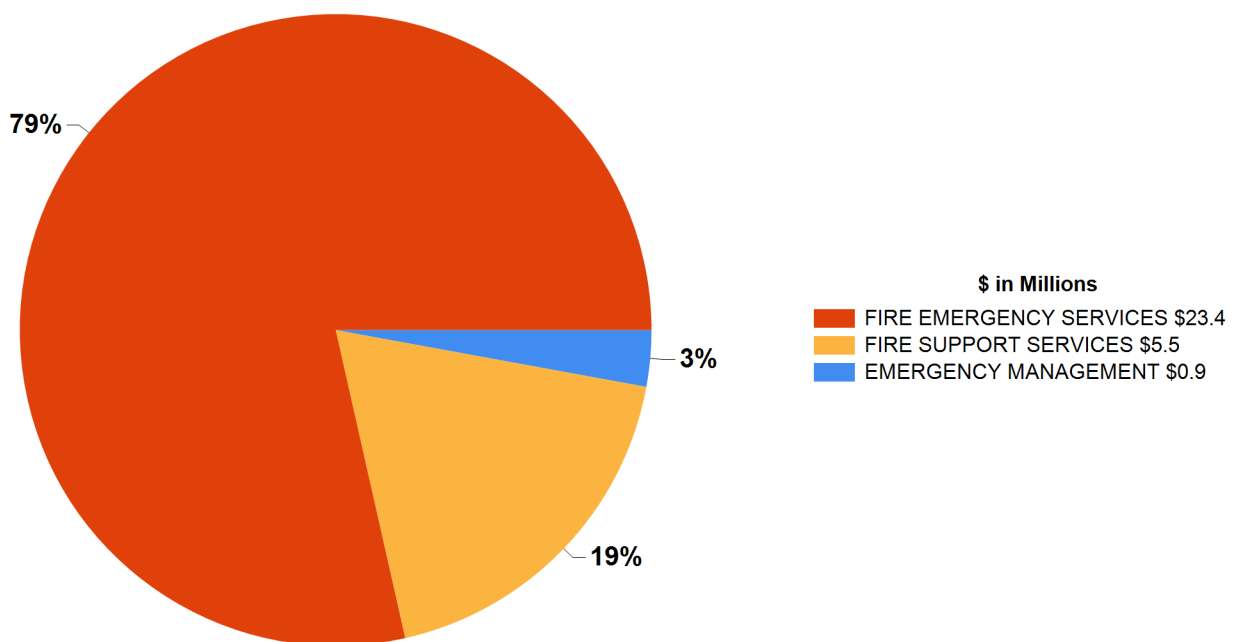
The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2012/13 Adopted Budget

## PUBLIC SAFETY - FIRE

### FY 2012/13 Adopted Budget



Expenditures By Department	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
FIRE EMERGENCY SERVICES	21,519,750	21,834,186	23,418,592	1,584,406
FIRE SUPPORT SERVICES	4,977,129	4,923,078	5,540,911	617,833
EMERGENCY MANAGEMENT	838,157	120,568	859,696	739,128
<b>Total Budget</b>	<b>27,335,036</b>	<b>26,877,832</b>	<b>29,819,199</b>	<b>2,941,367</b>

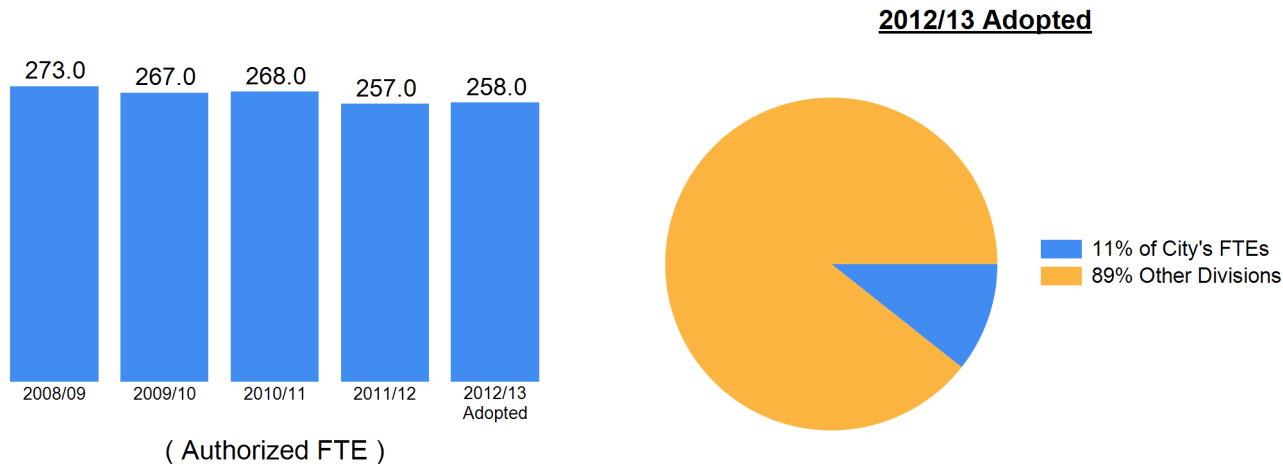


FY 2012/13 Adopted Budget

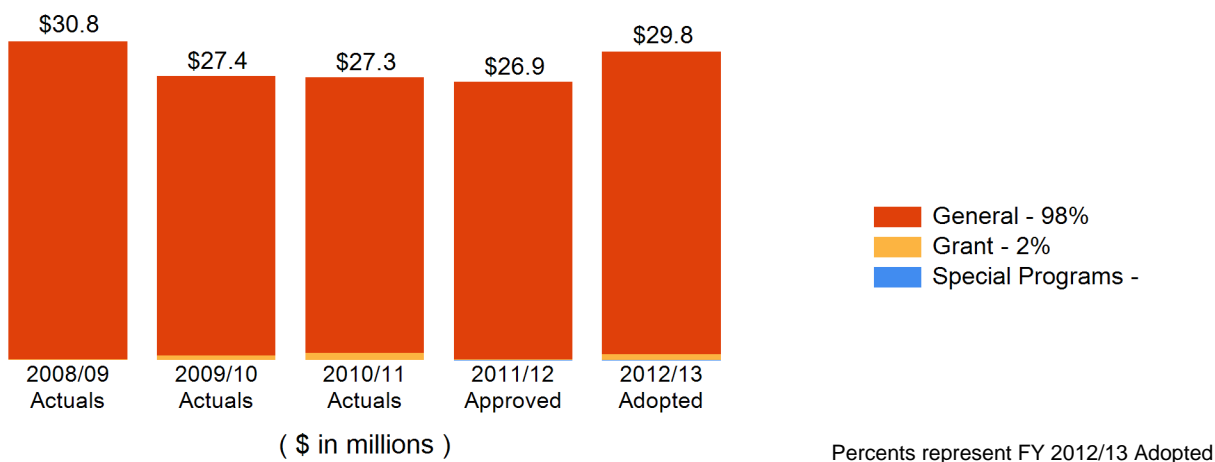
Division Summary

Public Safety - Fire

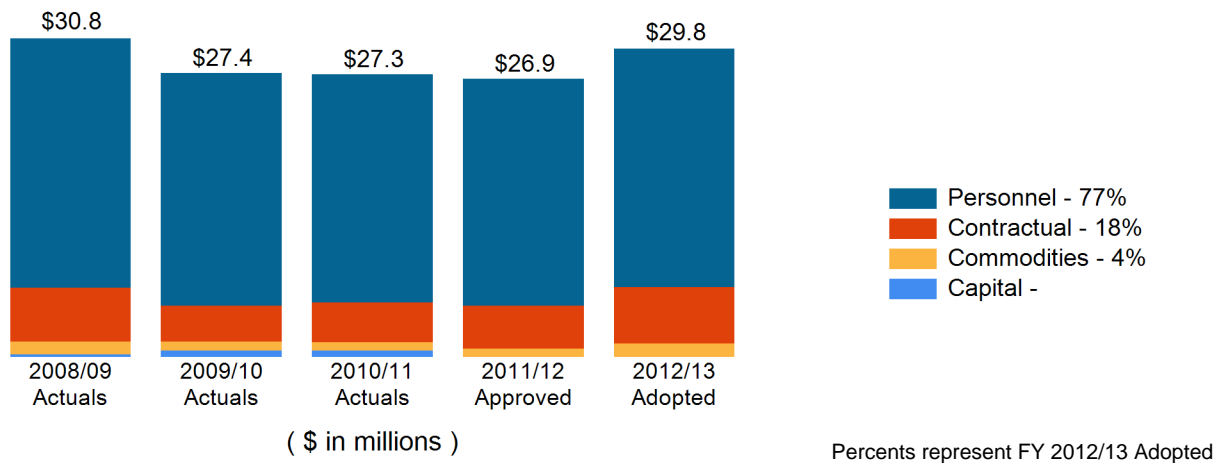
Staff Summary



Expenditures By Fund



Expenditures By Type



### Description

While advanced life support emergency medical incidents constitute the greatest number of emergency responses, the purpose of the Fire Department is to reduce the incidence and severity of any emergencies through timely, skilled and compassionate all-hazards service. The Fire Chief provides leadership, direction and oversight for all personnel, programs and functions, strategic planning, community outreach and connectivity, recommendations regarding emergency resource deployment, employee development and support.

### Strategic Goal(s)

- Enhance Neighborhoods

### Services Provided

- Field Operations provides advanced life support medical care, structural fire suppression, wild land fire pre-planning and suppression, hazardous materials mitigation, airport protection and rescue, and technical rescue operations directly to 217,385 residents of Scottsdale and 8.1 million annual visitors.
- The Fire and Life Safety Division completed more than 2,600 new construction plan reviews and conducted more than 8,900 fire safety inspection.
- Public Education representatives made contact on more than 34,000 occasions with Scottsdale citizens and delivered fire, medical and overall community safety messages.
- The Fire and Emergency Medical Services Training provides required training to its 236 sworn members for maintaining their required medical certifications and OSHA compliance.

### FY 2011/12 Achievements

- Through innovation, achieved full staffing for all fire stations while opening Station 8 by establishing a new dynamic staffing model that has controlled overtime cost while ensuring appropriate emergency response coverage.
- Coordinated a volunteer program with nearly 120 volunteers that contributed more than 7,500 hours to community outreach, education, deliveries and administration.
- Early detection of ST segment elevation myocardial infarction (STEMI), a type of heart attack, in patients being treated by SFD firefighter paramedics in the pre-hospital setting has reduced the door-to-balloon time by 20 minutes. Door-to-balloon is an official time measurement in emergency cardiac care that starts with the patient's arrival in the emergency room and ends when a catheter guide wire crosses the lesion in the cardiac catheter lab.
- Enhancement of public safety in the community and continuity of care by providing "door to door" care on emergency medical calls for service. This means that a Scottsdale Fire Fighter is providing our customers with direct patient care from their home or place of incident to the hospital emergency room 98% of the time.

### FY 2012/13 Objectives

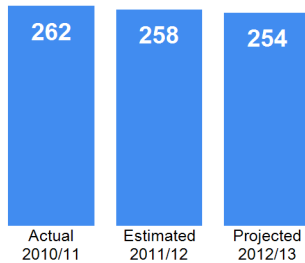
- Focus on completing objectives identified in the Fire Department Strategic Plan by collaborating with employees and key stakeholders to accomplish key goals.
- Maintain service-delivery capability and deliver door-to-door paramedic-level care to enhance continuity of patient care.
- Deliver out-of-hospital cardiac arrest patients to the doors of an emergency room with a pulse at or above the national average, utilizing advanced cardiac care by Fire Department paramedics.
- Increase Fire Department relevance through outreach, education, and communications resulting in greater citizen awareness, satisfaction, and involvement in creating a safer community.

## Division Summary

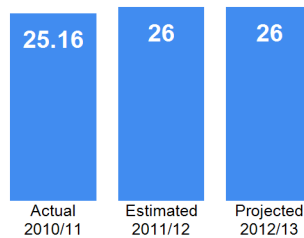
## Public Safety - Fire

## Charted Performance Measures

## Average Time (seconds)

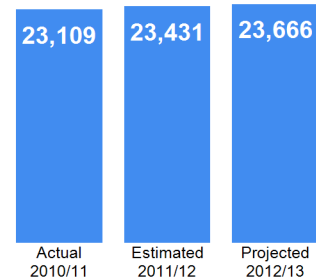


Average response time for code 3 calls that include engines, ladders and ladder tenders.

Cardiac Save Rate  
(National Avg: 8 Percent)

Percentage of patients who were in cardiac arrest, treated, transported, and delivered to the hospital with a pulse

## Incidents



Total Incidents reflects the total number of incidents within the City of Scottsdale

Staff Summary	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
Full-time Equivalents (FTE)	268.00	257.00	258.00	1.00
% of City's FTEs			10.65 %	

Expenditures By Fund	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
General Fund	26,657,142	26,785,370	29,231,484	2,446,114
Grant Funds	677,894	85,562	586,220	500,658
Special Programs Fund	0	6,900	1,495	-5,405
<b>Total Budget</b>	<b>27,335,036</b>	<b>26,877,832</b>	<b>29,819,199</b>	<b>2,941,367</b>

Expenditures By Type	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
Personnel Services	22,082,428	21,908,776	23,031,521	1,122,745
Contractual Services	3,805,920	4,124,720	5,454,664	1,329,944
Commodities	844,802	844,336	1,333,014	488,678
Capital Outlays	601,887	0	0	0
<b>Subtotal Operating Budget</b>	<b>27,335,036</b>	<b>26,877,832</b>	<b>29,819,199</b>	<b>2,941,367</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>27,335,036</b>	<b>26,877,832</b>	<b>29,819,199</b>	<b>2,941,367</b>

## Budget Notes and Changes

- Personnel Services budget reflects citywide benefit rate increases and the reclassification of one vacant Deputy Fire Chief position into two Firefighter positions in an effort to provide additional direct customer service.
- Contractual Services includes firefighter medical exams, \$117,258 transferred from the city's Health Care Trust Fund, increase in the dispatch contract, and an increase in internal service costs such as fleet maintenance.
- The Commodities increase is the result of replacing critical life safety equipment that is reaching its life span.

## Public Safety - Fire | Emergency Management

### Description

Emergency Management provides emergency preparedness planning, training and policy and procedure development. Emergency Management ensures a coordinated and efficient effort to prevent, mitigate, prepare for, respond to and recover from significant man-made and natural emergencies that threaten people, property and the environment. This area manages emergency management and homeland security activities in collaboration with city divisions, private sector agencies, businesses, and the general public to keep essential city services operating in the event of a significant incident or disaster.

### Strategic Goal(s)

- Enhance Neighborhoods

### Services Provided

- Coordinate and facilitate the management of the City's Emergency Operations and Continuation of Operations and Government plans.
- Manage the Emergency Operations Center operations and staff emergency preparedness training programs.
- Provide emergency preparedness training to residents and businesses through our Ready Scottsdale program. Current year attendance was 293.

### FY 2011/12 Achievements

- Hosted two Emergency Management seminars that were commissioned or supported by city staff with more than 80 participants.
- Provided Emergency Operations Center (EOC) training to city staff such as orientation, responsibilities and communication requirements.
- Delivered 16 community emergency preparedness training sessions called "Ready Scottsdale" with more than 300 attendees.
- Conducted three Community Emergency Response Team classes with 45 attendees.

### FY 2012/13 Objectives

- Solicit funding from FEMA and/or other grant opportunities for the enhancement of emergency management and public safety.
- Continue to enhance special event management capabilities.
- Train and develop qualified staff for each area of the EOC.
- Provide emergency preparedness training opportunities for staff members and citizens.



## Public Safety -Fire | Emergency Management

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	3.00	1.00	2.00	1.00
% of City's FTEs			0.08 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	160,263	109,990	273,476	163,486
Grant Funds	677,894	10,578	586,220	575,642
<b>Total Budget</b>	<b>838,157</b>	<b>120,568</b>	<b>859,696</b>	<b>739,128</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	142,901	92,138	265,577	173,439
Contractual Services	48,703	25,839	490,828	464,989
Commodities	81,774	2,591	103,291	100,700
Capital Outlays	564,779	0	0	0
<b>Subtotal Operating Budget</b>	<b>838,157</b>	<b>120,568</b>	<b>859,696</b>	<b>739,128</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>838,157</b>	<b>120,568</b>	<b>859,696</b>	<b>739,128</b>

## Budget Notes and Changes

- Realigned one position from Field Operations to Emergency Management.
- Increase in Contractual Services and Commodities are the result of two grants awarded in FY 2011/2012.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
The total funding applied and received from federal, state, local, tribal governments for emergency management and public safety	\$512,000	\$1,233,447	\$540,000
The percentage of identified elected officials, policy makers, operations and support personnel trained in Emergency Operations Center and homeland security procedures	20%	80%	90%

## Public Safety - Fire | Fire Emergency Services

### Description

Fire Emergency Services comprises Field Operations and Fire and Emergency Medical Services (EMS) Training. Field Operations provides staffing and equipment to prevent and manage emergencies, predominantly emergency medical incidents and fires. Actions that support this mission include advanced life support to ill or injured citizens, structural fire suppression, wild land fire pre-planning and suppression, hazardous materials mitigation, airport protection and rescue, and technical rescue operations. Fire Emergency Services is responsible for overall management of the department's fire, EMS and special operations training.

### Strategic Goal(s)

- Enhance Neighborhoods

### Services Provided

- Field Operations provides advanced life support medical care, structural fire suppression, wild land fire pre-planning and suppression, hazardous materials mitigation, airport protection and rescue, and technical rescue operations directly to the 217,285 residents of Scottsdale in addition to their 8.1 million annual visitors.
- Fire and Emergency Medical Services Training provides required training to 236 sworn members for maintaining their required medical certifications and OSHA compliance.
- Field Operations supports fire services to the populous of the Phoenix Metropolitan area through the Phoenix Regional Dispatch Center and its associated automatic aid agreement.
- Fire and Emergency Medical Services Training also provides training to meet the requirements established by the nationally recognized Insurance Service Organization.

### FY 2011/12 Achievements

- Responding fire companies had an average citywide travel time of 4 minutes and 18 seconds.
- Certification and education requirements maintained for 236 personnel including EMT-Basic, EMT-Paramedics and special operations.
- Completed a wild-land triage program that provided fire safety feedback and education to businesses and residents in areas of greater risk for wildfire exposure.
- Enhanced electronic reporting of emergency medical services (EMS) and fire company activities including patient care, training, equipment maintenance, community outreach, and program support activities reducing paper records and enhancing customer service.

### FY 2012/13 Objectives

- Improve the average travel time for responding fire companies to emergency incidents.
- Deliver out-of-hospital cardiac arrest patients to the doors of an emergency room with a pulse at or above the national average, utilizing advanced cardiac care by Fire Department paramedics.
- Ensure firefighters receive the minimum required continuing education training hours per year in an economically conservative manner for all disciplines.
- Research and implement programs and practices aimed at reducing employee injuries and enhancing employee total wellness.

## Public Safety -Fire | Fire Emergency Services

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	233.00	229.00	229.00	0.00
% of City's FTEs			9.45 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	21,519,750	21,759,202	23,418,592	1,659,390
Grant Funds	0	74,984	0	-74,984
<b>Total Budget</b>	<b>21,519,750</b>	<b>21,834,186</b>	<b>23,418,592</b>	<b>1,584,406</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	19,250,974	19,332,066	20,230,001	897,935
Contractual Services	2,257,702	2,495,344	3,182,732	687,388
Commodities	11,075	6,776	5,859	-917
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>21,519,750</b>	<b>21,834,186</b>	<b>23,418,592</b>	<b>1,584,406</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>21,519,750</b>	<b>21,834,186</b>	<b>23,418,592</b>	<b>1,584,406</b>

## Budget Notes and Changes

- Reclassified one vacant Deputy Fire Chief position into two fire fighter positions in order to support best practice.
- Transferred one position control number to Emergency Management.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Return of Spontaneous Circulation - Percentage of patients who were in cardiac arrest, treated, transported, and delivered to the hospital with a pulse	25.16%	26%	26%

## Public Safety - Fire | Fire Support Services

### Description

Fire Support Services Department is comprised of four major programs: Administrative Services, Resource Management, Fire and Life Safety and Community Relations. Administrative Services is responsible for the payroll, safety and wellness and administrative support. Resource Management is responsible for the oversight of facilities maintenance, construction of new facilities and the acquisition and maintenance of fire equipment. Fire and Life Safety is responsible for the delivery of fire prevention services to the community through risk evaluation, plan review, occupancy inspections and fire inspections.

### Strategic Goal(s)

- Enhance Neighborhoods

### Services Provided

- Fire Support Services provides the resources needed to respond to emergency and non-emergency requests for service along with determining fire cause and fire loss impacts on the community.
- Community Services delivers educational outreach programs through volunteers and fire department resources, in an effort to address the safety and health issues of our citizens.
- Administrative Services and Resource Management provides support for internal programs that provide emergency equipment, facility needs, along with addressing injury and wellness issues.

### FY 2011/12 Achievements

- Worked with the City Council to adopt Ordinance #3892 to address the sale and restrict use of consumer fireworks in the City of Scottsdale.
- Developed and gained City Council approval for participation in the regional Maricopa County Wild Land Preparedness Plan.
- Completed 100 percent of high-risk target inspections for educational and institutional facilities.
- Provided life safety and injury prevention programs in Scottsdale pre-schools, elementary, middle and high schools.
- Conducted more than 40 community outreach events to implement defensible space/wild land prevention methods for HOA management groups and over 1,500 residents.

### FY 2012/13 Objectives

- Seek ways to maintain and further reduce reportable injuries to on-duty Fire Department employees.
- Partner with businesses, institutions, and the community to conduct safety evaluations at all target hazard facilities such as schools, hospitals, nursing homes, nightclubs, restaurants, hazardous materials sites and wild land interface areas.
- Recruit and train additional volunteers to assist with the Fire Department's logistical and community education needs.

## Public Safety -Fire | Fire Support Services

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	32.00	27.00	27.00	0.00
% of City's FTEs			1.11 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	4,977,129	4,916,178	5,539,416	623,238
Special Programs Fund	0	6,900	1,495	-5,405
<b>Total Budget</b>	<b>4,977,129</b>	<b>4,923,078</b>	<b>5,540,911</b>	<b>617,833</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	2,688,553	2,484,572	2,535,943	51,371
Contractual Services	1,499,515	1,603,537	1,781,104	177,567
Commodities	751,953	834,969	1,223,864	388,895
Capital Outlays	37,108	0	0	0
<b>Subtotal Operating Budget</b>	<b>4,977,129</b>	<b>4,923,078</b>	<b>5,540,911</b>	<b>617,833</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>4,977,129</b>	<b>4,923,078</b>	<b>5,540,911</b>	<b>617,833</b>

## Budget Notes and Changes

- The \$117,258 expense for fire fighter medical exams was transferred back into the department's budget from the city's Health Care Trust Fund.
- The Phoenix dispatch contract increased \$30,230.
- An increase of \$400,000 to replace critical life safety equipment that has reached its life span and no longer considered safe, including firefighter protective clothing that has a maximum life span of 10 years.

## Public Safety - Fire | Fire Support Services

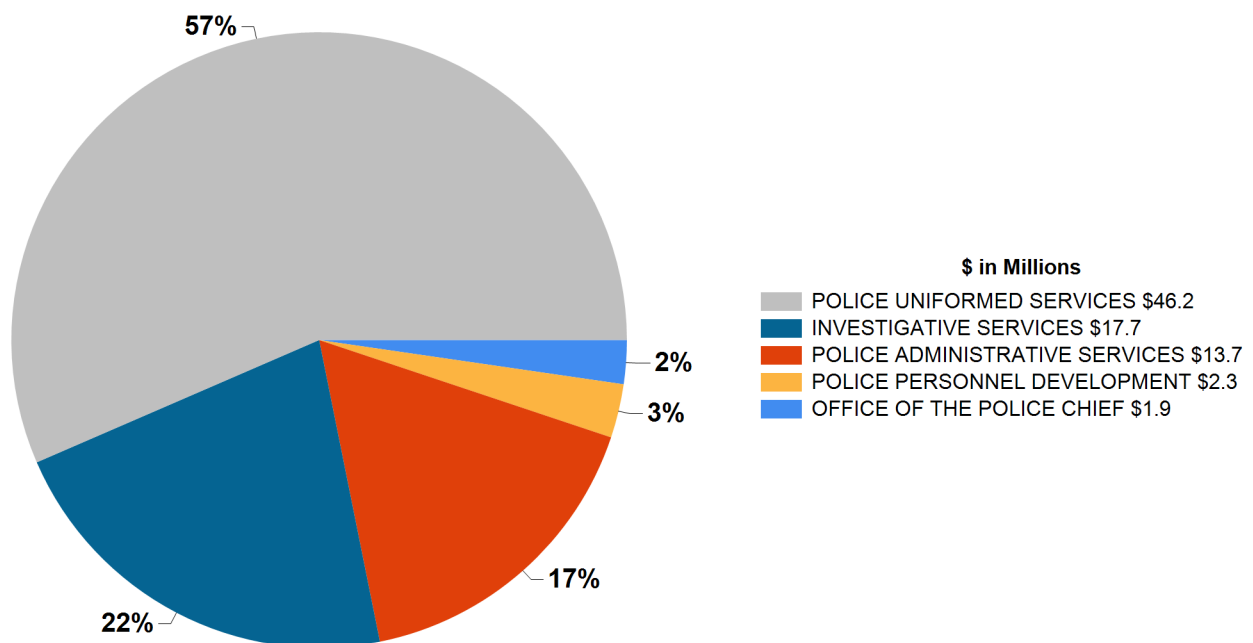
<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Property Saved in Response to a Fire - Reflects the potential total value of property involved in a fire but not damaged.	\$51,638,419	\$50,500,000	\$60,000,000
Property Loss Due to a Fire - Reflects the total value of property damaged because of fire	\$3,150,597	\$2,500,000	\$5,000,000
Work Related Injuries - Reflects reportable injuries to fire department employees	29	25	30
Fire Caused Deaths/Injuries - Reflects total injuries and deaths to citizens and firefighters due to fires, or the work related to extinguishing a fire	0/9	0/10	0/10

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Fire Department volunteers provide administrative and community outreach support. Administrative duties include mail and equipment deliveries and clerical duties to 15 Fire Department locations. Volunteers provide community education to adults through Hands-Only CPR presentations, Ready Scottsdale emergency preparedness program and the Home Safe Home senior fall prevention initiative. Volunteers also provide water and fire safety education to school-aged children and represent the Fire Department at community and city special events.	120	7,627	\$146,820	3.7
<b>Total</b>	<b>120</b>		<b>\$146,820</b>	<b>3.7</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.

## PUBLIC SAFETY - POLICE

### FY 2012/13 Adopted Budget



Expenditures By Department	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
POLICE UNIFORMED SERVICES	46,227,511	44,745,286	46,159,942	1,414,656
INVESTIGATIVE SERVICES	16,917,220	17,214,066	17,693,571	479,505
POLICE ADMINISTRATIVE SERVICES	13,085,458	13,516,540	13,652,359	135,819
POLICE PERSONNEL DEVELOPMENT	2,622,006	2,225,629	2,308,255	82,626
OFFICE OF THE POLICE CHIEF	1,758,208	1,981,810	1,877,290	-104,520
<b>Total Budget</b>	<b>80,610,402</b>	<b>79,683,331</b>	<b>81,691,417</b>	<b>2,008,086</b>



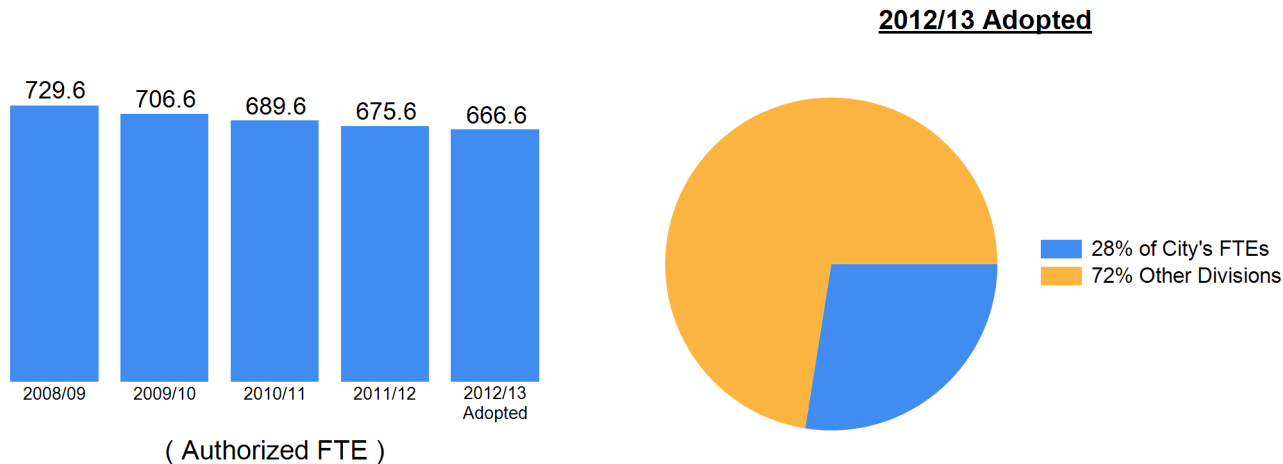
FY 2012/13 Adopted Budget



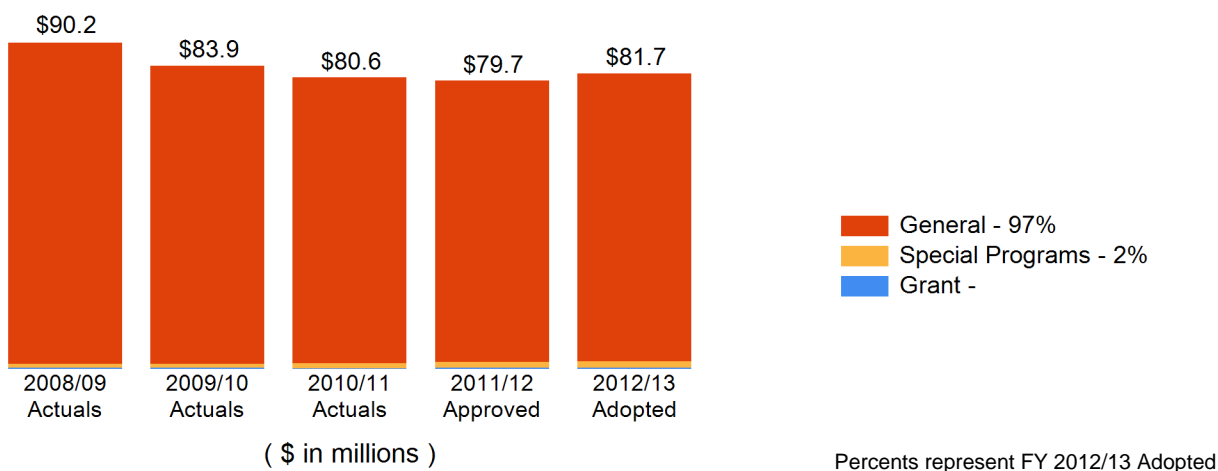
Division Summary

Public Safety - Police

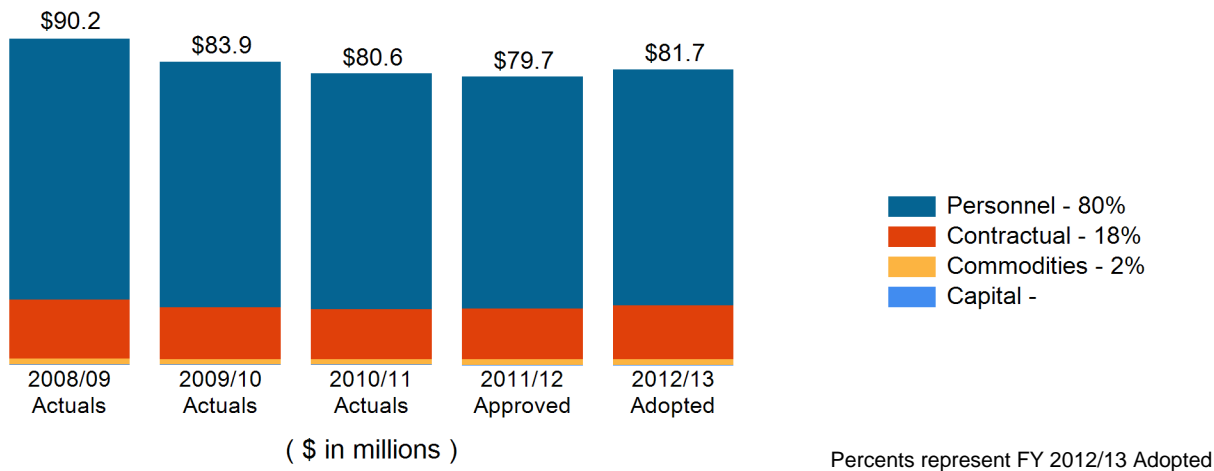
Staff Summary



Expenditures By Fund



Expenditures By Type



## Division Summary

## Public Safety - Police

## Description

The Police Department provides efficient and effective police service throughout the community. The department confronts community crime; responds to community needs; and actively seeks citizen involvement and partnerships. The department consists of five programs - Office of the Police Chief, Uniformed Police Services, Investigative Services, Police Administrative Services and Police Personnel Development.

## Strategic Goal(s)

- Enhance Neighborhoods

## Services Provided

- Emergency and routine police response to 217,000 citizens, over 185 square miles, in four police districts.
- Implementation of crime reduction strategies and citizen education through neighborhood partnerships and community outreach.
- Traffic law enforcement and related investigations in an effort to reduce traffic collisions in the City of Scottsdale.
- Respond to an average of 230,000 citizen calls for service yearly with an average emergency response time of five minutes in all areas of the city.

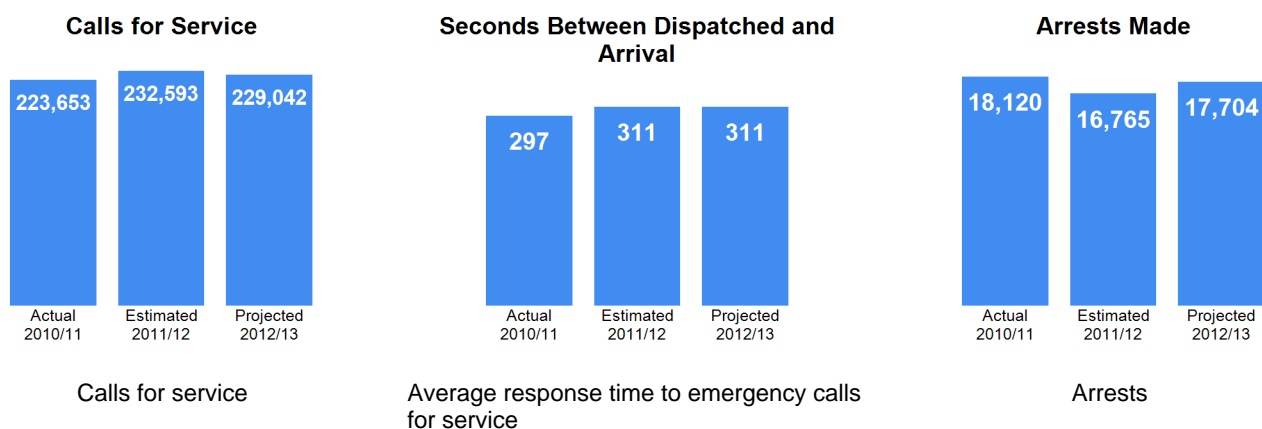
## FY 2011/12 Achievements

- Maintained critical service delivery while eliminating fourteen (14) positions and reducing the overall department budget by six percent (6%).
- Achieved Advanced Accreditation with Excellence under a Gold Standard assessment process by the Commission on Accreditation of Law Enforcement Agency, including high praise on staff, leadership and organizational culture by on-site assessors.
- Created a partnership with the Department of Public Safety and the Tempe Police Department to establish a regional mobile field force that includes rapid response teams from multiple agencies.
- Completed transition to new Regional Wireless Cooperative (RWC) public safety radio system that provides improved coverage, interoperability with other public safety agencies and increased bandwidth to handle growth in radio voice traffic.

## FY 2012/13 Objectives

- Continue to enhance community safety through crime prevention and enforcement.
- Maintain full staffing levels to provide quality customer service.
- Continue to pursue strategic directions: 1) Establish a collaborative public safety culture; 2) Strengthen communications; 3) Integrate training; and 4) Improve efficiencies.
- Continue building community partnerships with citizens, community led organizations, businesses and other governmental agencies.

## Charted Performance Measures



## Division Summary

## Public Safety - Police

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	689.60	675.60	666.60	-9.00
% of City's FTEs			27.51 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	78,934,328	77,651,787	79,541,812	1,890,025
Grant Funds	280,885	385,611	319,532	-66,079
Special Programs Fund	1,395,189	1,645,933	1,830,073	184,140
<b>Total Budget</b>	<b>80,610,402</b>	<b>79,683,331</b>	<b>81,691,417</b>	<b>2,008,086</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	65,195,535	64,145,460	65,156,347	1,010,887
Contractual Services	13,717,355	13,865,989	14,955,950	1,089,961
Commodities	1,478,534	1,641,432	1,493,670	-147,762
Capital Outlays	218,979	30,450	85,450	55,000
<b>Subtotal Operating Budget</b>	<b>80,610,402</b>	<b>79,683,331</b>	<b>81,691,417</b>	<b>2,008,086</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>80,610,402</b>	<b>79,683,331</b>	<b>81,691,417</b>	<b>2,008,086</b>

## Budget Notes and Changes

- Personnel Services budget reflects citywide benefit rate increases which are offset by the elimination of 9.0 FTE positions.
- Jail Services contract with Maricopa County Sheriff's Office was decreased by \$0.3 million. This savings was offset by an increase in internal service costs such as fleet maintenance and operations.
- Decrease in Commodities is attributable to a decrease in grant funding of a prior year grant from the Governor's Office of Highway Safety for traffic equipment.

### Description

The Office of the Police Chief provides the leadership, management, strategic planning and administrative support to ensure the most effective delivery of public safety services to the community. These services include special community functions such as the citizen and teen academies, citizen and media requests for information and the reporting of public information and community events. This office is responsible for the coordination and administration of fiscal control and accountability. The Office of the Police Chief directs the Internal Affairs program which provides fair, impartial and objective investigations of internal and external complaints regarding the conduct of Police Department employees in an effort to maintain the support, trust and respect of the community.

### Strategic Goal(s)

- Enhance Neighborhoods

### Services Provided

- Conduct fair, impartial, timely investigations and foster fair and equal discipline.
- Coordinate and administer fiscal control and accountability.
- Crime reduction and citizen education through community partnerships and participation.
- Review and implement strategic plan initiatives.

### FY 2011/12 Achievements

- Partnered with Health World to implement "X the Text", a prevention program aimed at teenagers to discourage texting while driving.
- Held a soft-opening for the Public Safety Museum that showcases the unique and specialized units and programs of the City of Scottsdale's Police and Fire departments.
- Graduated more than 70 citizens from two Citizen Police Academies conducted by the Community Relations Unit.
- Expanded the social media footprint through the continued use of Twitter, increasing the number of followers to more than 5,000.
- Increased efficiencies between the Police and Fire departments by conducting Public Information duties for both departments.
- Maintained critical service delivery while eliminating 14 positions and reducing the department's budget by 6 percent.

### FY 2012/13 Objectives

- Ensure progress of strategic plan initiatives and communicate outcomes to city leadership and the organization.
- Develop base and capital budgets in response to the economic conditions while maintaining critical service delivery through improved efficiency and effectiveness.
- Continue to enhance community outreach and education programs through safety fairs sponsored by each patrol district and gang awareness education.
- Maintain a positive relationship with the community by investigating all complaints and concerns brought forward to the Police Department.
- Identify patterns or trends of inappropriate employee conduct that could signal employees displaying symptoms of job stress, performance problems, training needs, or the need for policy modification.

## Public Safety -Police | Office of the Police Chief

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	13.00	13.00	13.00	0.00
% of City's FTEs			0.54 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	1,757,155	1,968,805	1,864,288	-104,517
Special Programs Fund	1,053	13,005	13,002	-3
<b>Total Budget</b>	<b>1,758,208</b>	<b>1,981,810</b>	<b>1,877,290</b>	<b>-104,520</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	1,639,332	1,872,608	1,760,623	-111,985
Contractual Services	106,325	81,402	89,467	8,065
Commodities	12,552	27,800	27,200	-600
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>1,758,208</b>	<b>1,981,810</b>	<b>1,877,290</b>	<b>-104,520</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>1,758,208</b>	<b>1,981,810</b>	<b>1,877,290</b>	<b>-104,520</b>

## Budget Notes and Changes

- Transferred internal affairs secretary position to Police Administrative Services resulting in a reduction in personnel services.
- A reduction in overtime hours decreased retirement, health care and worker's compensation costs, resulting in decrease in personnel services.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Number of citizen academy programs conducted	2	2	2
Number of "Behind the Badge" video presentations	6	6	6
Number of Police Line newsletters produced	12	12	12
Number of crime prevention safety events conducted	280	290	305
Number of externally initiated investigations	11	4	6
Number of internally initiated investigations	117	88	96

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Police Museum expansion and honor guard duties for the Office of the Chief.	3	927	\$17,846	0.4
Report redaction and newsletter compilation for the Office of the Chief's Public Information Office.	3	545	\$10,491	0.3
<b>Total</b>	<b>6</b>		<b>\$28,337</b>	<b>0.7</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.

## Public Safety - Police | Police Uniformed Services

### Description

Police Uniformed Services provides front line law enforcement including maintaining public order and emergency response in the City of Scottsdale. This includes initial criminal and traffic collision investigations, traffic control and enforcement and community policing strategies. In addition, the Municipal Security and Emergency Preparedness program develops and administers police first responder security programs. This includes policies, procedures, employee training, education and physical security applications in order to provide a safe, secure work environment for city employees and assets.

### Strategic Goal(s)

- Enhance Neighborhoods

### Services Provided

- Emergency and routine police response to 217,000 citizens, over 185 square miles, in four police districts.
- Crime reduction and citizen education through neighborhood partnerships and community outreach.
- Traffic law enforcement and related investigations in an effort to reduce traffic collisions in the City of Scottsdale.
- Respond to an average of 230,000 citizen calls for service yearly with an emergency response time of five minutes in all areas of the city.

### FY 2011/12 Achievements

- Mobilized a burglary awareness program through the Innovative Municipal Police Community Team (IMPCT) resulting in over ten thousand citizen contacts in one district alone.
- Coordinated efforts with Investigative Services Detectives to address a city-wide burglary trend that resulted in more than 60 burglars taken into custody in a ten-month period.
- Responded to 232,593 emergency and routine calls for service using four police districts to more than 217,000 citizens covering 185 square miles.

### FY 2012/13 Objectives

- Prevent crime and disorder by continuing to implement innovative and proactive measures to reduce criminal activity thereby maintaining the quality and effectiveness of police services.
- Develop safer neighborhoods through community partnerships and participation.
- Enhance traffic safety through enforcement and education.

## Public Safety - Police | Police Uniformed Services

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	383.10	379.10	375.10	-4.00
% of City's FTEs			15.48 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	45,583,139	44,243,964	45,723,824	1,479,860
Grant Funds	87,762	95,000	75,010	-19,990
Special Programs Fund	556,610	406,322	361,108	-45,214
<b>Total Budget</b>	<b>46,227,511</b>	<b>44,745,286</b>	<b>46,159,942</b>	<b>1,414,656</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	36,867,384	35,982,768	36,909,762	926,994
Contractual Services	9,167,100	8,381,601	8,925,147	543,546
Commodities	124,510	350,467	239,583	-110,884
Capital Outlays	68,516	30,450	85,450	55,000
<b>Subtotal Operating Budget</b>	<b>46,227,511</b>	<b>44,745,286</b>	<b>46,159,942</b>	<b>1,414,656</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>46,227,511</b>	<b>44,745,286</b>	<b>46,159,942</b>	<b>1,414,656</b>

## Budget Notes and Changes

- Eliminated four detention officers totaling \$222,120.
- A portion of the increase in contractual services is due to the photo enforcement contract and process services increases of \$69,500.
- Jail Services contract with Maricopa County Sheriff's Office was decreased by \$311,983.
- The decrease in Grant Funding is the result of a prior year grant from the Governor's Office of Highway Safety for traffic equipment.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Part I (violent/property) crime volume	6,925	7,149	7,014
Part I crime rate per 1,000 residents	31.9	32.9	32.3
Community partnerships	280	290	305
Total arrests for driving under the influence (DUI)	2,678	2,670	2,799
Total impairment-related collisions	321	290	305

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Clerical and miscellaneous community policing efforts to the Uniformed Services Bureau.	5	4,550	\$87,588	2.2
Handicapped parking enforcement to the Uniformed Services Bureau.	2	940	\$18,095	0.5
<b>Total</b>	<b>7</b>		<b>\$105,683</b>	<b>2.7</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.

## Public Safety - Police | Investigative Services

### Description

Investigative Services comprises three investigative sections: Crimes Against Persons, Crimes Against Property and Special Investigations, as well as Police Crisis Intervention. The Crimes Against Persons section investigates homicides, robberies, assaults, kidnappings, threats, extortion, sexual assaults, gang-related crimes, crimes against children, domestic violence and other crimes. The Crimes Against Property section investigates burglaries, thefts, criminal damages, arson, auto crimes, financial crimes, computer crimes, repeat offender and other related crimes. Special Investigations: investigates drug- and vice-related crimes and major conspiracies; dismantles drug related criminal organizations; staffs the special weapons and tactics (SWAT) team and Drug Enforcement Agency (DEA) and Federal Bureau of Investigation (FBI) Joint Terrorism task forces; conducts asset forfeiture, criminal intelligence investigations and covert surveillance; and provides electronic and technical support. Investigative Services is responsible for completing thorough and complex investigations in a timely manner with an emphasis on crime prevention by targeting pattern crime through enforcement, regional-community partnerships and use of modern technology. Police Crisis Intervention provides crisis counseling and referral services for a variety of victim-related, accident-related and behavioral health emergencies.

### Strategic Goal(s)

- Enhance Neighborhoods

### Services Provided

- Maintain clearance rates above regional and national average through timely investigation and utilization of technology.
- Partner with federal, state and local law enforcement agencies in multi-disciplinary approach to reduce crime through intelligence, crime analysis, investigation and crime prevention.
- Target on-going crimes trends resulting in the identification, arrest and prosecution of multiple repeat offenders.

### FY 2011/12 Achievements

- Successfully ended a 12 year investigation on a series of residential burglaries with an estimated total loss in excess of \$7,000,000 that lead to the arrest of the infamous "Rock Burglar" who was identified through DNA processed by the Scottsdale Police Department Crime Lab.
- Implemented a successful night detective program that expands investigative coverage during the evening hours.
- Conducted multiple drug investigations that resulted in the indictment of numerous suspects and the seizure of illegal drugs and assets.
- Observed Sexual Assault Awareness Month by conducting various community outreach endeavors, distributing information to the citizens and collaborating with partner agencies.
- Exceeded Western Region Uniform Crime Report (UCR) clearance rates.
- Obtained prison sentences on at least 90 percent of target repeat offenders through the Maricopa County Attorney's Office Gang/Repeat Offender Program.

### FY 2012/13 Objectives

- Target pattern crime through enforcement, crime prevention, use of technology and coordination with federal and state task forces.
- Exceed Western Region Uniform Crime Reporting (UCR) clearance rates.
- Conduct prompt, thorough and effective investigations that positively impact Scottsdale neighborhoods, schools, and the community.



## Public Safety - Police | Investigative Services

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	128.00	122.00	122.00	0.00
% of City's FTEs			5.04 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	16,105,527	16,147,556	16,397,194	249,638
Grant Funds	118,351	122,739	138,000	15,261
Special Programs Fund	693,342	943,771	1,158,377	214,606
<b>Total Budget</b>	<b>16,917,220</b>	<b>17,214,066</b>	<b>17,693,571</b>	<b>479,505</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	14,212,580	14,291,133	14,287,999	-3,134
Contractual Services	2,005,434	2,631,909	3,112,398	480,489
Commodities	555,045	291,024	293,174	2,150
Capital Outlays	144,160	0	0	0
<b>Subtotal Operating Budget</b>	<b>16,917,220</b>	<b>17,214,066</b>	<b>17,693,571</b>	<b>479,505</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>16,917,220</b>	<b>17,214,066</b>	<b>17,693,571</b>	<b>479,505</b>

## Budget Notes and Changes

- Increase in contractual services includes increase to maintain the building that houses Special Investigation Units.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Part I (violent/property) crime volume	6,925	7,149	7,014
Part I crime rate per 1,000 residents	31.9	32.9	32.3
Homicide clearance rate	100%	100%	100%
Total Part I, property crime clearance rate	18%	18%	18%

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Clerical support to the Investigative Services Bureau.	6	1,200	\$23,100	0.6
Smart Card administration and MAG training for the Investigative Services Bureau's Police Crisis Intervention Unit.	1	76	\$1,462	0.0
<b>Total</b>	<b>7</b>		<b>\$24,562</b>	<b>0.6</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.

## Public Safety - Police | Police Administrative Services

**Description**

Police Administrative Services comprises four major programs: Forensic Services; Operational Support; Planning, Research & Accreditation; and Technology, Records & Analysis. The Forensic Services Division encompasses the Crime Lab, Crime Scene and Evidence Control sections. The Operational Support Division encompasses the Communications/Dispatch, Police Supply & Equipment and Police Facilities Management sections. The Planning, Research & Accreditation Division encompasses the Planning and Research, Accreditation and Policy Development functions. The Technology, Records and Analysis Division encompasses the Technology, Crime Analysis and Records sections.

**Strategic Goal(s)**

- Enhance Neighborhoods

**Services Provided**

- Collect, identify, and document specific analysis and preserve physical evidence for criminal investigations through Forensic Services.
- Acquire, develop, implement and maintain police technology, disseminate, secure and retain police records and perform administrative, strategic and tactical analysis of crime data.
- Monitor issues and trends relating to policing, coordinate accreditation compliance, manage the department's strategic plan, and complete special projects including policy development.
- Support the department's assets and services including equipment, supplies, vehicles, facilities, radios and the operations for the 911 Communications Center.

**FY 2011/12 Achievements**

- Achieved Advanced Accreditation with Excellence under a Gold Standard assessment process through the Commission on Accreditation for Law Enforcement Agencies, receiving high praise of staff, leadership and organizational culture from on-site assessors.
- Successfully completed a major upgrade to the License Plate Reader program that included new servers, vehicle laptops and mobile cameras.
- Achieved accreditation by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board for the Crime Scene Discipline.
- Completed transition to the Regional Wireless Cooperative (RWC) Public Safety Radio System that allows improved coverage, interoperability with other public safety agencies and increased bandwidth to accommodate growth in radio voice traffic.

**FY 2012/13 Objectives**

- Provide timely forensic and analytical support services to investigative and patrol enforcement personnel focusing on the identification of crime patterns and series, and the collection and analysis of evidence.
- Provide timely administrative and operational support services to the Police Department focusing on fleet management, technology enhancements, improved radio communications, expeditious handling of 911 calls, efficiency improvements in records processing, timely delivery of policy and accreditation compliance.
- Facilitate internal and external partnerships that result in improved customer service, cost savings, greater efficiencies and open communications.

## Public Safety - Police | Police Administrative Services

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	147.50	145.50	139.50	-6.00
% of City's FTEs			5.76 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	12,866,500	13,065,833	13,248,251	182,418
Grant Funds	74,773	167,872	106,522	-61,350
Special Programs Fund	144,185	282,835	297,586	14,751
<b>Total Budget</b>	<b>13,085,458</b>	<b>13,516,540</b>	<b>13,652,359</b>	<b>135,819</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	10,334,017	10,268,474	10,356,979	88,505
Contractual Services	2,131,489	2,504,379	2,590,108	85,729
Commodities	613,650	743,687	705,272	-38,415
Capital Outlays	6,303	0	0	0
<b>Subtotal Operating Budget</b>	<b>13,085,458</b>	<b>13,516,540</b>	<b>13,652,359</b>	<b>135,819</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>13,085,458</b>	<b>13,516,540</b>	<b>13,652,359</b>	<b>135,819</b>

## Budget Notes and Changes

- Eliminated six civilian positions totaling \$317,776 in savings which is offset by increase in retirement and health care costs.
- Increased Contractual Services is due to an increase in the Regional Wireless Cooperative (RWC) Public Safety Communications maintenance fee of \$77,495, as well as \$45,841 in software maintenance and licenses. The increase also includes \$7,000 for microfilming services.

## Public Safety - Police | Police Administrative Services

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Percentage of blood alcohol analysis conducted within ten days	99%	100%	100%
Number of DNA cases completed within 30 days of receipt	55%	38%	24%
Percentage of 911 calls answered within ten seconds	94.37%	94.8%	92.0%
Percentage of monthly UCR statistical data submitted to state within 45 days of month end	100%	100%	100%
Number of public safety radio service requests completed at the request of Police and Fire Department personnel	6,772	6,800	7,300
Number of police records (citations, collisions, FI cards, DRs) processed	67,810	64,912	65,450

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Clerical support, such as data entry services, for the Administrative Services Bureau's Forensic Services Division.	4	1,014	\$19,520	0.5
Delivery services to the Administrative Services Bureau's Police Supply and Equipment Unit.	3	600	\$11,543	0.3
Strategic planning consultation and assistance for the Administrative Services Bureau's Planning, Research and Accreditation Division.	1	44	\$847	0.0
<b>Total</b>	<b>8</b>		<b>\$31,910</b>	<b>0.8</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.



FY 2012/13 Adopted Budget

## Public Safety - Police | Police Personnel Development

### Description

Police Personnel Development includes two major focus areas: Recruiting & Personnel and Training. Recruiting & Personnel conducts pre-employment recruitment and selection testing, as well as background investigation in the hiring of sworn and civilian employees. The program also facilitates a wide variety of personnel-related issues for incumbent employees within the Police Department. Police Training conducts basic and advanced officer and civilian training for department employees, and ensures certification and compliance for sworn and civilian positions. Police Training identifies training liability trends, develops training plans and forecasts required training based on current events. This area also manages all administrative functions relating to training at regional police academies and the Scottsdale Police/Fire Training Facility.

### Strategic Goal(s)

- Enhance Neighborhoods

### Services Provided

- Attain required basic certifications through police academies and successful completion of field training and probation.
- Maintain full staffing levels for sworn and civilian personnel in order to provide a high level of customer service.
- Proactively recruit and hire the most qualified sworn and civilian personnel.
- Provide a safe and practical training environment which enhances learning through consistent use of current technologies and equipment with adherence to all safety protocols.
- Provide advanced training to employees to retain certifications, meet legislative and other mandates, improve job skills and reduce liabilities.

### FY 2011/12 Achievements

- Increased support to the Police and Fire departments by providing a systematic approach to addressing human resource needs.
- Coordinated with Fire Department personnel to execute a firefighter selection process that included comprehensive written and agility tests.
- Created a partnership with the Department of Public Safety and the Tempe Police Department to establish a regional mobile field force that includes rapid response teams from multiple agencies.
- The Training Unit successfully developed a new Defensive Driving Class that will be utilized by all City of Scottsdale employees.

### FY 2012/13 Objectives

- Attain basic Peace Officer Standards and Training (POST) Board certifications for all newly hired sworn employees through the successful completion of academy training.
- Train, mentor and prepare academy graduates to be solo officers through their successful completion of the Post-Academy and Field Training Program.
- Meet POST certification standards for all sworn officers as they relate to proficiency and continuing training requirements.
- Develop and present workshops to expand outreach efforts in attracting a variety of qualified applicants for sworn and civilian positions.

## Public Safety - Police | Police Personnel Development

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	18.00	16.00	17.00	1.00
% of City's FTEs			0.70 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	2,622,006	2,225,629	2,308,255	82,626
<b>Total Budget</b>	<b>2,622,006</b>	<b>2,225,629</b>	<b>2,308,255</b>	<b>82,626</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	2,142,222	1,730,477	1,840,984	110,507
Contractual Services	307,007	266,698	238,830	-27,868
Commodities	172,777	228,454	228,441	-13
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,622,006</b>	<b>2,225,629</b>	<b>2,308,255</b>	<b>82,626</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,622,006</b>	<b>2,225,629</b>	<b>2,308,255</b>	<b>82,626</b>

## Budget Notes and Changes

- No reportable significant changes to the FY 2012/13 department budget.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Number of recruitments which led to civilian personnel hiring	19	16	17
Number of applications processed for positions within the Police Department	2,257	3,593	4,000
Number of officers successfully graduating from the police academy	15	17	13
Number of outside training classes attended by sworn and civilian employees	378	380	385
Ensure 100 percent of officers maintain their POST certification	100%	100%	100%
Achieve 90 percent or higher of officers successfully graduating the academy	100%	100%	100%

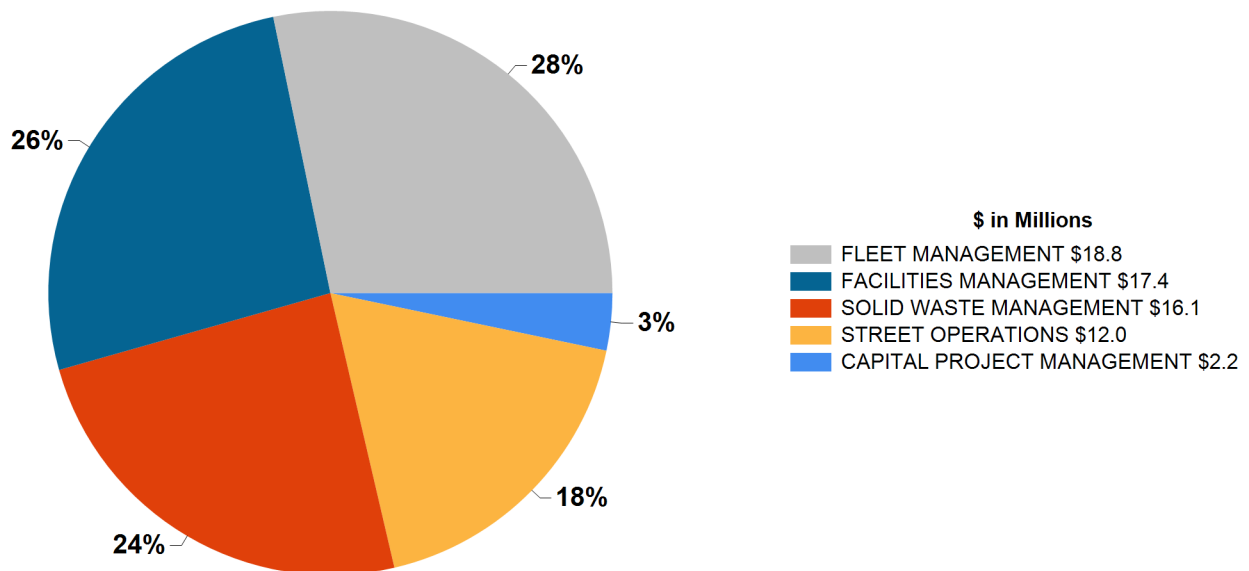


FY 2012/13 Adopted Budget



## PUBLIC WORKS

### FY 2012/13 Adopted Budget



Expenditures By Department	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
FLEET MANAGEMENT	12,556,894	16,899,372	18,778,781	1,879,409
FACILITIES MANAGEMENT	15,407,368	15,706,484	17,378,995	1,672,511
SOLID WASTE MANAGEMENT	15,256,106	15,209,761	16,116,245	906,484
STREET OPERATIONS	15,413,656	11,147,257	12,016,473	869,216
CAPITAL PROJECT MANAGEMENT	532,280	525,798	2,179,335	1,653,537
<b>Total Budget</b>	<b>59,166,305</b>	<b>59,488,672</b>	<b>66,469,829</b>	<b>6,981,157</b>

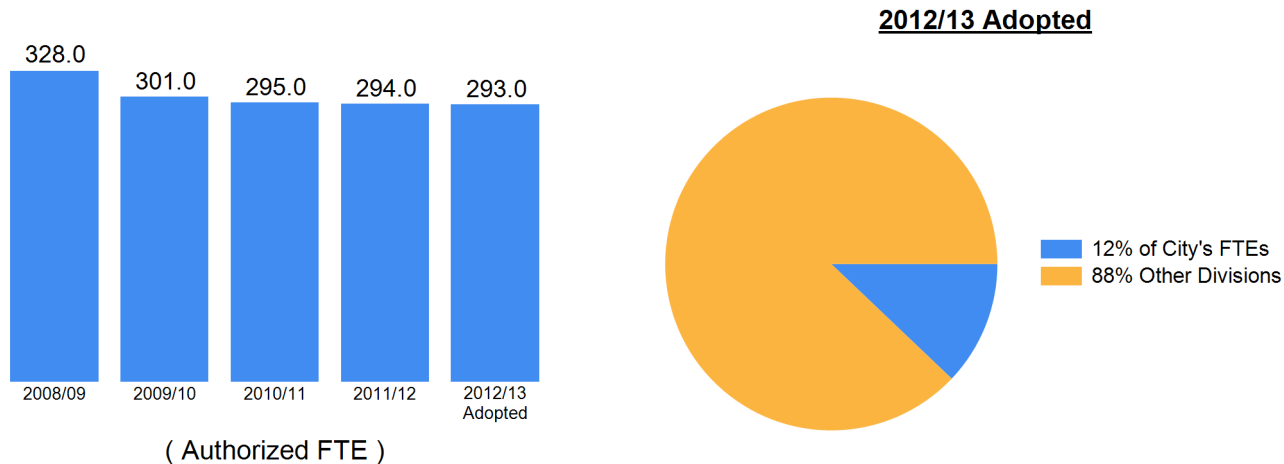


FY 2012/13 Adopted Budget

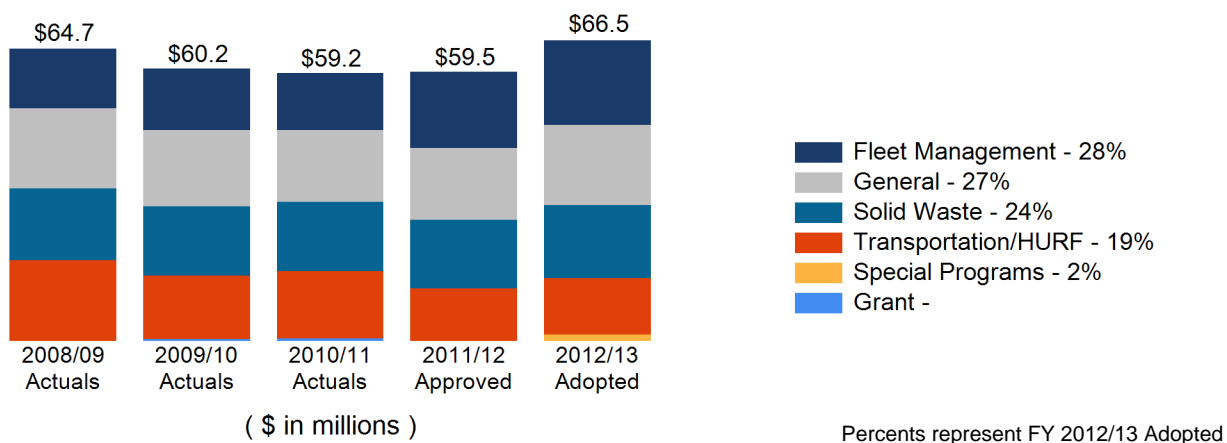
Division Summary

Public Works

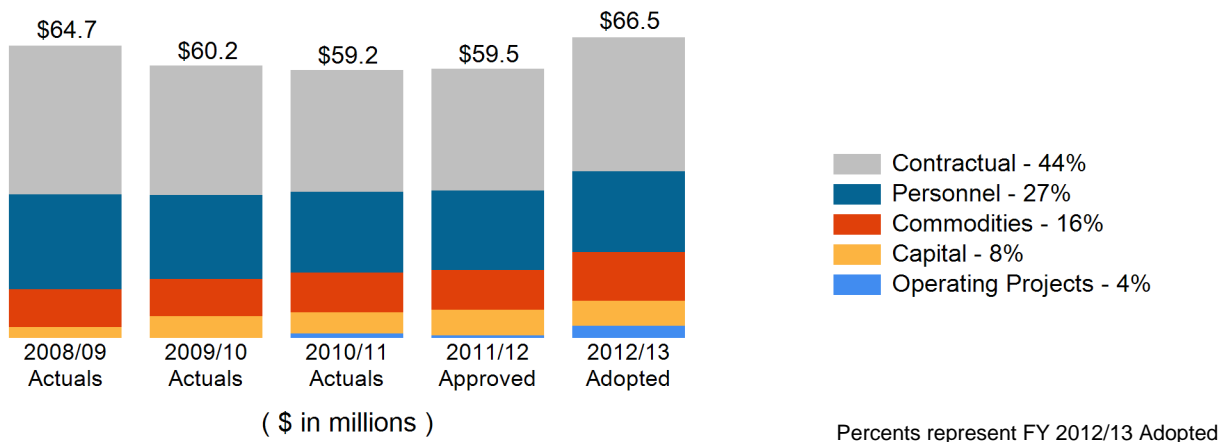
Staff Summary



Expenditures By Fund



Expenditures By Type



## Division Summary

## Public Works

**Description**

The Public Works Division comprises five departments: Capital Projects Management, Facilities Management, Street Operations, Solid Waste Management, and Fleet Management.

**Strategic Goal(s)**

- Advance Transportation
- Enhance Neighborhoods
- Seek Sustainability

**Services Provided**

- Capital Projects Management oversees design, project management and construction of capital improvement projects and the Real Estate Services program manages city-owned land uses through revocable licenses, permits and/or leases.
- Facilities Management provides maintenance and repair services for more than three million square feet of buildings, pathway lighting for parks and area lighting for parking lots.
- Street Operations provides maintenance and environmental compliance through efficient management of transportation, traffic control and drainage system components.
- Solid Waste Management provides refuse collection services to more than 79,000 residential customers; 1,475 commercial customers, household hazardous waste collection, and transfer station operations
- Fleet Management maintains and repairs more than 1,300 vehicles and manages programs to ensure efficient and cost effective maintenance, repair, fueling and replacement of city owned vehicles and equipment.

**FY 2011/12 Achievements**

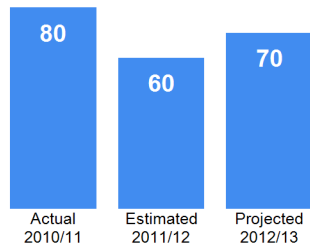
- Capital Projects Management completed several high profile projects including: Fire Station 1, Fire Station 8, Pima Road between Thompson Peak Parkway and Pinnacle Peak Road, Civic Center Library remodel, Troon North Park and Cross Cut Canal path.
- Facilities Management renovated a vacant building at the South Corporation Yard for relocating the Graphics Department.
- Fleet Management completed construction of the North Corporation Yard Fleet expansion project. This building is the primary repair facility for medium/heavy duty, fire department, and sanitation vehicles.
- Solid Waste Management received 2011 International City/County Management Association (ICMA) Voice of the People Awards of Excellence for high citizen satisfaction rankings of recycling and garbage collection services.
- Street Operations overlaid 4.5 miles (194,165 square yards) of arterial streets with rubberized asphalt.

**FY 2012/13 Objectives**

- Capital Projects Management will complete programmed CIP projects within approved budget and schedule to the satisfaction of client divisions.
- Facilities Management will provide timely maintenance and repair to all city facilities.
- Street Operations will maintain paved street system at an average condition index rating of 70 on a 100 point scale.
- Solid Waste will maintain effective working relationship with Salt River Pima-Maricopa Indian Community.
- Fleet Management will analyze equipment utilization in efforts to "right-size" or increase efficiencies and reduce costs.

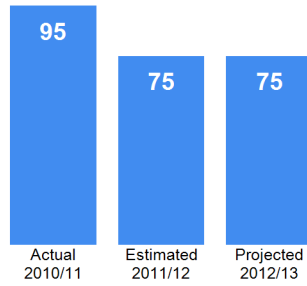
Charted Performance Measures

Licenses per Employee



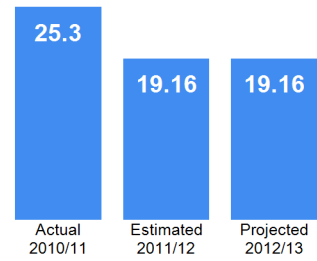
Number of real estate leases/licenses per employee

Facilities Scheduled PM's



Facilities scheduled preventive maintenance tasks percent of PM's completed

Street Operations Street Cleaning



Street Operations operating and maintenance \$ per linear mile swept

## Division Summary

## Public Works

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	295.00	294.00	293.00	-1.00
% of City's FTEs			12.09 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Fleet Management Fund	12,556,894	16,899,372	18,778,781	1,879,409
General Fund	15,870,069	15,739,982	17,685,952	1,945,970
Grant Funds	606,471	0	0	0
Solid Waste Fund	15,256,106	15,209,761	16,116,245	906,484
Special Programs Fund	0	0	1,380,078	1,380,078
Transportation/HURF Fund	14,876,765	11,639,557	12,508,773	869,216
<b>Total Budget</b>	<b>59,166,305</b>	<b>59,488,672</b>	<b>66,469,829</b>	<b>6,981,157</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	17,793,049	17,441,236	17,925,043	483,807
Contractual Services	26,893,646	26,942,659	29,576,238	2,633,579
Commodities	8,863,628	8,865,728	10,690,484	1,824,756
Capital Outlays	4,574,058	5,657,038	5,557,000	-100,038
<b>Subtotal Operating Budget</b>	<b>58,124,381</b>	<b>58,906,661</b>	<b>63,748,765</b>	<b>4,842,104</b>
Operating Projects	1,041,924	582,011	2,721,064	2,139,053
<b>Total Budget</b>	<b>59,166,305</b>	<b>59,488,672</b>	<b>66,469,829</b>	<b>6,981,157</b>

## Budget Notes and Changes

- Personnel Services reflects citywide benefit rate increases which are offset by the net elimination of 1.0 FTE vacant position in Facilities Management department.
- Contractual Services increases are in Capital Project Management for Southwest Gas franchise capital recovery, Street Operations for PM10 treatments, Facilities & Street Operations for utilities, and Solid Waste fleet rates.
- Commodities increases are in Fleet Management for fuel costs and Solid Waste for container costs.
- Capital Outlays decrease is attributed to Street Operations for completion of the American Recovery and Reinvestment Act projects and Fleet Management construction costs.
- Operating Projects increase reflects the reallocation of the Art In Public Places program (AIPP) from Community and Economic Development to Public Works and Facilities Management deferred maintenance projects. The AIPP is funded by 1 percent of each city capital improvement project. Since the Capital Project Management department manages capital projects, AIPP is now recognized within the Public Works Division.



FY 2012/13 Adopted Budget

## Public Works | Capital Project Management

### Description

The Capital Project Management department comprises two programs: Capital Projects oversees design, project management and construction of capital improvement projects including infrastructure improvements; and the Real Estate Services area manages city-owned land through revocable licenses, permits and/or leases that provide a financial return to the city.

### Strategic Goal(s)

- Advance Transportation
- Preserve Meaningful Open-Space
- Seek Sustainability
- Support Economic Vitality

### Services Provided

- Capital Projects Management oversees design, project management and construction of capital improvement projects for the city including infrastructure improvements such as streets, parks, storm water, water and wastewater facilities, city and community buildings and WestWorld.
- Real Estate Services manages city-owned land uses through revocable licenses, permits and/or leases that provide a financial return to the city. The program is responsible for the appraisal, negotiation, acquisition and disposition of real property interests that are necessary for the Capital Projects Management construction program and as support for other city divisions. In addition, the program is responsible for the purchase of privately held land parcels for the Scottsdale McDowell Sonoran Preserve.

### FY 2011/12 Achievements

- Completed recommendations for an updated General Obligation bond program through the Bond Task Force.
- Initiated design and construction on the Tony Nelssen Equestrian Center including a major redesign to accommodate additional uses.
- Completed several high profile projects including: Fire Station 1, Fire Station 8, Pima Road between Thompson Peak Parkway and Pinnacle Peak Road, Civic Center Library remodel, Troon North Park and Cross Cut Canal path.
- Negotiated and received approval of a new Franchise Agreement with Southwest Gas including successful submission to voters in March election.
- Completed renegotiation of Sky Song lease, sale of 74th St. property and negotiation of amendments to McDowell Mountain Golf course lease.

### FY 2012/13 Objectives

- Complete programmed capital projects within approved budget and schedule to the satisfaction of client divisions.
- Assist client divisions to use available capital efficiently and assist in identifying new sources of capital for CIP projects.
- Review excess real estate assets to identify potential candidates for disposition.
- Provide assistance to client departments in the negotiation, preparation and administration of lease and license agreements for use of city property including the acquisition and disposition of land assets.



## Public Works | Capital Project Management

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	44.00	44.00	44.00	0.00
% of City's FTEs			1.82 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	532,280	525,798	799,257	273,459
Special Programs Fund	0	0	1,380,078	1,380,078
<b>Total Budget</b>	<b>532,280</b>	<b>525,798</b>	<b>2,179,335</b>	<b>1,653,537</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	423,282	414,100	433,510	19,410
Contractual Services	104,096	104,328	358,377	254,049
Commodities	4,903	7,370	7,370	0
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>532,280</b>	<b>525,798</b>	<b>799,257</b>	<b>273,459</b>
Operating Projects	0	0	1,380,078	1,380,078
<b>Total Budget</b>	<b>532,280</b>	<b>525,798</b>	<b>2,179,335</b>	<b>1,653,537</b>

## Budget Notes and Changes

- The Contractual Services increase is for the Southwest Gas franchise capital recovery fee expenses (expenses will be offset by revenue) related to the additional franchise fee authorized in March 2012.
- Operating projects increase is the result of relocating the Art in Public Places (AIPP) program from Community and Economic Development to Capital Project Management in Public Works. The AIPP is funded by 1 percent of each city capital improvement project.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Capital Project Management expense allocation as a percentage of managed capital projects (1)	5.8%	6.3%	7.0%
Number of real estate leases/licenses managed per employee (2.50 FTE committed to lease/license management as of 1/1/12) (2)	80	60	70

(1) Projected increase in expense allocation is a function of having more projects with smaller budgets. Small projects require the same level and hours of coordination as large projects which increases the allocation per dollar of budgeted cost. Allocation percentages may also change dependent on availability of capital resources such as future bond programs.

(2) Consolidation of leases from other departments, including larger leases such as TPC, Skysong and Princess Resort will be ongoing and will affect performance measures as additional licenses and leases are identified through the fiscal year.

## Public Works | Facilities Management

**Description**

The Facilities Management department provides maintenance and repair services for more than three million square feet of city-owned buildings, pathway lighting for parks and area lighting for parking lots through three major programs: Building Maintenance provides skilled maintenance and repair services including plumbing, electrical, HVAC, carpentry, mill work, exterior and interior painting, concrete flat work, metal work, and welding; Strategic Space Planning develops, plans and implements citywide space planning and strategic space management and the integrated workplace management system; Contract Administration comprises three main program areas: Operating Projects, Annual Service Contracts and citywide Custodial Services.

**Strategic Goal(s)**

- Seek Sustainability

**Services Provided**

- Building Maintenance provides skilled maintenance and repair services including plumbing, electrical, HVAC, carpentry, mill work, exterior and interior painting, concrete flat work, metal work, and welding. These programs also perform preventative maintenance on all facilities to protect the city's investment in its infrastructure and to minimize the risk of major-system failures.
- Strategic Space Planning develops, plans and implements citywide space planning and strategic space management and the integrated workplace management system. This program allows the city to more easily respond to organizational changes, budget for space needs and moves, use space in city facilities more effectively and efficiently, improve affinities among various divisions and create co-locating efficiencies, decrease costs of asset management and improve customer service.
- Contract Administration comprises three main program areas: Operating Projects, Annual Service Contracts and Citywide Custodial Services. Operating Projects include large-scale preventive maintenance projects, life-cycle replacement projects and floor covering replacement. Annual Service Contracts include fire alarm systems, fire extinguisher maintenance, elevator maintenance and automatic/garage door maintenance. The citywide Custodial Services program manages routine and special janitorial services for 1.3 million square feet.

**FY 2011/12 Achievements**

- Installed a new roof system on the Scottsdale Center for Performing Arts.
- Renovated a vacant building at the south Corporation Yard for relocating the Graphics Department.
- Installed energy efficient lighting inside Club SAR and are awaiting a rebate from SRP.

**FY 2012/13 Objectives**

- Provide timely maintenance and repair to all city facilities.
- Perform preventative maintenance to protect the city's infrastructure investment and to keep city facilities aesthetically pleasing.
- Continue to identify and implement energy- and water-saving opportunities in city facilities.

## Public Works | Facilities Management

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	55.00	55.00	54.00	-1.00
% of City's FTEs			2.23 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
General Fund	15,337,789	15,214,184	16,886,695	1,672,511
Grant Funds	69,580	0	0	0
Transportation/HURF Fund	0	492,300	492,300	0
<b>Total Budget</b>	<b>15,407,368</b>	<b>15,706,484</b>	<b>17,378,995</b>	<b>1,672,511</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	4,026,875	4,166,360	4,267,316	100,956
Contractual Services	9,213,018	9,821,733	10,634,113	812,380
Commodities	1,125,551	1,136,380	1,136,580	200
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>14,365,445</b>	<b>15,124,473</b>	<b>16,038,009</b>	<b>913,536</b>
Operating Projects	1,041,924	582,011	1,340,986	758,975
<b>Total Budget</b>	<b>15,407,368</b>	<b>15,706,484</b>	<b>17,378,995</b>	<b>1,672,511</b>

### Budget Notes and Changes

- Personnel Services cost savings for eliminating one vacant full-time position is offset by citywide benefit rate increases.
- Contractual Services budget increase primarily for utility rate/usage increases.
- Operating Projects budget increase for deferred maintenance projects.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Facilities scheduled preventive maintenance tasks completed (1)	75%	75%	75%
Custodial services satisfaction rating (2)	90%	90%	90%

(1) Number of scheduled preventive maintenance completed annually = 1,248

(2) Number of custodial surveys completed annually = 780

### Description

Fleet Management comprises five major programs: Fleet Management Administration, Fleet Management Operations, Fleet Management Parts Supply, Fuel, and Vehicle Acquisitions. Fleet Management Administration provides financial planning, management support, IT support, and data analysis for all Fleet divisions. Fleet Management Operations provides maintenance and repair for the city's fleet to ensure safe efficient and cost effective maintenance and repair. Fleet Management Parts Supply manages parts room inventory to include all items from oils and lubricants to tires for city's fleet. Fleet Fuel manages eight fuel sites throughout the city providing four fuel types, CNG (compressed natural gas), bio-diesel, E-85, and unleaded. Vehicle Acquisitions coordinates the purchasing, up fitting, and sale of the city's fleet.

### Strategic Goal(s)

- Seek Sustainability

### Services Provided

- Fleet Management Administration provides administrative and managerial support for the diverse fleet operations to ensure safe, efficient and cost-effective maintenance, repair, fueling, and replacement of city-owned vehicles and equipment.
- Fleet Operations supports city divisions by maintaining and repairing 1,300 vehicles and equipment consisting of more than 140 makes and 300 models.
- Fleet Parts Supply purchases, supplies, and inventories parts and accessories required to maintain and repair all vehicles and equipment and develops and maintains Fleet parts contracts.
- The Fleet Fuel program manages fuel inventories at eight fuel sites throughout the city consisting of CNG (compressed natural gas), bio-diesel, E-85, and unleaded fuels and maintains regulatory compliance with city, county, state and Federal regulations.
- Vehicle Acquisitions procures, up fits, and disposes of all vehicles and equipment within the city, and develops and maintains Fleet service contracts.

### FY 2011/12 Achievements

- Fleet Management completed construction of the North Corporation Yard Fleet expansion project. This building is the primary repair facility for Medium/Heavy Duty, Fire Department, and Sanitation vehicles.
- Fleet Management successfully completed a monthly billing report that interacts with the cities financial system. The report allows for accurate and timely fleet charges to update departments' internal budgets.
- Fleet Management has updated the vehicle acquisition program, by lining up replacement time lines and miles so both are in correlation with one another.
- Fleet Management added an additional fuel pump at the McKellips fuel site that dispenses E-85. This is in an effort to increase the use of alternative fuels.
- Fleet Management is in the process of finalizing an in-house motor pool application that will be used to reserve, track, and monitor motor pool usage throughout the city.

### FY 2012/13 Objectives

- Complete replacement of CNG (compressed natural gas) fueling station to provide a more reliable alternative fueling source for city's fleet.
- Analyze equipment utilization in efforts to "right-size" or increase efficiencies and reduce costs. (Two areas of focus are to establish a city motor pool and to increase the use of alternative fuel).
- Improve customer service ratings through cooperative efforts with customers, involving them in the decision making process in regards to their fleet needs and requirements.

## Public Works | Fleet Management

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	47.00	46.00	46.00	0.00
% of City's FTEs			1.90 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Fleet Management Fund	12,556,894	16,899,372	18,778,781	1,879,409
<b>Total Budget</b>	<b>12,556,894</b>	<b>16,899,372</b>	<b>18,778,781</b>	<b>1,879,409</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	3,178,806	3,161,689	3,413,285	251,596
Contractual Services	1,339,171	1,517,267	1,459,539	-57,728
Commodities	6,435,117	6,614,878	8,348,957	1,734,079
Capital Outlays	1,603,800	5,605,538	5,557,000	-48,538
<b>Subtotal Operating Budget</b>	<b>12,556,894</b>	<b>16,899,372</b>	<b>18,778,781</b>	<b>1,879,409</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>12,556,894</b>	<b>16,899,372</b>	<b>18,778,781</b>	<b>1,879,409</b>

## Budget Notes and Changes

- Personnel Services reflects citywide benefit rate increases as well as adjustments for salary savings that occurred in FY 2011/12.
- Commodities budget increase for unleaded fuel: 605,000/gals at \$3.56 per gallon totaling \$2,153,800 (\$1,490,800 budgeted 2011/12); bio-diesel fuel: 661,000/gals at \$4.55 per gallon totaling \$3,007,560 (\$1,964,200 budgeted in 2011/12).
- Capital Outlays budget decrease for construction costs at the North Corporation Yard fuel islands in FY 2011/12.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Fleet maintenance/repairs completed in < 1 day	88.0%	88.0%	88.0%
Fleet direct labor hours billed as percent of total available hours	68%	72%	72%
Equipment availability (target is for 96 percent of the time equipment is available to divisions during normal working hours)	96%	96%	96%
Parts availability (target is for 88 percent of the time parts available upon request)	90%	90%	90%

## Public Works | Solid Waste Management

### Description

Solid Waste Management provides cost-effective collection and container services to more than 79,000 single family residential customers and 1,475 businesses. The operation also services multi-family housing developments, city facilities, parks and 2,160 businesses and/or residents through the commercial roll-off collection program. Solid Waste Management also provides Household Hazardous Waste (HHW) collection events for the community and manages Transfer Station Operations for solid waste residential, brush and commercial collection vehicles

### Strategic Goal(s)

- Enhance Neighborhoods
- Seek Sustainability

### Services Provided

- Residential Collection Services provides weekly refuse and recycling collection and monthly brush and bulk collection services to more than 79,000 single family residential customers.
- Commercial Collection Services provides commercial refuse collection six days a week to businesses, multi-family housing developments, all city facilities and parks.
- Container Repair Services provides customer service to more than 79,000 single family homes serviced by residential collection services; provides direct services to more than 1,475 Scottsdale businesses serviced by commercial front loader collection services; and 2,160 businesses and/or residents serviced by the commercial roll-off collection program.
- Household Hazardous Waste (HHW) provides a safe, legal and convenient way for residents to dispose unwanted or unneeded HHW items.
- Transfer Station Operations provides a central location for solid waste residential, brush and commercial collection vehicles working in the northern part of the city to drop off loads of refuse, brush and recyclables rather than hauling them directly to the landfill or recycling facility.
- Other collection and landfill diversion programs such as electronics recycling, moving box and white goods collections and cardboard baling.

### FY 2011/12 Achievements

- No user fee increases for residential or commercial customers.
- Received the 2011 Voice of the People Award for Excellence in recycling services from a City of Scottsdale citizen survey taken by the International City/County Management Association (ICMA) and National Research Center, Inc. (NRC).
- Received a second 2011 Voice of the People Award for Excellence in garbage collection services from the ICMA and NRC survey of Scottsdale citizens.

### FY 2012/13 Objectives

- Maintain effective and positive working relationship with the Salt River Pima Maricopa Indian Community landfill staff.
- Negotiate and complete landfill contract to extend through calendar year 2020.
- Identify recycling options for commercial accounts to increase amount of materials diverted from the landfill.

## Public Works | Solid Waste Management

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	89.00	89.00	89.00	0.00
% of City's FTEs			3.67 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Solid Waste Fund	15,256,106	15,209,761	16,116,245	906,484
<b>Total Budget</b>	<b>15,256,106</b>	<b>15,209,761</b>	<b>16,116,245</b>	<b>906,484</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	5,881,371	5,818,620	5,863,608	44,988
Contractual Services	9,074,298	8,962,643	9,770,162	807,519
Commodities	300,437	428,498	482,475	53,977
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>15,256,106</b>	<b>15,209,761</b>	<b>16,116,245</b>	<b>906,484</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>15,256,106</b>	<b>15,209,761</b>	<b>16,116,245</b>	<b>906,484</b>

## Budget Notes and Changes

- Personnel Services reflects citywide benefit rate increases.
- Contractual Services increase for internal Fleet rates.
- Commodities increase is for price increases for refuse containers.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Average monthly cost to the customer for residential solid waste services	\$15.96	\$15.96	\$15.96
Average pounds of recyclable material collected per account	660	710	740
Avoiding tipping fees and receive revenue through tonnage from various annual diversion programs	\$31,650	\$32,283	\$33,000
Satisfaction rate of "excellent or good" for yard waste pick-up service (1)	86%	86%	87%
Satisfaction rate of "excellent or good" for recycling service (1)	87%	87%	88%
Satisfaction rate of "excellent or good" for garbage collection (1)	92%	92%	93%

(1) Result of ICMA and National Research Center "National Citizen Survey" for 2010

## Public Works | Street Operations

### Description

Street Operations provides cost-effective maintenance and environmental compliance through efficient management of transportation, traffic control and drainage system components.

### Strategic Goal(s)

- Advance Transportation
- Seek Sustainability

### Services Provided

- Traffic Management Center (TMC) coordinates signal timing and real-time adjustments to reduce driver delay, pollution and collisions.
- Street Cleaning services public streets, paved alleys, parking garages, parking lots and multi-use paths through scheduled periodic sweeping.
- Street Overlays and Maintenance protects and maintains paved streets, concrete curbs and sidewalks.
- Street Light Maintenance maintains and repairs 6,660 city-owned streetlights.
- Traffic Signals maintains and repairs 290 traffic signals and all associated components and underground conduits.
- Street Signs and Markings maintains approximately 46,000 street signs and 1,517 lane miles of roadway striping.
- The Emergency Response Team provides after-hours emergency response by non-uniformed city employees.
- Unpaved Roads and Drainage System Maintenance maintains unpaved roads, alleys, shoulders and the drainage system.
- Alley Maintenance provides vegetation control and grading to maintain safe alley access for city services and emergency vehicles.

### FY 2011/12 Achievements

- Replaced more than 4,700 worn street signs to maintain compliance with federal regulations for sign retro reflectivity.
- Responded to a total of 186 street-related trouble calls, an average of 3.6 calls per week. This total includes performing flood control and debris removal activities during major storm events.
- Overlaid 4.5 miles (194,165 square yards) of arterial streets with rubberized asphalt.
- Completed comprehensive data collection and condition evaluation of 290 miles of arterial and collector streets.
- Achieved PM-10 environmental compliance of unpaved roads and shoulders.
- Storm water compliance of drainage systems.
- Upgraded Traffic Signal controllers at 200 intersections.
- Installed 50 radios at intersections eliminating leased telephone lines.

### FY 2012/13 Objectives

- Maintain paved street system at an average condition index rating of 70 on a 100 point scale.
- Maintain a 100 percent reliability rate of traffic signals, providing 24/7 emergency responses to traffic signal trouble calls.
- Maintain safe roadway lighting for motorists and pedestrians.
- Complete comprehensive data collection and condition evaluation of 373 miles of arterial and collector streets.
- Install 90 radios at city intersections to eliminate all leased telephone lines.
- Maintain environmental compliance of PM-10 and storm water drainage systems.
- Complete installation of 296 Highway Safety Improvement Program pedestrian countdown LED's at 40 intersections.
- Complete installation of Highway Safety Improvement Program 12-inch signal indication upgrades at 10 intersections.



## Public Works | Street Operations

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	60.00	60.00	60.00	0.00
% of City's FTEs			2.48 %	

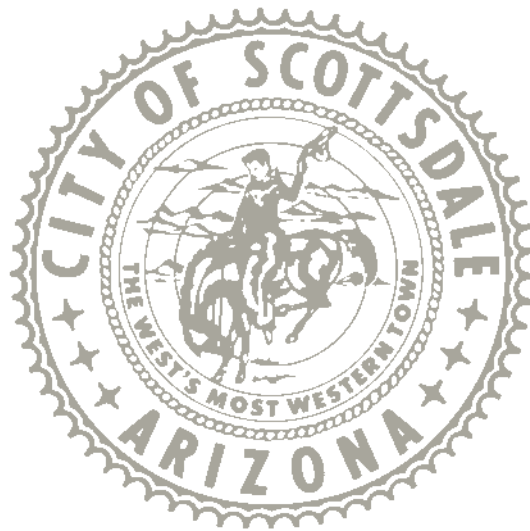
<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Grant Funds	536,891	0	0	0
Transportation/HURF Fund	14,876,765	11,147,257	12,016,473	869,216
<b>Total Budget</b>	<b>15,413,656</b>	<b>11,147,257</b>	<b>12,016,473</b>	<b>869,216</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	4,282,715	3,880,467	3,947,324	66,857
Contractual Services	7,163,062	6,536,688	7,354,047	817,359
Commodities	997,620	678,602	715,102	36,500
Capital Outlays	2,970,259	51,500	0	-51,500
<b>Subtotal Operating Budget</b>	<b>15,413,656</b>	<b>11,147,257</b>	<b>12,016,473</b>	<b>869,216</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>15,413,656</b>	<b>11,147,257</b>	<b>12,016,473</b>	<b>869,216</b>

#### Budget Notes and Changes

- Personnel Services reflects citywide benefit rate increases.
- Contractual Services increase for the number of unpaved road PM10 treatments and application contract costs; electricity for traffic signals and street lights; and Fleet rates.
- Commodities increase for replacement of damaged or deteriorated Traffic Signal equipment.
- Capital Outlays decrease for completed American Recovery and Reinvestment Act overlay projects.

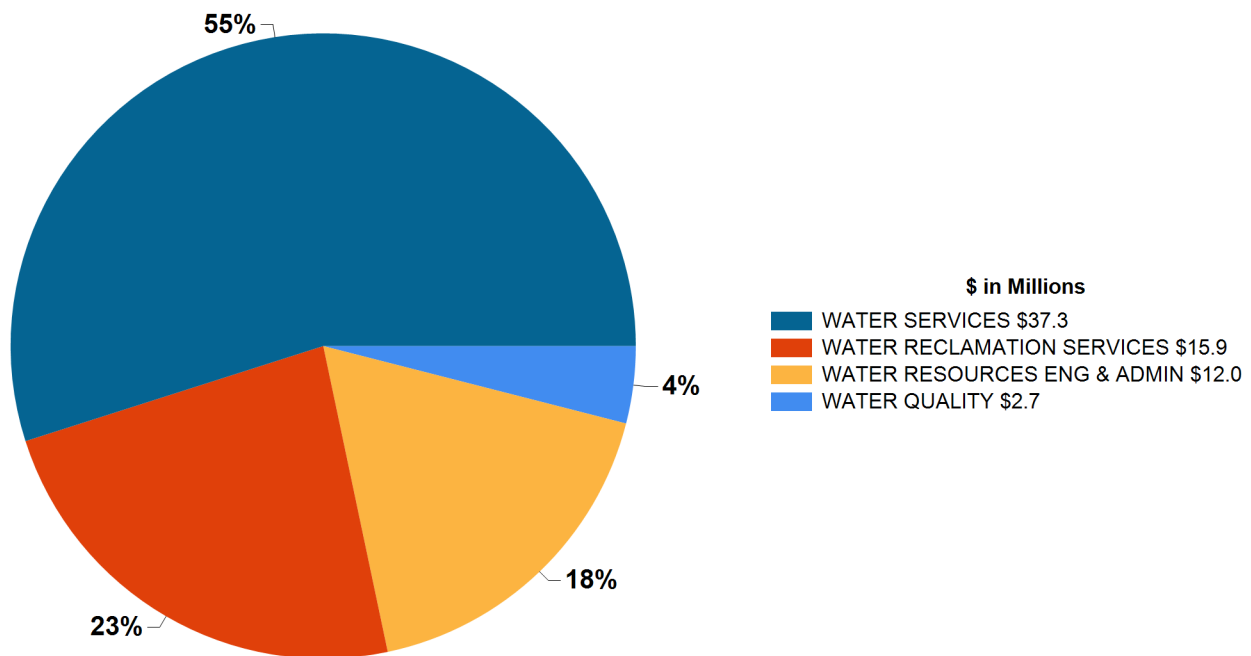
<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Road rehabilitation expenditures per paved lane mile all services	\$1,350	\$1,768	\$2,106
Operating and maintenance expenditures per linear mile swept	\$25.30	\$19.16	\$19.16



FY 2012/13 Adopted Budget

## WATER RESOURCES

### FY 2012/13 Adopted Budget



Expenditures By Department	Actual 2010/11	Approved 2011/12	Adopted 2012/13	Change 11/12 to 12/13
WATER SERVICES	34,002,262	37,692,002	37,300,336	-391,666
WATER RECLAMATION SERVICES	14,124,813	16,133,284	15,885,610	-247,674
WATER RESOURCES ENGINEERING & ADMINISTRATION	8,029,801	8,903,460	12,024,305	3,120,845
WATER QUALITY	2,410,757	2,888,797	2,707,148	-181,649
<b>Total Budget</b>	<b>58,567,633</b>	<b>6), * % (+, ) ( ' *</b>	<b>* +ž % +ž --</b>	<b>2,2- - ž ) *</b>

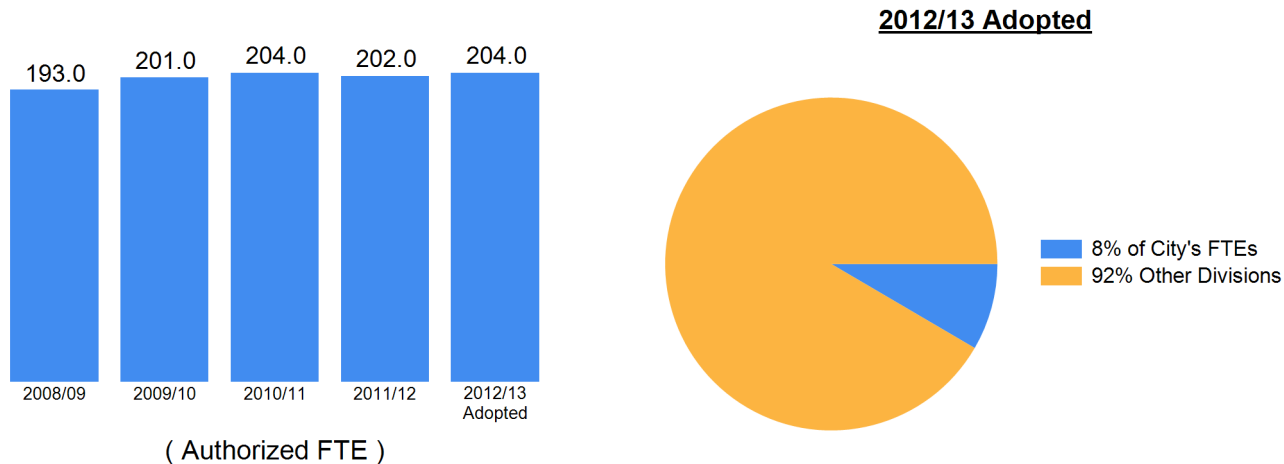


FY 2012/13 Adopted Budget

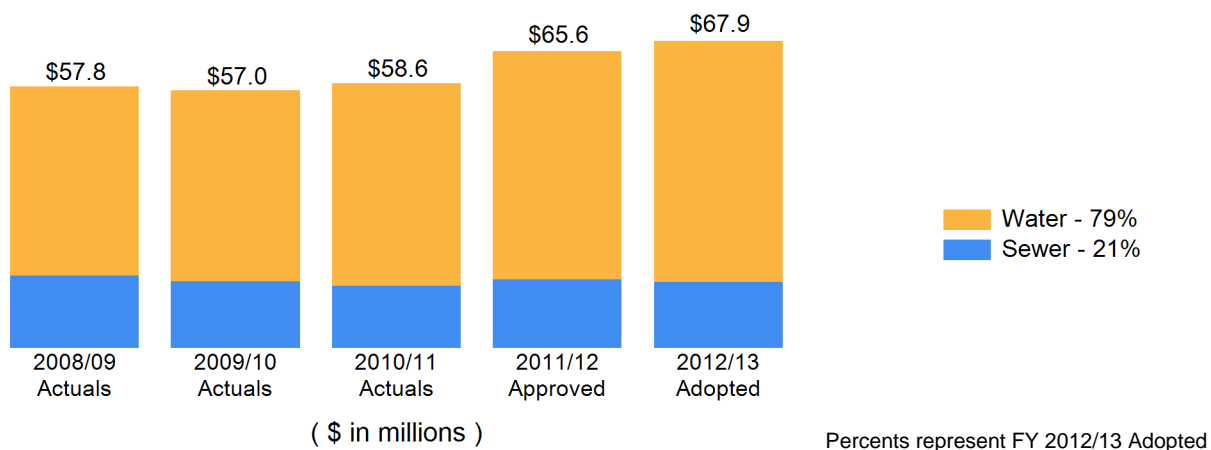
Division Summary

Water Resources

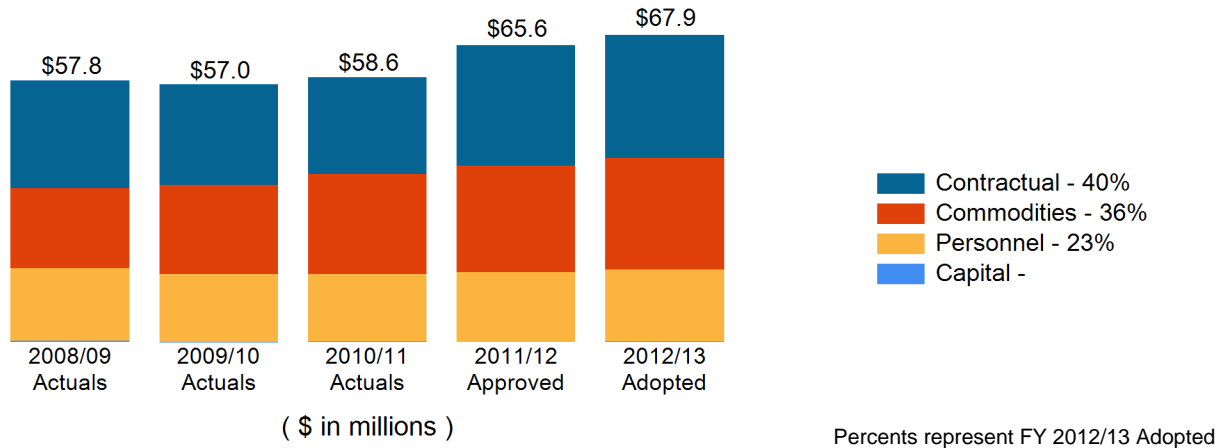
Staff Summary



Expenditures By Fund



Expenditures By Type



### Description

The Water Resources Division is committed to providing efficient, high quality service to Scottsdale citizens by planning, managing and operating safe, reliable water systems. The division comprises four major programs: Engineering and Administration, Water Services, Water Reclamation Services, and Water Quality. Engineering and Administration provides engineering, technology support, financial, planning and management support for the division, and also directly manages the water conservation program. Water Services manages the drinking water system which provides service to approximately 95 percent of all incorporated areas within Scottsdale along with treatment and transport of potable water to neighboring areas of Maricopa County and Carefree. Water Reclamation Services manages the city's reclamation system which includes the sewer collection system, sewage treatment facilities and re-use/recharge facilities. Most of the incorporated areas within Scottsdale, along with some neighboring areas including Paradise Valley, lie within the sewer collection area. Water Quality manages all aspects of water quality including laboratory services, management of the industrial pretreatment program and ensuring that the city meets or surpasses water related regulatory compliance requirements.

### Strategic Goal(s)

- Enhance Neighborhoods
- Seek Sustainability
- Support Economic Vitality

### Services Provided

- Management of all Water Resources departments and programs to ensure long term sustainable water and wastewater services to Scottsdale customers.
- Provide high quality drinking water service to more than 87,500 water accounts in approximately 95 percent of all incorporated areas within Scottsdale along with providing potable water to neighboring areas of Maricopa County and Carefree.
- Provide water reclamation services for more than 77,500 accounts including sewer collection, treatment and re-use/recharge for most of the incorporated areas of Scottsdale, along with some neighboring areas including Paradise Valley.

### FY 2011/12 Achievements

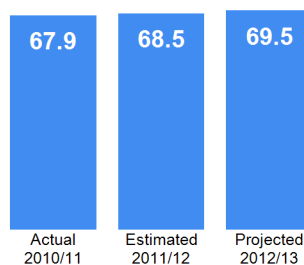
- **Regulatory Compliance:** Met all drinking water, reclaimed water and superfund program for federal, state and local regulations. Published an annual report designed to communicate water quality information to customers in compliance with United States Environmental Protection Agency requirements.
- **Management:** Partnered with other City of Scottsdale divisions to implement water conservation driven changes internal to the city's operations.
- **Efficiency Efforts:** Finished negotiations with private industry representatives to establish a local facility that will reactivate spent granular activated carbon (GAC). This reactivation facility will greatly reduce the future GAC costs that are projected to increase significantly due to disinfection by-product regulatory changes coming in 2012. An enhanced asset management program was established to improve maintenance strategies / budget forecasting and increased inspections of restaurant grease removal devices designed to protect the sewer system from blockages, odors and damage.
- **System Optimization:** Initiated the process to develop and implement strategies and tools to facilitate highly efficient operation of the city's water and sewer systems, while recognizing a number of constraints including, but not limited to, water quality, supply sustainability and energy consumption. The initial phase has been completed and development/deployment phases are scheduled to begin in July. A 24/7 control room will be staffed and new technology tools developed in order to provide staff with the ability to monitor the entire system.
- **System Improvements:** Downtown water and sewer line improvements were completed as identified by system master planning. The Advanced Water Treatment facility expansion was substantially completed to better manage local groundwater supplies and provide high quality water to the Reclaimed Water Distribution System golf courses for non-potable irrigation. Sewer lining efforts continued to proceed as scheduled to rehabilitate aging sewer collection lines mitigating infiltration impacts and ensuring collection system integrity to minimize line breaks/failures.

### FY 2012/13 Objectives

- Implement pre-treatment processes at the Chaparral Water Treatment Plant.
- Replace gaseous chlorine at the Central Arizona Project (CAP) Treatment Plant with inherently safe technology (sodium hypochlorite and ozone generation) which will be used as a primary disinfectant of effluent.
- Through public-private partnership, establish local GAC reactivation facility and discontinue long-distance shipping for reactivation services.
- Finalize sewer rate recommendations to ensure equitable revenue collection from appropriate customer classes for City Council consideration.
- Identify cost savings measures to comply with new disinfection by-products rule requirements.

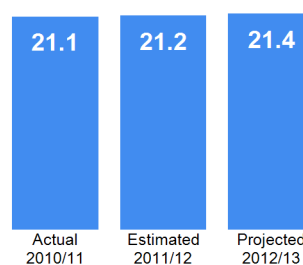
### Charted Performance Measures

**Drinking Water Delivered**



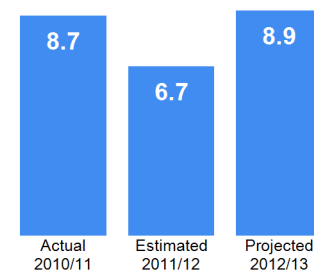
Million gallons per day

**Water Reclaimed**



Million gallons per day

**Reclaimed Water Reused**



Million gallons per day

## Division Summary

## Water Resources

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	204.00	202.00	204.00	2.00
% of City's FTEs			8.42 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Sewer Fund	13,719,638	15,172,557	14,595,197	-577,360
Water Funds	44,847,995	50,444,986	53,322,202	2,877,216
<b>Total Budget</b>	<b>58,567,633</b>	<b>65,617,543</b>	<b>67,917,399</b>	<b>2,299,856</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	14,900,717	15,414,703	15,912,536	497,833
Contractual Services	21,396,953	26,671,810	27,273,476	601,666
Commodities	22,071,624	23,531,030	24,568,987	1,037,957
Capital Outlays	198,340	0	162,400	162,400
<b>Subtotal Operating Budget</b>	<b>58,567,633</b>	<b>65,617,543</b>	<b>67,917,399</b>	<b>2,299,856</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>58,567,633</b>	<b>65,617,543</b>	<b>67,917,399</b>	<b>2,299,856</b>

## Budget Notes and Changes

- Personnel Services budget reflects citywide benefit rate increases and the addition of two technicians to operate the Motorola Solutions Inc. removal facility. Additionally, a pipeline staffing program was created to minimize the negative impacts of turnover and overtime.
- Contractual Services increases are mainly due to the maintenance costs for a new heating, ventilation and air conditioning contract, license & permit fees and increase in electricity driven by expanded facilities.
- Commodity increases are due to increased purchased water costs at the CAP for increased rates and higher forecasted use and increased asset management costs associated with new facilities and deferred maintenance.
- Capital Outlay increases reflects the purchase of four service trucks: two service trucks for travel to remote sites and two service trucks for new staff added to operate the removal facility.





FY 2012/13 Adopted Budget

### Description

The Water Quality program assures compliance with federal, state and local regulations for drinking water, reclaimed water, industrial pretreatment, superfund, air quality and aquifer protection for all City Water Resources programs and facilities. The program also provides oversight and enforcement on seven permitted industries and more than 2,000 commercial establishments that discharge into the city's sewer system. The in-house laboratory performs analysis for most contaminants monitored by federal, state and local regulations and permits. Program staff provides information and advice regarding the design, construction and operation of facilities and are available to respond with analysis and support in the event of any water contamination event.

### Strategic Goal(s)

- Enhance Neighborhoods
- Seek Sustainability

### Services Provided

- Manages the Water Quality program to ensure compliance with federal, state and local regulations for drinking water, reclaimed water, industrial pretreatment, superfund, air quality and aquifer protection for city Water Resources programs and facilities.
- Samples and analyzes water and wastewater for most contaminants monitored by federal, state and local regulations and permits.
- Provides oversight and enforcement on seven permitted industries and more than 2,000 commercial establishments that discharge into the city sewer system.

### FY 2011/12 Achievements

- Regulatory Requirements: Met all drinking water, reclaimed water and superfund program requirements for federal, state and local regulations including distribution of an annual report designed to communicate water quality information to customers.
- Restaurant Inspections: Increased proactive inspections of restaurants using an upgraded database to assist in the tracking and monitoring of all requirements and compliance status for industries and restaurants.
- Sanitary Surveys: Completed successful sanitary survey inspections of one-third of the drinking water system.

### FY 2012/13 Objectives

- Develop and complete pilot tests to investigate cost savings measures to comply with new disinfection by-products rule requirements.
- Incorporate new federal requirements in ordinance changes and improve protection of the sewer system from discharges that lead to odors, blockages, overflows or destruction of infrastructure.
- Complete quarterly, semi-annual and annual inspections of food service establishments and petroleum oil and grease facilities.

## Water Resources | Water Quality

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	22.00	21.00	21.00	0.00
% of City's FTEs			0.87 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Sewer Fund	686,628	828,146	769,400	-58,746
Water Funds	1,724,129	2,060,651	1,937,748	-122,903
<b>Total Budget</b>	<b>2,410,757</b>	<b>2,888,797</b>	<b>2,707,148</b>	<b>-181,649</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	1,674,723	1,861,842	1,805,682	-56,160
Contractual Services	398,354	680,875	561,936	-118,939
Commodities	301,180	346,080	339,530	-6,550
Capital Outlays	36,499	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,410,757</b>	<b>2,888,797</b>	<b>2,707,148</b>	<b>-181,649</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,410,757</b>	<b>2,888,797</b>	<b>2,707,148</b>	<b>-181,649</b>

#### Budget Notes and Changes

- Personnel Services decreases are due to a reorganization of staff to the Engineering and Administration Department.
- Contractual Services decreases are due to a shift of licenses and permit expense to the Engineering and Administration program and minor fee increases.
- Commodities decrease is due to efforts to find efficiencies.
- The budgetary impacts of this program will continue to increase due to new Federal regulations and unfunded mandates.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Restaurant grease removal system inspected	1,751	1,800	1,800

## Water Resources | Water Reclamation Services

### Description

Water Reclamation Services collects, treats and re-uses wastewater generated within the city. Activities include continual 24/7 operation of two water reclamation plants, an Advanced Water Treatment (AWT) plant, 38 sewer lift stations, a high capacity sewer pump-back system and multiple recharge facilities. This area manages more than 1,400 miles of sewer lines that collect sewage through 77,500 residential and commercial connections. These systems and facilities are operated in compliance with numerous regulatory requirements to prevent spills/overflows, minimize odors and provide an appropriate alternative source of water for non-potable end uses including irrigation, power generation and groundwater replenishment.

### Strategic Goal(s)

- Seek Sustainability
- Support Economic Vitality

### Services Provided

- Treatment of approximately 21 million gallons per day of wastewater generated from more than 77,500 sewer accounts.
- Advanced treatment of reclaimed water for reuse and recharge.
- Continual operation of Water Campus Water Reclamation Plant, Gainey Ranch Reclamation Plant, the Advanced Water Treatment plant, the high capacity pump-back system, 38 sewer lift stations, the Reclaimed Water Distribution and Irrigation Water Distribution Systems, two groundwater replenishment treatment facilities and more than 1,400 miles of sewer collection system.

### FY 2011/12 Achievements

- Groundwater Replenishment/Recharge: Approximately 7,000 acre feet of water was recharged in calendar year 2010 helping the city achieve safe yield and ensure sustainable water supplies.
- Process Blower Replacement Project: Department of Energy Stimulus Grant was used to replace process blowers with more energy efficient turbo blowers at the Water Campus and Gainey Ranch Water Reclamation Plants to create electricity savings of up to 40 percent.
- Direct Irrigation Water Reuse: Approximately 12 million gallons a day (MGD) from the Water Campus and Gainey Ranch Water Reclamation Plants helped the city meet irrigation demands for 23 golf courses and two city recreation facilities.
- Cost Saving Opportunities: Received in excess of \$150,000 from Arizona Public Service Corporation (APS) as part of the division's participation in the Peak Solutions Power Curtailment program.
- Gaseous Chlorine Project: Replaced gaseous chlorine at the Water Campus with inherently safer technology (sodium hypochlorite generation) which will be used as a primary disinfectant of effluent.

### FY 2012/13 Objectives

- Completion of the AWT expansion project which includes the addition of ozone and ultraviolet photolysis for the control of disinfection by-products.
- Initiate and complete the design of odor prevention technology to be implemented within the high capacity sewer pump-back system.
- Expand participation in the APS Peak Solutions Power Curtailment Program by 25 percent resulting in an annual rebate in excess of \$200,000.

## Water Resources | Water Reclamation Services

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	54.00	48.00	32.00	-16.00
% of City's FTEs			1.32 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Sewer Fund	12,759,801	13,872,663	13,252,352	-620,311
Water Funds	1,365,012	2,260,621	2,633,258	372,637
<b>Total Budget</b>	<b>14,124,813</b>	<b>16,133,284</b>	<b>15,885,610</b>	<b>-247,674</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	4,129,860	3,760,136	2,814,290	-945,846
Contractual Services	7,847,916	9,968,472	10,426,894	458,422
Commodities	2,020,215	2,404,676	2,609,426	204,750
Capital Outlays	126,821	0	35,000	35,000
<b>Subtotal Operating Budget</b>	<b>14,124,813</b>	<b>16,133,284</b>	<b>15,885,610</b>	<b>-247,674</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>14,124,813</b>	<b>16,133,284</b>	<b>15,885,610</b>	<b>-247,674</b>

## Budget Notes and Changes

- Personnel Services decreases are due to a reorganization of staff to the Engineering and Administration Department to improve efficiencies and tracking of expenditures.
- Contractual Services increases are mainly due to maintenance costs for a new heating, ventilation and air conditioning (HVAC) contract and increases for electricity associated with the expanded AWT facility, increases in the sewer cleaning contract, plus other minor changes.
- Commodity increases are due to repair materials needed to maintain an expanding and aging system (deferred maintenance costs).
- Capital Outlay increases reflect the purchase of a service truck for operators to use for coverage of remote sites.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Water reclaimed - MGD	21.1	21.2	21.4
Reclaimed water reuse - MGD	8.7	6.7	8.9

## Water Resources | Water Resources Engineering & Administration

### Description

Water Resources Engineering and Administration provides the overall leadership and management of all Water Resources programs to ensure the drinking water and water reclamation systems are planned, engineered and designed in agreement with the city's General Plan to best meet existing and future needs in a timely manner along with financial planning to ensure that all rates and fees are set prudently. Also included are management and administration of water rights, water conservation, contracts and intergovernmental agreement management for water deliveries and water reclamation.

### Strategic Goal(s)

- Enhance Neighborhoods
- Seek Sustainability
- Support Economic Vitality

### Services Provided

- Overall leadership and management of all city Water Resources programs and efforts.
- Engineering services to assure water and wastewater systems are engineered and designed according to master plans.
- Manage financial plans to assure that all rates and fees are set prudently to operate and maintain the systems.
- Manage the city's water rights and allocations, water conservation programs and contracts and intergovernmental agreement management for water deliveries and sewage treatment.

### FY 2011/12 Achievements

- Recharge: A detailed recharge plan was developed to provide greater flexibility in system operations required to meet recharge goals and in turn, safe yield.
- System Optimization: Development of the system optimization plan was initiated. Staff selected and worked with a consultant team to analyze existing practices and began formulating strategies for optimizing operations.
- Master Planning: Began development of the updated Water Reclamation Master Plan.

### FY 2012/13 Objectives

- Comply with Groundwater Management Act and achieve safe yield for seventh straight year.
- Finalize the Water Reuse Master Plan and initiate the water master plan.
- Utilize the asset management program cash flow models for capital projects and assist with the creation of operational budgets.

## Water Resources | Water Resources Engineering &amp; Administration

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	21.00	22.00	56.00	34.00
% of City's FTEs			2.31 %	

<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Sewer Fund	273,209	471,748	573,445	101,697
Water Funds	7,756,592	8,431,712	11,450,860	3,019,148
<b>Total Budget</b>	<b>8,029,801</b>	<b>8,903,460</b>	<b>12,024,305</b>	<b>3,120,845</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	1,890,336	1,941,536	4,954,019	3,012,483
Contractual Services	3,394,724	4,348,593	4,239,710	-108,883
Commodities	2,744,741	2,613,331	2,830,576	217,245
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>8,029,801</b>	<b>8,903,460</b>	<b>12,024,305</b>	<b>3,120,845</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>8,029,801</b>	<b>8,903,460</b>	<b>12,024,305</b>	<b>3,120,845</b>

## Budget Notes and Changes

- Personnel Services increases are due to a reorganization of staff to improve efficiencies and tracking of expenditures offset by the reduction for Planet Ranch costs.
- Contractual Services increases are due to a reorganization of all licenses and permits costs, increases for security of water sites, offset by decreases in Irrigation Water Distribution System and WestWorld costs, consultants and a reduction associated with Planet Ranch.
- Commodity increases are due to increased purchased water costs for the WestWorld golf course and the Irrigation Water Distribution System irrigation operations, offset by other minor reductions.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Water recharged - MGD	6.1	5.5	6.5
Unaccounted for water	6.07%	6.0%	6.0%
Water conservation customer contacts	40,378	33,000	36,000
Customer accounts per employee	760	773	773
Combined water/wastewater O&M average expense per MG	\$1,731	\$1,962	\$1,919
Combined water/wastewater O&M expense per account	\$373	\$417	\$422

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Filing and assembly of water conservation information packets	1	80	\$1,540	0.0
<b>Total</b>	<b>1</b>		<b>\$1,540</b>	<b>0.0</b>

The value of volunteer hours was calculated using an hourly rate of \$19.25.

### Description

Water Services treats and distributes potable water throughout the city via operation of two surface water treatment plants, the Central Groundwater Treatment Facility, seasonal 24/7 operation of 28 active groundwater wells and three arsenic treatment facilities. The water distribution system includes more than 2,000 miles of water lines, more than 44,000 main line valves, 36 reservoirs, 86 boosters pump stations and 362 pressure reducing valves serving more than 87,500 residential and commercial connections. These systems and facilities are operated in compliance with numerous regulatory requirements to help ensure a safe and reliable potable water supply.

### Strategic Goal(s)

- Seek Sustainability

### Services Provided

- Provide quality drinking water services to more than 87,500 active water accounts.
- Operate the Chaparral and Central Arizona Project water treatment plants, the Central Groundwater Treatment Facility, 28 active wells and three arsenic facilities.
- Operate and maintain more than 2,000 miles of water lines, more than 44,000 main line valves, 36 reservoirs, 86 booster stations and 362 pressure reducing valves.

### FY 2011/12 Achievements

- Central Arizona Project Water Treatment Plant: Successful commissioning of the 20.0 Million Gallons per Day (MGD) membrane treatment facility expansion bringing the total production capacity to 70.0 MGD. Completed rehabilitation work on original plant to ensure performance reliability.
- Efficiency Efforts: Developed a cost effective utilization schedule for Granular Activated Carbon (GAC) media to maximize bed life resulting in cost reductions in the operating budget.
- Meter Replacements: Changed out 7,000 water meters to ensure appropriate revenues and enhance water accountability.
- Backflow Inspections: Completed approximately 900 backflow assembly inspections to ensure the mandated cross connection program is monitored per ordinance.

### FY 2012/13 Objectives

- Finalize and implement cost effective pre-treatment processes at the Chaparral Water Treatment Plant.
- Integrate work order system information into the asset management to maximize the life of assets while minimizing costs.
- Replace gaseous chlorine at the CAP Plant with inherently safe technology (sodium hypochlorite generation) which will be the primary disinfectant for potable water.
- Pilot automated meter reading technologies to optimize water consumption data collection and use.
- Complete Gravity Thickener Solid Pump Station Project at the CAP Treatment Plant.



## Water Resources | Water Services

<b>Staff Summary</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Full-time Equivalents (FTE)	107.00	111.00	95.00	-16.00
% of City's FTEs			3.92 %	

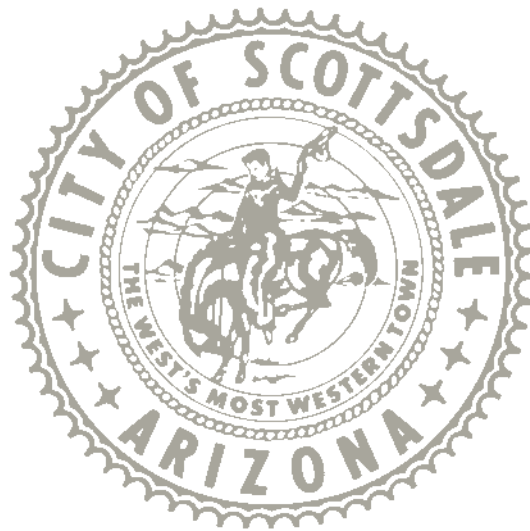
<b>Expenditures By Fund</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Water Funds	34,002,262	37,692,002	37,300,336	-391,666
<b>Total Budget</b>	<b>34,002,262</b>	<b>37,692,002</b>	<b>37,300,336</b>	<b>-391,666</b>

<b>Expenditures By Type</b>	<b>Actual 2010/11</b>	<b>Approved 2011/12</b>	<b>Adopted 2012/13</b>	<b>Change 11/12 to 12/13</b>
Personnel Services	7,205,798	7,851,189	6,338,545	-1,512,644
Contractual Services	9,755,959	11,673,870	12,044,936	371,066
Commodities	17,005,486	18,166,943	18,789,455	622,512
Capital Outlays	35,019	0	127,400	127,400
<b>Subtotal Operating Budget</b>	<b>34,002,262</b>	<b>37,692,002</b>	<b>37,300,336</b>	<b>-391,666</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>34,002,262</b>	<b>37,692,002</b>	<b>37,300,336</b>	<b>-391,666</b>

#### Budget Notes and Changes

- Personnel Services decreases reflect a reorganization of staff to Engineering and Administration to improve operational efficiencies and tracking of expenditures. This decrease is offset by the addition of two new staff hired midway through FY 2012/13 to contractually operate the Motorola Solutions Inc. (MSI) PCX-1 treatment facility.
- Commodity increases are due to increased purchase water costs at the CAP for increased rates and higher forecasted use increases for chemicals and minor equipment needed to operate the MSI PCX-1 treatment facility, offset by decreases in small tools.
- Capital Outlay increases reflect the purchase of three service trucks. One vehicle is needed by the operator group to access and operate numerous remote water sites. Two service trucks are required for two new FTE's hired to contractually operate the new MSI PCX -1 treatment facility.

<b>Performance Measures</b>	<b>Actual 2010/11</b>	<b>Estimated 2011/12</b>	<b>Projected 2012/13</b>
Drinking water delivered - MGD	67.9	68.5	69.5
Meters replaced to increase revenue and water accountability	6,262	7,000	7,000



FY 2012/13 Adopted Budget

## Appendix

## Operating Projects

Operating projects capture costs associated with the repair and maintenance of capital assets, replacement of non capital equipment, master plans, studies, public art, and all other project type costs that do not result in the acquisition or construction of a capital asset.

<b>Division</b>	<b>Project Description</b>	<b>Adopted FY 2012/13</b>
<b>ADMINISTRATIVE SERVICES</b>		
INFORMATION TECHNOLOGY - TELEPHONE EQUIPMENT	The telephone operating project is dedicated to providing systematic upgrades, maintenance and ongoing replacement of the City of Scottsdale's enterprise telephone system. This includes subsystems such as 911, interactive voice response, right fax, and voicemail.	387,000
<b>TOTAL FOR ADMINISTRATIVE SERVICES</b>		<b>387,000</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>		
ART IN PUBLIC PLACES - OPERATING PROJECT	This project supports, via an agreement between the city and the Scottsdale Cultural Council, Scottsdale's public art program. This project supports the acquisition, commissioning and programming of public art in Scottsdale.	482,948
CIP ADVANCE PLANNING PROGRAM	Conduct studies, travel demand modeling, analysis and internal/external coordination to determine future capital improvement needs for major street, intersection, traffic management and transit projects.	60,000
NPDES WTR QLTY SAMP/RPT/PERMIT	Section 402 of the 1972 federal Clean Water Act creates the national pollutant discharge elimination system, administered by the US Environmental Protection Agency, which has delegated primacy within Arizona to the Arizona Department of Environmental Quality (ADEQ). The City of Scottsdale, as owner and operator of a municipal separate storm sewer system (MS4), has been issued an Arizona Pollutant Discharge Elimination System permit from ADEQ. The city must comply with the provisions of this permit, which is an unfunded federal and state mandate. The purpose of the permit is to prevent polluted stormwater runoff from entering the city's MS4 and discharging to waters of the United States. There are many permit requirements, such as wet weather stormwater sampling and monitoring, illicit discharge detection and elimination, inspection of municipal facilities and construction and industrial sites, MS4 mapping and maintenance, street sweeping, training, and preparation of a detailed annual report documenting all such compliance activities.	122,783
PUBLIC ART CONSV AND RESTORATION	This project will fund the on-going conservation and restoration of the city's public art collection.	134,400
WESTWORLD HORSE BARN REPAIRS	This program is to replace/and or repair maintenance in the horse barns and other areas at WestWorld. This program may include the purchase of new equipment necessary for operation at WestWorld.	95,000
<b>TOTAL FOR COMMUNITY AND ECONOMIC DEVELOPMENT</b>		<b>895,131</b>
<b>COMMUNITY SERVICES</b>		
PLAYGROUND EQUIPMENT REPLACEMENT	This project includes replacement of playground equipment at four sites, adding playground shade at four sites and replacing lighting at four ballfields.	810,000
PUBLIC POOL EQUIPMENT REPLACEMENT	This project will address scheduled replacement of pool equipment at the City of Scottsdale's aquatic facilities.	272,000
<b>TOTAL FOR COMMUNITY SERVICES</b>		<b>1,082,000</b>
<b>PUBLIC WORKS</b>		
CIP - ART IN PUBLIC PLACES	This project supports, via an agreement between the city and the Scottsdale Cultural Council, Scottsdale's public art program. This project supports the acquisition, commissioning and programming of public art in Scottsdale.	1,380,078
FACILITIES MGMT REPAIR & MAINT	This project is for larger scale, preventive maintenance, equipment life-cycle replacement, and modernization projects at city facilities. Projects may include some or all building systems such as: HVAC, electrical, plumbing, roofing, painting, and floor coverings.	1,340,986
<b>TOTAL FOR PUBLIC WORKS</b>		<b>2,721,064</b>
<b>GRAND TOTAL</b>		<b>5,085,195</b>

ADA	Americans with Disabilities Act
ADOT	Arizona Department of Transportation
APS	Arizona Public Service
ARS	Arizona Revised Statutes
ASRS	Arizona State Retirement System
ASU	Arizona State University
ASUF	Arizona State University Foundation
AZSTA	Arizona Sports and Tourism Authority
BOR	Bureau of Reclamation
CAD	Computer Aided Design; Computer Aided Dispatch (Police)
CAFR	Comprehensive Annual Financial Report
CAP	Central Arizona Project
CDBG	Community Development Block Grant
CDL	Commercial Driver's License
CEF	Court Enhancement Fund
CFD	Community Facility District
CIP	Capital Improvement Plan
CMOM	Capacity, Management, Operations & Maintenance
CNG	Compressed Natural Gas
COP	Certificate of Participation
COS	City of Scottsdale
CPI	Consumer Price Index
CVB	Convention and Visitors Bureau
DDC	Desert Discovery Center
DM	Document Management
DMS	Document Management System
DPB	Disinfection by Product
EEOC	Equal Employment Opportunity Commission
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EPCR	Electronic Patient Care Reporting
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FCD	Flood Control District
FCV	Full Cash Value
FEMA	Federal Emergency Management Agency
FT	Full Time
FTE	Full Time Equivalent
FTG	Fill The Gap
GAAP	Generally Accepted Accounting Principles
GAC	Granular Activated Carbon
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation
HHW	Household Hazardous Waste
HR	Human Resources

HUD	U.S. Department of Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, and Air Conditioning
ICMA	International City/County Management Association
ID	Improvement District
IGA	Intergovernmental Agreement
ILM	Information Lifecycle Management
ISO	International Organization for Standardization
IT	Information Technology
ITD	Inception to Date
ITS	Intelligent Transportation System
IVR	Interactive Voice Response System
IWDS	Irrigation Water Distribution System
IWWMP	Integrated Water & Wastewater Master Plans
JCEF	Judicial Collections Enhancement Fund
LAN	Local Area Network
LEED	Leadership in Energy and Environmental Design
LIMS	Laboratory Information Management System
LIS	Land Information System
LTAf	Local Transportation Assistance Fund
MAG	Maricopa Association of Governments
MCSD	Maricopa County Stadium District
MGD	Million Gallons per Day
MPC	Municipal Property Corporation
NACSLB	National Advisory Council on State and Local Budgeting
NPDES	National Pollution Discharge Elimination System
O&M	Operations and Maintenance
PAYGO	Pay-As-You-Go
PC	Personal Computer
PD	Police Department
PPB	Parts per Billion
PSPRS	Public Safety Personnel Retirement System
PRV	Pressure Relief Valve
PT	Part Time
REV	Revenue
RFP	Request for Proposal
RICO	Racketeering Influenced Corrupt Organizations
RMS	Records Management System
ROW	Right of way
RV	Recreational Vehicle
RWDS	Reclaimed Water Distribution System
SCADA	Supervisory Control and Data Acquisition
SB	Senate Bill
SPA	Scottsdale Preserve Authority
SRO	Salt River Outfall
SROG	Sub Regional Operating Group
SRP	Salt Rive Project
SRPMIC	Salt River Pima-Maricopa Indian Community
SVC	Service

SW	Software
SWAT	Special Weapons and Tactics
TTHM	Total Trihalomethanes
TPC	Tournament Players Club
UCR	Uniform Crime Report
WAN	Wide Area Network
WRP	Water Reclamation Plant
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant

**Accrual Basis** – A basis of accounting whereby transactions are recognized when they are incurred, as opposed to when cash is received or paid.

**Actual** – As used in the fund summaries and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a modified accrual basis, with the exception that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds are budgeted as expenses.

**Adopted** – As used in the fund summaries and division summaries within the budget document, represents the budget as approved by formal action of the City Council.

**Appropriation** – An authorization made by the City Council, which permits the city to incur obligations and to expend resources for specific purposes.

**Assessed Valuation** – A value that is established annually by the county assessor for real and personal property as a basis for levying taxes.

**Balanced Budget** - Arizona State law requires a “balanced” budget, which is “all-inclusive”. Arizona State Revised Statute (42-17151) defines a “balanced” budget as follow:

*“Fix, levy and assess the amount to be raised from primary property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year.”*

Under Arizona State law “all-inclusive” means if an item is not budgeted (i.e. does not have an appropriation), it cannot legally be spent during the fiscal year. Therefore, the budget must include sufficient appropriation provisions for expenditures related to revenues (e.g., possible future grants) that cannot be accurately determined or even anticipated when the budget is adopted in June. This budgetary flexibility allows the city to comply with the Arizona state law and to pro-actively pursue emerging revenue sources as the budget year unfolds. The contingent expenditure appropriations associated with items such as possible future grants/revenues may not be spent without prior City Council approval during a public meeting.

**Base Budget** – Cost of continuing the existing levels of service in the current budget year.

**Beginning Balance** – The residual funds brought forward from the previous fiscal year (ending balance).

**Bond 2000** – General Obligation Bonds that were authorized by voters in calendar year 2000 and are secured by the full faith and credit of the issuer. General Obligation 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.

**Bond Funds** – Established to account for bond proceeds to be used only for approved bond projects.

**Bonds** – 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.

**Bond Rating** – The measure of the quality and safety of a bond. It indicates the likelihood that a debt issuer will be able to meet scheduled repayments and dictates the interest rate paid.

**Budget** – 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 the appropriating body has approved it.

**Budget Calendar** – The schedule of key dates, which a government follows in the preparation and adoption of the budget.

**Budgetary Basis** – Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), with the exception that (1) no depreciation is budgeted for proprietary funds; and (2) bond principal in the enterprise funds is subject to appropriation. The budgetary basis of accounting is used to present all proposed budget and forecast amounts in the budget document to facilitate meaningful comparisons. The differences between the budgetary and GAAP basis of accounting used by the City of Scottsdale are similar to those of many other local governments. The differences between budgetary basis and the GAAP basis exist largely because the budgetary basis provides a more conservative view of revenues and expenditures.

**Capital Expenditures** – The city defines a capital expenditure as using the following three criteria: (1) relatively high monetary values (equal to or greater than \$25,000), (2) long asset life (equal to or greater than five years of useful life, and (3) results in the creation of a fixed asset, or the revitalization of a fixed asset.

**Capital Improvement Funds** – Established to account for financial resources to be used for the acquisition or construction of major capital facilities. The city maintains several capital project funds to ensure legal compliance and financial management for various restricted revenues.

**Capital Improvement Plan (CIP)** – A comprehensive plan that projects the capital needs of the community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvement plans are essential to sound infrastructure and financial planning. The annual capital budget is derived from the long-term CIP.

**Capital Outlay** – Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than two years; (2) typically have a unit cost of \$10,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as a capital outlay under the same code as the original purchase. Replacement or repair parts are classified under commodities.

**Capital Project** – Any project having assets of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as streets, bridges, drainage, street lighting, and water systems.

**Certificate of Participation (COP)** – Funding mechanism similar to bonds utilized for the purchase of capital items.

**Commodities** – Expendable items purchased through the city-approved centralized purchasing process and include supplies, repair and replacement parts, small tools, etc.

**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.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contracts Payable** – A liability reflecting amounts due on contracts of goods or services furnished to the city.

**Contractual Services** – Includes expenditures for services performed by firms, individuals, or other city divisions.

**Cost Center** – An organizational budget/operating unit within each City division.

**Court Enhancement Fund** – A fund to accumulate fees imposed by the City Court on fines, sanctions, penalties and assessments for the purpose of enhancing the technological, operational and security capabilities of the City Court.

**Debt Service** – Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.



**Debt Service Funds** – Established to account for the accumulation of resources and for the payment of general long-term debt principal and interest that are not serviced by the General, Special Revenue, or Enterprise Funds. It does not include contractual obligations accounted for in the individual funds.

**Department** – A functional unit within a division consisting of one or more cost centers engaged in activities supporting the unit's mission and objectives (e.g., Police and Fire Departments within Public Safety Division).

**Division** – The combination of departments and programs of the city with a specific and unique set of goals and objectives (i.e., Public Safety, Finance and Accounting, Community Services, etc.).

**Encumbrance** – The legal commitment of appropriated funds in the form of purchase orders, contracts, or other commitments. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

**Encumbrance Rebudgets** – The balance of unliquidated purchase commitments brought forward from the previous fiscal year.

**Ending Balance** – The residual funds that are spendable or available for appropriation at the end of the fiscal year.

**Enterprise Capital Funds** – Used to account for utility rates and development fees for specific projects.

**Enterprise Funds** – Established to account for operations, including debt service that are financed and operated similarly to private businesses - where the intent is the service is self-sufficient, with all costs supported predominantly by user charges. The city maintains three Enterprise Funds to account for Water & Water Reclamation, Solid Waste, and Aviation activities.

**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.

**Estimate** – Represents the original adopted budget plus any contingency transfers, approved changes, and anticipated year-end savings.

**Excise Debt** – Represents 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.

**Expenditure** – Outlay of funds for obtaining assets or goods and services. Expenditures represent decreases in net financial resources.

**Expenditure Limitation** – An amendment to the Arizona State Constitution limiting annual expenditures for all municipalities. The Arizona Economic Estimates Commission sets the limit based on population growth and inflation.

**Fees** – Charges for specific services.

**Financial Policy** – A government's directive with respect to operating, capital and reserve management and financial reporting as these relate to government services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of government budgets and its funding.

**Fiscal Year** – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Scottsdale's fiscal year is July 1 through June 30.

**Five-Year Financial Plan** – An estimation of sources and uses required by the city to operate for the next five-year period.

**Forecast** – A prediction of a future outcome based on known and unknown factors.

**Franchise Fee** – Annual fees paid by utilities (electricity, cable TV and natural gas) for the use of city public rights of way. Franchise fees are also paid by the city's water and water reclamation utility fund, as a reimbursement to the General Fund for the utility's use of city streets and right-of-ways. Franchise fees are typically a set percentage of gross revenue within the city.

**Fringe Benefits** – Contributions made by a government to meet commitments or obligations for employee-related expenses. Included is the government's share of costs for social security and the various pension, medical, and life insurance plans.

**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 the number of hours budgeted by 2,080.

**Full Cash Value** – Arizona Revised Statutes defines full cash value (FCV) as being synonymous with market value. For assessment purposes, full cash value approximates market value. Also see secondary assessed valuation.

**Fund** – A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. These 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. As used in the budget, the excess of sources (revenues and cash transfers-in) over uses (expenditures, debt service, and cash transfers-out). The beginning fund balance is the residual funds brought forward from the previous fiscal year. The fund balance is comprised of a reserved fund balance and an unreserved fund balance. The reserved fund balance is restricted for specific purposes, while the unreserved fund balance is not restricted for a specific purpose and is available for general appropriation.

**Fund Summary** – A combined statement of sources, uses, and changes in fund balance for the prior year's actual, adopted, 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 differ from the basis of accounting applicable when reporting on operations in conformity with generally accepted accounting principles (GAAP). For example, depreciation and amortization in Enterprise Funds are not considered expenses on the budget basis of accounting, but are considered expenses on the GAAP basis.

**General Fund** – Primary operating fund of the city. It 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.

**General Long-Term Debt** – Represents any unmatured debt not considered to be a fund liability.

**General Obligation Bonds (GO Bonds)** – Bonds secured by the full faith and credit of the issuer. GO 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)** – The uniform minimum standards and guidelines to financial accounting and reporting, which 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 provides standards by which to measure financial presentations.

**Goal** – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grant** – 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 (i.e., education or drug enforcement), but it is sometimes for general purposes.

**Grant Capital Funds** – Used to account for the proceeds of capital grants.

**Highway User Fuel Tax** – 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** – Consists 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** – Funding transferred to the General Fund from Enterprise Funds for specific central administrative functions, which benefit those funds (i.e., City Manager, Finance and Accounting, Human Resources, City Attorney, etc.).

**In-Lieu Property Tax** – Charges 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** – Levied by one government but shared on a predetermined basis with another government or class of governments.

**Internal Service Fund** – Established to account for the financing, on a cost-reimbursement basis, of commodities or services provided by one service area for the benefit of other service areas within the city. The city maintains three Internal Service Funds to account for fleet, PC replacement and self-insurance activities.

**Limited Property Value** – The limited property value is calculated according to a statutory formula mandated by the Arizona state legislation and cannot exceed the full cash value (also known as secondary assessed valuation). Also see primary assessed valuation.

**Mission** – Defines the primary purpose of the city and is intended to guide all organizational decisions, policies, and activities (internal and external) on a daily basis.

**Municipal Property Corporation (MPC)** – A non-profit corporation established to issue bonds to fund City capital improvements projects.

**Needs Assessment** – The foundation for determining what city customers feel is needed. Market surveys, public hearings, and boards and commission surveys are conducted.

**Objective** – Something to be accomplished in specific, well-defined, and measurable terms, and that is achievable within a specific time frame.

**Operating Budget** – 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.

**Operating Revenue** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues.

Operating revenues are used to pay for day-to-day services.

**Ordinance** – 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.

**Other Fiscal Activity** – Refers to various trust and agency funds used to account for assets held by the city in a trustee capacity or as an agent for individuals, other governmental units, and other funds.

**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 (PAYGO)** – Capital projects whose funding source is derived from city revenue sources other than through the sale of voter-approved bonds.

**Performance Measure** – Data collected to determine how effective or efficient a service area is in achieving its objectives.

**Personnel Services** – Includes the compensation paid periodically to employees plus employee fringe benefit costs, such as the city's contributions to retirement, social security, health and life insurance. It also includes fees paid to elected officials, election judges, and clerks.

**Preserve Bonds** – Represent excise tax revenue bonds and GO bonds. The bonds are special revenue obligations of the Scottsdale Preserve Authority payable solely from and secured by either a 0.20 percent sales tax approved by city voters in 1995 and issued for the purpose of acquiring land for the Scottsdale McDowell Sonoran Preserve or a 0.15 percent sales tax approved by city voters in 2004 and issued for the purpose of acquiring land and construction of essential preserve related necessities such as proposed trailheads for the Scottsdale McDowell Sonoran Preserve.

**Primary Assessed Valuation (Limited Property Value)** – In Arizona, the primary assessed valuation is used to compute primary taxes for the maintenance and operation of school districts, community college districts, municipalities, counties, and the state. The limited property value is calculated according to a statutory formula mandated by the Arizona state legislation and cannot exceed the full cash value (also known as secondary assessed valuation).

**Primary Assessment** – The amount of tax calculated according to a statutory formula based on the primary assessed valuation.

**Primary Property Tax** – Levied for the purpose of funding general government operations. Annual increases are limited to two percent 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.

**Program** – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the city is responsible.

**Program Budget** – A budget, which allocates money to the functions or activities of a government, rather than to specific items of cost or to specific divisions.

**Property Tax** – Based according to value of property and is used as the source of monies to support the General Fund (primary property tax) and to pay general obligation debt (secondary property tax). Each year the Maricopa County Assessor's Office determines the value of all property, commercially and privately owned, within the county. These assessment values are then used on a pro-rata basis for levying property taxes. Property taxes are paid twice a year. The first half is due on October 1<sup>st</sup> and the second half is due on the following March 1<sup>st</sup>.

**Proposition 400 (Regional Sales Tax)** – Represents revenues received from the 2004 voter approved 20-year extension of a half-cent transportation sales tax in Maricopa County that was first approved in 1985 to fund freeway construction.

**Racketeered Influenced Corrupt Organizations (RICO) Funds** – Funds obtained from an anti-racketeering revolving fund maintained by either the federal or state government as a result of asset forfeitures from criminal enterprises and are allocated to municipalities for approved non-recurring public safety expenditures.

**Refunding** – A procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: (1) to reduce the issuer's interest costs or (2) 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.

**Regional Sales Tax (Proposition 400)** – Represents revenues received from the 2004 voter approved 20-year extension of a half-cent transportation sales tax in Maricopa County that was first approved in 1985 to fund freeway construction.

**Reserve** – 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** – Bonds payable from a specific source of revenue, which do not pledge the full faith, and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from operation of the financed project, grants, excise, or other specified non-property tax.

**Secondary Assessed Valuation (Full Cash Value)** – In Arizona, the secondary assessed valuation is used to compute secondary taxes, which may consist of bonds, budget overrides, and special districts such as fire, flood control, and other limited purpose districts. Full cash value is a reflection of the market value of property.

**Secondary Assessment** – The amount of tax calculated according to a statutory formula based on the secondary assessed valuation.

**Secondary Property Tax** – Levied for the purpose of funding the principal, interest, and redemption charges on general obligation bonds of the city. The amount of this tax is determined by the annual debt service requirements on the city's general obligation bonds.

**Self Insurance** – The retention by an entity of a risk of loss arising out of the ownership of property or from some other cause instead of transferring that risk through the purchase of an insurance policy.

**Service Levels** – Describe the present services provided by a city division.

**Sinking Fund** – 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 from there 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.

**Special Revenue Funds** – Established to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The city maintains the following five Special Revenue Funds: Highway User Revenue, Preservation Privilege Tax, Transportation Privilege Tax, Special Programs, and Grants.

**Stakeholder** – Refers to anyone affected by or who has a stake in government. This term stakeholder includes, but is not limited to: citizens, customers, elected officials, board and commission members, management, employees, and their representatives (whether unions or other agents), businesses, vendors, other governments, and the media.

**Street Light Improvement Districts** – Formed to provide a means for properties within a district to maintain streetlights within their boundaries. A street light tax is levied against the property owner to cover the cost of electrical billings received and paid by the city.

**Tax Levy** – The total amount of revenue to be raised by general property taxes for purposes specified in the tax levy ordinance.

**Tax Rate** – The amount of tax levied for each \$100 of assessed valuation.

**Taxes** – 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.

**Transfers** – The authorized exchanges of cash or other resources between funds, divisions, and/or capital projects.

**Transportation Privilege Tax Capital Fund** – Established to account solely for transportation projects.

**Trend Analysis** – Examines changes over time, which provides useful management information such as the city's current financial situation and its future financial capacity to sustain service levels.

**Trust Funds** – Established to administer resources received and held by the city as the trustee or agent for others. Use of these funds facilitates the discharge of responsibility placed upon the city by virtue of law or other similar authority.

**Unreserved Fund Balance** – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**Unrestricted General Capital Fund** – Established to account for transfers-in from the General Fund and for any other activity for which a special capital fund has not been created.

**User Fee** – The fee charged for services to the party or parties who directly benefits from the service.

## ORDINANCE NO. 4029

AN ORDINANCE OF THE COUNCIL OF THE CITY OF SCOTTSDALE, ARIZONA, FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF SCOTTSDALE FOR THE FISCAL YEAR BEGINNING JULY 1, 2012, AND ENDING JUNE 30, 2013, AND DECLARING THAT SUCH SHALL CONSTITUTE THE BUDGET FOR THE CITY OF SCOTTSDALE; RECOGNIZING CONDITIONS ON TRANSFERS OF BUDGETED MONIES; AND ADOPTING THE FINAL FY 2012/13 COMPENSATION/CLASSIFICATION PLAN.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17 of the Arizona Revised Statutes, and the City Charter, the City Council did, on May 15, 2012, make a budget estimate of the different amounts required to meet the public expenses for the fiscal year beginning July 1, 2012, and ending June 30, 2013 ("Fiscal Year 2012/13"), 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, following publication of notice as required by law, the Council held a public hearing on June 5, 2012, at which any taxpayer could appear and be heard in favor of or against any proposed expenditure or property tax levy; and

WHEREAS, following the public hearing, the Council convened in a special meeting for purposes of finally determining and adopting the estimates of proposed expenditures, which estimates, when adopted, would constitute the budget of the City of Scottsdale for Fiscal Year 2012/13; and

WHEREAS, it appears that publication has been duly made, as required by law, of said budget estimates, together with a notice that the Council will meet on June 19, 2012, in the City Hall Kiva for the purpose of assessing the primary and secondary property tax levies; and

WHEREAS, 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. § 42-17051; now, therefore

BE IT ORDAINED by the Council of the City of Scottsdale as follows:

SECTION 1. That pursuant to the laws of the State of Arizona, and the Charter of the City of Scottsdale, Schedules A through G, as further described below, attached hereto and incorporated herein by this reference, are hereby adopted as the Final Budget of the City of Scottsdale for the fiscal year beginning July 1, 2012, and ending June 30, 2013 ("Fiscal Year 2012/13"):

Schedule A, Summary Schedule of Estimated Revenues and Expenditures/Expenses Fiscal Year 2012/13

Schedule B, Summary of Property Tax Levy and Property Tax Rate Information Fiscal Year 2012/13

Schedule C, Summary By Fund of Revenues Other than Property Taxes Fiscal Year 2012/13

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Schedule D, Summary By Fund Type of Other Financing Sources/(Uses) and Interfund Transfers Fiscal Year 2012/13

Schedule E, Summary By Division of Expenditures/Expenses Within Each Fund Type Fiscal Year 2012/13

Schedule F, Summary By Division of Expenditures/Expenses Fiscal Year 2012/13

Schedule G, Summary of Specific Budget Appropriations Fiscal Year 2012/13

SECTION 2. That upon the recommendation of the City Manager, and with the approval of the City Council, expenditures may be made for the budget from contingencies and reserves.

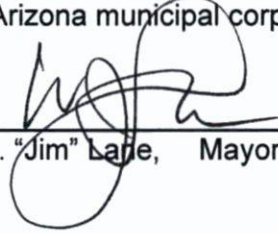
SECTION 3. That the City Council by this Ordinance expressly authorizes the City Manager, at any time, to transfer funds from any unencumbered macro level appropriation balance stated for a specific purpose to a division in conformity with that purpose.

SECTION 4. That resources from any fund may be used to meet the adopted budget, except funds specifically restricted by Federal or State law or by City ordinance or resolution.


SECTION 5. That pursuant to section 14-20 *et seq.* of the Scottsdale Revised Code, the Final FY 2012/13 Classification/Compensation Plan, including the number of Authorized Personnel Positions – By Division, Service Area, & Title, which is on file with, and available for review at, the Office of the City Clerk, is hereby adopted.

PASSED AND ADOPTED by the Council of the City of Scottsdale, Arizona, this 5th day of June, 2012.

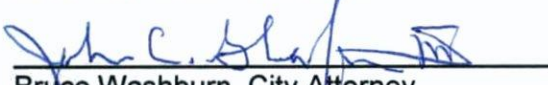
CITY OF SCOTTSDALE,  
an Arizona municipal corporation

  
\_\_\_\_\_  
W.J. "Jim" Lane, Mayor

ATTEST:

  
\_\_\_\_\_  
Carolyn Jagger  
City Clerk

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Bruce Washburn, City Attorney  
By: John C. Shafer, III  
Assistant City Attorney

**CITY OF SCOTTSDALE**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2012/2013**  
**Schedule A**

<b>Fund</b>	<b>Adopted Budgeted Expenditures 2011/2012</b>	<b>Actual Expenditures 2011/2012*</b>	<b>Estimated Fund Balance July 1, 2012**</b>	<b>Direct Property Tax Revenues 2012/2013</b>	<b>Estimated Revenues Other Than Property Taxes 2012/2013***</b>	<b>Other Financing Sources/(Uses) 2012/2013</b>	<b>Net Interfund Transfers In/(Out) 2012/2013</b>	<b>Total Financial Resources Available 2012/2013</b>	<b>Adopted Budgeted Expenditures 2012/2013</b>	<b>Ending Fund Balance</b>
GENERAL FUND	\$246,292,719	\$218,087,601	\$39,431,589	\$25,271,870	\$209,609,087	\$0	(\$18,677,454)	\$255,635,092	\$254,303,795	\$1,331,297
SPECIAL REVENUE FUNDS	\$67,398,282	\$54,772,733	\$33,601,731	\$0	\$107,161,053	\$0	(\$34,929,138)	\$105,833,646	\$74,039,373	\$31,794,273
DEBT SERVICE FUNDS	\$74,394,291	\$70,667,825	\$15,713,462	\$36,701,738	\$1,594,488	\$0	\$40,376,701	\$94,386,389	\$78,720,583	\$15,665,806
CAPITAL PROJECT FUNDS	\$629,171,100	\$230,730,500	\$136,763,800	\$0	\$296,275,600	\$206,800,000	\$48,008,145	\$687,847,545	\$669,834,200	\$18,013,345
TRUST & AGENCY FUNDS	\$16,021	\$6,000	\$4,021	\$0	\$16,000	\$0	\$0	\$20,021	\$16,000	\$4,021
ENTERPRISE FUNDS	\$184,931,270	\$122,890,307	\$66,331,274	\$0	\$156,511,252	\$0	(\$34,020,354)	\$188,822,172	\$182,820,058	\$6,002,114
INTERNAL SERVICE FUNDS	\$34,734,209	\$14,108,901	\$29,911,143	\$212,914	\$11,020,111	\$0	(\$757,900)	\$40,386,268	\$24,978,417	\$15,407,851
<b>TOTAL ALL FUNDS</b>	<b>\$1,236,937,892</b>	<b>\$711,263,867</b>	<b>\$321,757,020</b>	<b>\$62,186,522</b>	<b>\$782,187,591</b>	<b>\$206,800,000</b>	<b>\$0</b>	<b>\$1,372,931,133</b>	<b>\$1,284,712,426</b>	<b>\$88,218,707</b>

**Expenditure Limitation**

	<b>2011/2012</b>	<b>2012/2013</b>
1. Budgeted expenditures	\$ 1,236,937,892	\$1,284,712,426
2. Add/subtract : estimated net reconciling items	-	-
3. Budgeted expenditures adjusted for reconciling	1,236,937,892	1,284,712,426
4. Less: estimated exclusions	(887,786,109)	(924,329,442)
5. Amount subject to the expenditure limitation	\$ 349,151,783	\$ 360,382,984
6. EEC or voter-approved alternative expenditure	\$ 428,321,758	\$ 411,520,822

\*Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the tentative budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

\*\*Includes actual amounts as of the date the tentative budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\*\*Does not include transfers-in.

SCHEDULE A



**CITY OF SCOTTSDALE**  
**Summary of Property Tax Levy and Property Tax Rate Information**  
**Fiscal Year 2012/2013**  
**Schedule B**

	<b>Fiscal Year 2011/2012</b>	<b>Fiscal Year 2012/2013</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	<u>25,514,847</u>	<u>26,290,856</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	<u>0</u>	
3. Property tax levy amounts		
A. Primary property taxes	<u>25,016,558</u>	<u>25,484,784</u>
B. Secondary property taxes	<u>37,016,377</u>	<u>36,701,738</u>
C. Total property tax levy amounts	<u>62,032,935</u>	<u>62,186,522</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) 2011/2012 levy	24,015,896	
(2) Prior years' levies	<u>647,460</u>	
(3) Total primary property taxes	24,663,356	
B. Secondary property taxes		
(1) 2011/2012 levy	35,535,722	
(2) Prior years' levies	<u>929,179</u>	
(3) Total secondary property taxes	36,464,901	
C. Total property taxes collected	<u>61,128,257</u>	
5. Property tax rates		
A. City tax rate		
(1) Primary property tax rate	0.4412	0.5027
(2) Secondary property tax rate	<u>0.6503</u>	<u>0.7225</u>
(3) Total city tax rate	<u>1.0915</u>	<u>1.2252</u>
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the tentative budget was prepared, the city was operating 355 special assessment districts (streetlight improvement districts) for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the City of Scottsdale Finance and Accounting Division.

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**CITY OF SCOTTSDALE**  
**Summary by Fund of Revenues Other than Property Taxes**  
**Fiscal Year 2012/2013**  
**Schedule C**

<u>Source of Revenues</u>	<u>Budgeted Revenues 2011/2012</u>	<u>Actual Revenues 2011/2012*</u>	<u>Estimated Revenues 2012/2013</u>
<b>GENERAL FUND</b>			
<b>TAXES - LOCAL</b>			
PRIVILEGE TAX - (1.0%)	\$80,885,817	\$84,512,687	\$88,730,925
PRIVILEGE TAX- PUBLIC SAFETY (.10%)	\$7,837,836	\$7,957,822	\$8,598,027
TRANSIENT OCCUPANCY TAX	\$12,247,000	\$12,932,032	\$13,385,000
ELECTRIC & GAS FRANCHISE FEE	\$7,880,000	\$7,880,000	\$8,210,000
CABLE TV FRANCHISE FEE	\$3,008,940	\$3,008,940	\$3,023,984
SALT RIVER PROJECT IN LIEU FEE	\$209,486	\$209,486	\$226,142
STORMWATER WATER QUALITY CHARGE	\$918,937	\$870,525	\$859,623
<b>TOTAL TAXES - LOCAL</b>	<u>\$112,988,016</u>	<u>\$117,371,492</u>	<u>\$123,033,701</u>
<b>TAXES - FROM OTHER AGENCIES</b>			
STATE SHARED SALES TAX	\$16,446,566	\$16,554,767	\$18,177,784
STATE REVENUE SHARING	\$18,348,213	\$18,348,213	\$22,203,397
AUTO LIEU TAX	\$7,330,848	\$7,330,848	\$7,206,645
<b>TOTAL TAXES - FROM OTHER AGENCIES</b>	<u>\$42,125,627</u>	<u>\$42,233,828</u>	<u>\$47,587,826</u>
<b>LICENSES/PERMITS/SERVICE CHARGES</b>			
BUILDING PERMIT FEES & CHARGES	\$8,380,000	\$8,380,000	\$8,730,000
RECREATION FEES	\$3,838,000	\$3,838,000	\$3,657,834
WESTWORLD EQUESTRIAN FACILITY FEES	\$2,514,500	\$2,514,500	\$2,729,195
FIRE SERVICE CHARGES	\$447,932	\$447,932	\$466,130
BUSINESS LICENSES & FEES	\$1,717,713	\$1,717,713	\$1,780,382
<b>TOTAL LICENSES/PERMITS/SERVICE CHARGES</b>	<u>\$16,898,145</u>	<u>\$16,898,145</u>	<u>\$17,363,541</u>
<b>FINES AND FORFEITURES</b>			
COURT FINES	\$4,726,614	\$4,801,614	\$4,314,501
PHOTO ENFORCEMENT FINES	\$1,904,744	\$1,904,744	\$2,109,592
PARKING FINES	\$238,694	\$238,694	\$259,856
LIBRARY FINES & FEES	\$430,000	\$430,000	\$318,963
<b>TOTAL FINES AND FORFEITURES</b>	<u>\$7,300,052</u>	<u>\$7,375,052</u>	<u>\$7,002,912</u>
<b>INTEREST EARNINGS/PROPERTY RENTAL</b>			
INTEREST EARNINGS	\$446,401	\$600,000	\$1,116,000
PROPERTY RENTAL	\$2,833,358	\$3,233,358	\$3,275,345
<b>TOTAL INTEREST EARNINGS/PROPERTY RENTAL</b>	<u>\$3,279,759</u>	<u>\$3,833,358</u>	<u>\$4,391,345</u>
<b>OTHER REVENUE/RESOURCES</b>			
INDIRECT/DIRECT COST ALLOCATION	\$8,197,165	\$8,197,165	\$6,721,286
OUT OF JURISDICTION CONFINEMENT PROGRAM	\$500,000	\$286,000	\$0
INTERGOVERNMENTAL REVENUE	\$786,839	\$1,386,839	\$876,637
MISCELLANEOUS	\$810,000	\$810,000	\$838,375
REIMBURSEMENTS	\$1,835,065	\$1,835,065	\$1,793,464
<b>TOTAL OTHER REVENUE/RESOURCES</b>	<u>\$12,129,069</u>	<u>\$12,515,069</u>	<u>\$10,229,762</u>
<b>TOTAL GENERAL FUND</b>	<u><u>\$194,720,668</u></u>	<u><u>\$200,226,944</u></u>	<u><u>\$209,609,087</u></u>

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City of Scottsdale FY 2012/13 Adopted Budget - Volume One

## Appendix

## Budget Adoption Ordinance

Source of Revenues	Budgeted Revenues 2011/2012	Actual Revenues 2011/2012*	Estimated Revenues 2012/2013
<b>SPECIAL REVENUE FUNDS</b>			
<b>GRANT FUNDS</b>			
COMMUNITY DEVELOPMENT BLOCK GRANT	\$3,788,522	\$3,788,522	\$4,261,630
FEDERAL & STATE GRANTS	\$1,025,043	\$1,025,043	\$1,582,251
HOME FUNDS	\$1,621,719	\$1,621,719	\$1,532,726
SECTION 8 HOUSING	\$6,655,124	\$6,655,124	\$7,016,476
CONTINGENT / RESERVE APPROPRIATION	\$16,041,468	\$16,041,468	\$17,960,603
<b>TOTAL GRANT FUNDS</b>	<b>\$29,131,876</b>	<b>\$29,131,876</b>	<b>\$32,353,686</b>
<b>PRESERVATION PRIVILEGE TAX FUNDS</b>			
PRIVILEGE TAX (.15%)	\$11,760,798	\$12,288,145	\$12,901,477
PRIVILEGE TAX (.20%)	\$15,756,557	\$16,463,071	\$17,284,784
INTEREST EARNINGS	\$134,726	\$175,000	\$250,000
<b>TOTAL PRESERVATION PRIVILEGE TAX FUNDS</b>	<b>\$27,652,081</b>	<b>\$28,926,216</b>	<b>\$30,436,261</b>
<b>SPECIAL DISTRICTS</b>			
STREET LIGHT DISTRICTS	\$724,643	\$724,643	\$646,728
<b>TOTAL SPECIAL DISTRICTS</b>	<b>\$724,643</b>	<b>\$724,643</b>	<b>\$646,728</b>
<b>SPECIAL PROGRAMS FUND</b>			
COMMUNITY & ECONOMIC DEVELOPMENT - WESTWORLD	\$1,200,000	\$875,000	\$0
COMMUNITY SERVICES	\$2,200,000	\$2,200,000	\$3,444,087
COURT ENHANCEMENT/JCEF/FTG	\$1,724,553	\$1,627,303	\$1,624,193
DOWNTOWN CULTURAL/COMMUNITY ARTS	\$150,000	\$150,000	\$150,000
FIRE	\$400	\$659	\$400
POLICE	\$2,845,932	\$5,479,007	\$6,123,921
CONTINGENT / RESERVE APPROPRIATION	\$1,500,000	\$0	\$1,500,000
<b>TOTAL SPECIAL PROGRAMS FUND</b>	<b>\$9,620,885</b>	<b>\$10,331,969</b>	<b>\$12,842,601</b>
<b>TRANSPORTATION/HURF FUND</b>			
HIGHWAY USER TAX	\$10,945,461	\$10,945,461	\$12,233,886
PRIVILEGE TAX (.20%)	\$15,303,597	\$15,989,800	\$16,787,891
PROP 400 REGIONAL SALES TAX	\$500,000	\$500,000	\$500,000
FEDERAL & STATE GRANTS	\$830,000	\$1,012,000	\$1,310,000
MISCELLANEOUS	\$70,000	\$1,470,000	\$50,000
<b>TOTAL TRANSPORTATION/HURF FUND</b>	<b>\$27,649,058</b>	<b>\$29,917,261</b>	<b>\$30,881,777</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$94,778,543</b>	<b>\$99,031,965</b>	<b>\$107,161,053</b>
<b>DEBT SERVICE FUNDS</b>			
<b>GO DEBT SERVICE</b>			
MISCELLANEOUS - GO	\$201,528	\$0	\$0
<b>TOTAL GO DEBT SERVICE</b>	<b>\$201,528</b>	<b>\$0</b>	<b>\$0</b>
<b>MPC EXCISE DEBT</b>			
MCSD/AZ STA CONTRIBUTIONS	\$1,107,144	\$200,000	\$678,167
SPRING EXHIBITION SURCHARGE	\$180,000	\$180,000	\$145,000
<b>TOTAL MPC EXCISE DEBT</b>	<b>\$1,287,144</b>	<b>\$380,000</b>	<b>\$823,167</b>
<b>SPECIAL ASSESSMENT DEBT FUND</b>			
SPECIAL ASSESSMENTS - PRINCIPAL	\$803,992	\$808,235	\$771,321
<b>TOTAL SPECIAL ASSESSMENT DEBT FUND</b>	<b>\$803,992</b>	<b>\$808,235</b>	<b>\$771,321</b>
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$2,292,664</b>	<b>\$1,188,235</b>	<b>\$1,594,488</b>

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City of Scottsdale FY 2012/13 Adopted Budget - Volume One

## Appendix

## Budget Adoption Ordinance

Source of Revenues	Budgeted Revenues 2011/2012	Actual Revenues 2011/2012*	Estimated Revenues 2012/2013
<b>CAPITAL PROJECT FUNDS</b>			
<b>CAPITAL IMPROVEMENT PROGRAM</b>			
CONTRIBUTIONS	\$16,960,000	\$1,429,300	\$19,768,800
DEVELOPMENT FEES	\$3,410,000	\$0	\$0
GRANT REVENUE	\$31,160,200	\$46,663,300	\$29,594,700
IN-LIEU FEES	\$153,800	\$140,000	\$140,000
INTEREST EARNINGS	\$1,029,500	\$1,023,700	\$879,600
PROP 400 REGIONAL SALES TAX	\$24,311,000	\$11,127,300	\$21,544,400
ESTIMATED UNEXPENDED PRIOR YEAR	\$372,999,900	\$0	\$224,348,100
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>\$450,024,400</b>	<b>\$60,383,600</b>	<b>\$296,275,600</b>
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>\$450,024,400</b>	<b>\$60,383,600</b>	<b>\$296,275,600</b>
<b>TRUST &amp; AGENCY FUNDS</b>			
<b>TRUSTS</b>			
MAYOR'S COMMITTEE FOR EMP OF HANDICAPPED	\$6,000	\$6,000	\$6,000
CONTINGENT / RESERVE APPROPRIATION	\$10,000	\$0	\$10,000
<b>TOTAL TRUSTS</b>	<b>\$16,000</b>	<b>\$6,000</b>	<b>\$16,000</b>
<b>TOTAL TRUST &amp; AGENCY FUNDS</b>	<b>\$16,000</b>	<b>\$6,000</b>	<b>\$16,000</b>
<b>ENTERPRISE FUNDS</b>			
<b>WATER AND SEWER UTILITY FUNDS</b>			
WATER CHARGES	\$98,442,324	\$87,627,623	\$86,544,981
SEWER CHARGES	\$34,244,184	\$34,298,749	\$34,085,166
EFFLUENT SALES	\$900,793	\$9,404,858	\$10,395,147
INTEREST EARNINGS	\$302,543	\$325,200	\$382,337
MISCELLANEOUS	\$17,571,953	\$13,005,771	\$1,714,827
<b>TOTAL WATER AND SEWER UTILITY FUNDS</b>	<b>\$151,461,797</b>	<b>\$144,662,201</b>	<b>\$133,122,458</b>
<b>AVIATION FUND</b>			
AVIATION FEES	\$2,950,023	\$4,950,023	\$2,979,523
LAND PURCHASE REIMBURSEMENT	\$0	\$0	\$0
JET FUEL TAX	\$113,863	\$113,863	\$115,002
INTEREST EARNINGS	\$25,744	\$14,359	\$3,463
<b>TOTAL AVIATION FUND</b>	<b>\$3,089,630</b>	<b>\$5,078,245</b>	<b>\$3,097,988</b>
<b>SOLID WASTE FUND</b>			
REFUSE COLLECTION	\$19,348,599	\$19,242,920	\$19,313,960
INTEREST EARNINGS	\$38,286	\$40,572	\$46,065
MISCELLANEOUS	\$948,006	\$922,579	\$930,781
<b>TOTAL SOLID WASTE FUND</b>	<b>\$20,334,891</b>	<b>\$20,206,071</b>	<b>\$20,290,806</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$174,886,318</b>	<b>\$169,946,517</b>	<b>\$156,511,252</b>
<b>INTERNAL SERVICE FUNDS</b>			
<b>SELF INSURANCE FUND</b>			
GROUP HEALTH/DENTAL REVENUES	\$24,969,114	\$21,769,730	\$24,085,460
PROPERTY CASUALTY REVENUES	\$4,846,624	\$4,857,860	\$4,607,805
RETIREE HEALTH REVENUES	\$0	\$2,205,540	\$4,089,040
OTHER	\$0	\$277,420	\$350,000
INTERNAL SERVICE OFFSETS	(\$22,148,083)	(\$21,200,840)	(\$22,363,980)
<b>TOTAL SELF INSURANCE FUND</b>	<b>\$7,667,655</b>	<b>\$7,909,710</b>	<b>\$10,768,325</b>

SCHEDULE C

City of Scottsdale FY 2012/13 Adopted Budget - Volume One

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## Appendix

## Budget Adoption Ordinance

Source of Revenues	Budgeted Revenues 2011/2012	Actual Revenues 2011/2012*	Estimated Revenues 2012/2013
<b>FLEET MANAGEMENT FUND</b>			
EQUIPMENT M & O/ACQUISITION RATES	\$14,066,781	\$14,066,781	\$18,178,344
INTEREST EARNINGS	\$44,000	\$44,000	\$51,786
MISCELLANEOUS REVENUE	\$200,000	\$200,000	\$200,000
INTERNAL SERVICE OFFSETS	(\$14,066,781)	(\$14,066,781)	(\$18,178,344)
<b>TOTAL FLEET MANAGEMENT FUND</b>	\$244,000	\$244,000	\$251,786
<b>PC REPLACEMENT FUND</b>			
COMPUTER HARDWARD ACQUISITION RATES	\$0	\$0	\$953,208
INTERNAL SERVICE OFFSETS	(\$1,200,000)	(\$1,200,000)	(\$953,208)
<b>TOTAL PC REPLACEMENT FUND</b>	(\$1,200,000)	(\$1,200,000)	\$0
<b>TOTAL INTERNAL SERVICE FUNDS</b>	\$6,711,655	\$6,953,710	\$11,020,111
<b>TOTAL ALL FUNDS</b>	\$923,430,248	\$537,736,971	\$782,187,591

\*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the tentative budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

**CITY OF SCOTTSDALE**  
**Summary by Fund Type of Other Financing Sources/(Uses) and Interfund Transfers**  
**Fiscal Year 2012/2013**  
**Schedule D**

Fund	Other Financing Sources/(Uses) 2012/2013	Adopted Interfund Transfers 2012/2013	
		IN	OUT
<b>GENERAL FUND</b>			
GENERAL FUND		\$7,093,797	\$25,771,251
<b>TOTAL GENERAL FUND</b>		<b>\$7,093,797</b>	<b>\$25,771,251</b>
<b>SPECIAL REVENUE FUNDS</b>			
GRANT FUNDS		-	\$1,300
PRESERVATION PRIVILEGE TAX FUNDS		-	\$32,276,530
SPECIAL PROGRAMS FUND		\$8,562,066	\$3,359,304
TRANSPORTATION/HURF FUND		\$557,776	\$8,411,846
<b>TOTAL SPECIAL REVENUE FUNDS</b>		<b>\$9,119,842</b>	<b>\$44,048,980</b>
<b>DEBT SERVICE FUNDS</b>			
DEBT SERVICE FUND		\$11,750,971	-
GO DEBT SERVICE		\$22,139,617	-
SPECIAL ASSESSMENT DEBT FUND		\$6,486,113	-
<b>TOTAL DEBT SERVICE FUNDS</b>		<b>\$40,376,701</b>	<b>-</b>
<b>CAPITAL PROJECT FUNDS</b>			
CAPITAL PROJECT FUND	\$206,800,000	\$66,391,535	\$18,383,390
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>\$206,800,000</b>	<b>\$66,391,535</b>	<b>\$18,383,390</b>
<b>ENTERPRISE FUNDS</b>			
AVIATION FUND		-	\$5,559,934
SOLID WASTE FUND		-	\$865,676
WATER AND SEWER UTILITY FUNDS		\$16,573,824	\$44,168,568
<b>TOTAL ENTERPRISE FUNDS</b>		<b>\$16,573,824</b>	<b>\$50,594,178</b>
<b>INTERNAL SERVICE FUNDS</b>			
FLEET MANAGEMENT FUND		-	\$756,600
PC REPLACEMENT FUND		-	-
SELF INSURANCE FUND		-	\$1,300
<b>TOTAL INTERNAL SERVICE FUNDS</b>		<b>-</b>	<b>\$757,900</b>
<b>TOTAL ALL FUNDS</b>	<b>\$206,800,000</b>	<b>\$139,555,699</b>	<b>\$139,555,699</b>

SCHEDULE D

City of Scottsdale FY 2012/13 Adopted Budget - Volume One

## Appendix

## Budget Adoption Ordinance

**CITY OF SCOTTSDALE**  
**Summary by Division Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2012/2013**  
**Schedule E**

Fund/Divisions	Adopted Budget Expenditures 2011/2012	Expenditure Adjustments Approved 2011/2012	Actual Expenditures 2011/2012*	Adopted Budget Expenditures 2012/2013
<b>GENERAL FUND</b>				
MAYOR AND CITY COUNCIL	\$764,306	\$1,772	\$766,078	\$778,585
CITY ATTORNEY	\$5,505,549	\$360	\$5,505,909	\$5,582,195
CITY AUDITOR	\$721,423	(\$11,718)	\$709,705	\$753,386
CITY CLERK	\$1,060,083	\$4,276	\$1,064,359	\$998,146
CITY COURT	\$3,769,007	(\$58,348)	\$3,710,659	\$3,745,787
CITY MANAGER	\$899,314	\$79,995	\$979,309	\$879,946
CITY TREASURER - FINANCE AND ACCOUNTING	\$5,098,119	(\$103,989)	\$4,994,130	\$5,453,215
ADMINISTRATIVE SERVICES	\$14,694,167	(\$173,035)	\$14,521,132	\$14,742,300
COMMUNITY AND ECONOMIC DEVELOPMENT	\$24,303,715	(\$186,976)	\$24,116,739	\$23,704,234
COMMUNITY SERVICES	\$32,696,540	(\$297,787)	\$32,398,753	\$33,818,807
PUBLIC SAFETY - FIRE	\$26,956,693	(\$171,323)	\$26,785,370	\$29,231,484
PUBLIC SAFETY - POLICE	\$77,695,466	(\$43,679)	\$77,651,787	\$79,541,812
PUBLIC WORKS	\$15,776,277	(\$36,295)	\$15,739,982	\$17,685,952
DEBT SERVICE	\$9,047,454	\$0	\$9,518,323	\$6,238,021
ESTIMATED DIVISION SAVINGS	(\$3,150,000)	\$2,139,946	(\$1,496,435)	(\$3,307,500)
LEAVE ACCRUAL PAYMENTS	\$1,800,000	(\$1,143,199)	\$656,801	\$1,873,529
PAY FOR PERFORMANCE	\$0	\$0	\$0	\$2,695,000
COMPENSATION ADJUSTMENTS	\$0	\$0	\$0	\$649,210
OTHER SAVINGS	(\$231,226)	\$0	\$465,000	(\$500,000)
CONTINGENCY / RESERVE APPROPRIATION	\$28,885,832	\$0	\$0	\$29,739,686
<b>TOTAL GENERAL FUND</b>	<b>\$246,292,719</b>	<b>\$0</b>	<b>\$218,087,601</b>	<b>\$254,303,795</b>
<b>TOTAL GENERAL FUND</b>	<b>\$246,292,719</b>	<b>\$0</b>	<b>\$218,087,601</b>	<b>\$254,303,795</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>GRANT FUNDS</b>				
CITY COURT	\$3,084	\$0	\$3,084	\$0
COMMUNITY AND ECONOMIC DEVELOPMENT	\$248,300	\$0	\$248,300	\$212,500
COMMUNITY SERVICES	\$8,924,480	\$1,290,786	\$10,215,266	\$9,666,889
PUBLIC SAFETY - FIRE	\$85,562	\$0	\$85,562	\$586,220
PUBLIC SAFETY - POLICE	\$231,893	\$153,718	\$385,611	\$319,532
FUTURE GRANTS	\$9,138,557	(\$1,444,504)	\$7,694,053	\$11,044,623
PAY FOR PERFORMANCE	\$0	\$0	\$0	\$17,505
COMPENSATION ADJUSTMENTS	\$0	\$0	\$0	\$5,117
CONTINGENCY / RESERVE APPROPRIATION	\$10,500,000	\$0	\$0	\$10,500,000
<b>TOTAL GRANT FUNDS</b>	<b>\$29,131,876</b>	<b>\$0</b>	<b>\$18,631,876</b>	<b>\$32,352,386</b>
<b>PRESERVATION PRIVILEGE TAX FUNDS</b>				
DEBT SERVICE	\$955,950	\$0	\$955,950	\$957,700
<b>TOTAL PRESERVATION PRIVILEGE TAX FUNDS</b>	<b>\$955,950</b>	<b>\$0</b>	<b>\$955,950</b>	<b>\$957,700</b>
<b>SPECIAL DISTRICTS</b>				
NON DIVISIONAL	\$724,643	\$0	\$724,643	\$646,728
<b>TOTAL SPECIAL DISTRICTS</b>	<b>\$724,643</b>	<b>\$0</b>	<b>\$724,643</b>	<b>\$646,728</b>
<b>SPECIAL PROGRAMS FUND</b>				
CITY COURT	\$1,985,506	\$0	\$1,800,746	\$1,921,341
COMMUNITY AND ECONOMIC DEVELOPMENT	\$7,652,447	\$0	\$7,669,963	\$7,911,598
COMMUNITY SERVICES	\$2,343,599	\$0	\$2,343,599	\$2,658,998
PUBLIC SAFETY - FIRE	\$6,900	\$0	\$6,900	\$1,495
PUBLIC SAFETY - POLICE	\$1,645,933	\$0	\$1,223,439	\$1,830,073
PUBLIC WORKS	\$0	\$0	\$0	\$1,380,078
PAY FOR PERFORMANCE	\$0	\$0	\$0	\$35,767

Schedule E

City of Scottsdale FY 2012/13 Adopted Budget - Volume One

## Appendix

## Budget Adoption Ordinance

<b>Fund/Divisions</b>	<b>Adopted Budget Expenditures 2011/2012</b>	<b>Expenditure Adjustments Approved 2011/2012</b>	<b>Actual Expenditures 2011/2012*</b>	<b>Adopted Budget Expenditures 2012/2013</b>
COMPENSATION ADJUSTMENTS	\$0	\$0	\$0	\$10,455
CONTINGENCY / RESERVE APPROPRIATION	\$1,500,000	\$0	\$0	\$1,500,000
<b>TOTAL SPECIAL PROGRAMS FUND</b>	<b>\$15,134,385</b>	<b>\$0</b>	<b>\$13,044,647</b>	<b>\$17,249,805</b>
<b>TRANSPORTATION/HURF FUND</b>				
COMMUNITY AND ECONOMIC DEVELOPMENT	\$9,104,296	(\$57,670)	\$9,046,626	\$9,250,167
COMMUNITY SERVICES	\$746,073	\$0	\$746,073	\$1,052,426
PUBLIC WORKS	\$11,697,554	(\$57,997)	\$11,639,557	\$12,508,773
ESTIMATED DIVISION SAVINGS	(\$141,750)	\$130,271	(\$47,290)	(\$148,838)
LEAVE ACCRUAL PAYMENTS	\$45,255	(\$14,604)	\$30,651	\$47,518
PAY FOR PERFORMANCE	\$0	\$0	\$0	\$94,954
COMPENSATION ADJUSTMENTS	\$0	\$0	\$0	\$27,754
<b>TOTAL TRANSPORTATION/HURF FUND</b>	<b>\$21,451,428</b>	<b>\$0</b>	<b>\$21,415,617</b>	<b>\$22,832,754</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$67,398,282</b>	<b>\$0</b>	<b>\$54,772,733</b>	<b>\$74,039,373</b>
<b>DEBT SERVICE FUNDS</b>				
<b>GO DEBT SERVICE</b>				
DEBT SERVICE	\$57,180,564	\$0	\$54,035,998	\$58,850,034
<b>TOTAL GO DEBT SERVICE</b>	<b>\$57,180,564</b>	<b>\$0</b>	<b>\$54,035,998</b>	<b>\$58,850,034</b>
<b>MPC EXCISE DEBT</b>				
DEBT SERVICE	\$9,915,980	\$0	\$9,331,829	\$12,613,115
<b>TOTAL MPC EXCISE DEBT</b>	<b>\$9,915,980</b>	<b>\$0</b>	<b>\$9,331,829</b>	<b>\$12,613,115</b>
<b>SPECIAL ASSESSMENT DEBT FUND</b>				
DEBT SERVICE	\$7,297,747	\$0	\$7,299,998	\$7,257,434
<b>TOTAL SPECIAL ASSESSMENT DEBT FUND</b>	<b>\$7,297,747</b>	<b>\$0</b>	<b>\$7,299,998</b>	<b>\$7,257,434</b>
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$74,394,291</b>	<b>\$0</b>	<b>\$70,667,825</b>	<b>\$78,720,583</b>
<b>TRUST &amp; AGENCY FUNDS</b>				
<b>TRUSTS</b>				
MAYOR AND CITY COUNCIL	\$6,021	\$0	\$6,000	\$6,000
CONTINGENCY / RESERVE APPROPRIATION	\$10,000	\$0	\$0	\$10,000
<b>TOTAL TRUSTS</b>	<b>\$16,021</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$16,000</b>
<b>TOTAL TRUST &amp; AGENCY FUNDS</b>	<b>\$16,021</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$16,000</b>
<b>ENTERPRISE FUNDS</b>				
<b>WATER AND SEWER UTILITY FUNDS</b>				
MAYOR AND CITY COUNCIL	\$110,000	\$0	\$110,000	\$110,000
CITY TREASURER - FINANCE AND ACCOUNTING	\$2,088,362	\$0	\$2,088,362	\$2,042,228
WATER RESOURCES	\$65,617,543	\$0	\$65,617,543	\$67,917,399
DEBT SERVICE	\$29,102,375	\$0	\$29,100,375	\$28,715,013
INDIRECT/DIRECT COST ALLOCATION	\$6,531,635	\$0	\$6,531,635	\$5,413,260
PAY FOR PERFORMANCE	\$0	\$0	\$0	\$305,926
COMPENSATION ADJUSTMENTS	\$0	\$0	\$0	\$89,422
CONTINGENCY / RESERVE APPROPRIATION	\$52,048,849	\$0	\$0	\$52,673,030
<b>TOTAL WATER AND SEWER UTILITY FUNDS</b>	<b>\$155,498,764</b>	<b>\$0</b>	<b>\$103,447,915</b>	<b>\$157,266,278</b>
<b>SOLID WASTE FUND</b>				
CITY TREASURER - FINANCE AND ACCOUNTING	\$861,442	\$0	\$861,442	\$876,781
PUBLIC WORKS	\$15,209,761	\$0	\$15,209,761	\$16,116,245
INDIRECT/DIRECT COST ALLOCATION	\$1,481,959	\$0	\$1,481,959	\$1,118,361
PAY FOR PERFORMANCE	\$0	\$0	\$0	\$110,746
COMPENSATION ADJUSTMENTS	\$0	\$0	\$0	\$32,371
CONTINGENCY / RESERVE APPROPRIATION	\$3,861,228	\$0	\$0	\$3,996,457
<b>TOTAL SOLID WASTE FUND</b>	<b>\$21,414,390</b>	<b>\$0</b>	<b>\$17,553,162</b>	<b>\$22,250,961</b>

Schedule E



## Appendix

## Budget Adoption Ordinance

Fund/Divisions	Adopted Budget Expenditures 2011/2012	Expenditure Adjustments Approved 2011/2012	Actual Expenditures 2011/2012*	Adopted Budget Expenditures 2012/2013
<b>AVIATION FUND</b>				
COMMUNITY AND ECONOMIC DEVELOPMENT	\$1,705,659	\$0	\$1,705,659	\$1,828,407
INDIRECT/DIRECT COST ALLOCATION	\$183,571	\$0	\$183,571	\$189,665
PAY FOR PERFORMANCE	\$0	\$0	\$0	\$19,358
COMPENSATION ADJUSTMENTS	\$0	\$0	\$0	\$5,658
CONTINGENCY / RESERVE APPROPRIATION	\$6,128,886	\$0	\$0	\$1,259,731
<b>TOTAL AVIATION FUND</b>	<b>\$8,018,116</b>	<b>\$0</b>	<b>\$1,889,230</b>	<b>\$3,302,819</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$184,931,270</b>	<b>\$0</b>	<b>\$122,890,307</b>	<b>\$182,820,058</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>SELF INSURANCE FUND</b>				
CITY TREASURER - FINANCE AND ACCOUNTING	\$7,302,390	\$0	\$6,002,390	\$7,948,092
ADMINISTRATIVE SERVICES	\$26,453,675	\$0	\$26,629,698	\$28,644,227
INTERNAL SERVICE OFFSETS	(\$22,148,083)	\$0	(\$21,200,840)	(\$22,363,980)
PAY FOR PERFORMANCE	\$0	\$0	\$0	\$18,378
COMPENSATION ADJUSTMENTS	\$0	\$0	\$0	\$5,371
CONTINGENCY / RESERVE APPROPRIATION	\$14,312,400	\$0	\$0	\$5,000,000
<b>TOTAL SELF INSURANCE FUND</b>	<b>\$25,920,382</b>	<b>\$0</b>	<b>\$11,431,248</b>	<b>\$19,252,088</b>
<b>FLEET MANAGEMENT FUND</b>				
PUBLIC WORKS	\$17,053,534	\$73	\$17,053,607	\$18,778,781
ESTIMATED DIVISION SAVINGS	(\$150,000)	\$0	(\$150,000)	(\$190,000)
INTERNAL SERVICE OFFSETS	(\$14,066,781)	\$0	(\$14,066,781)	(\$18,178,344)
LEAVE ACCRUAL PAYMENTS	\$48,051	(\$73)	\$47,978	\$33,000
PAY FOR PERFORMANCE	\$0	\$0	\$0	\$60,800
COMPENSATION ADJUSTMENTS	\$0	\$0	\$0	\$17,772
CONTINGENCY / RESERVE APPROPRIATION	\$6,136,174	\$0	\$0	\$5,429,806
<b>TOTAL FLEET MANAGEMENT FUND</b>	<b>\$9,020,978</b>	<b>\$0</b>	<b>\$2,884,804</b>	<b>\$5,951,815</b>
<b>PC REPLACEMENT FUND</b>				
ADMINISTRATIVE SERVICES	\$992,849	\$0	\$992,849	\$727,722
INTERNAL SERVICE OFFSETS	(\$1,200,000)	\$0	(\$1,200,000)	(\$953,208)
<b>TOTAL PC REPLACEMENT FUND</b>	<b>(\$207,151)</b>	<b>\$0</b>	<b>(\$207,151)</b>	<b>(\$225,486)</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$34,734,209</b>	<b>\$0</b>	<b>\$14,108,901</b>	<b>\$24,978,417</b>
<b>CAPITAL PROJECT FUNDS</b>				
<b>CAPITAL IMPROVEMENT PROGRAM</b>				
COMMUNITY FACILITIES	\$24,569,500	\$28,030,400	\$4,551,400	\$67,622,600
PRESERVATION	\$185,151,700		\$93,079,700	\$174,607,500
DRAINAGE & FLOOD CONTROL	\$57,934,200	\$413,700	\$5,738,800	\$36,074,700
PUBLIC SAFETY	\$10,205,600		\$3,066,000	\$8,998,600
SERVICE FACILITIES	\$13,662,400		\$10,584,400	\$15,788,500
TRANSPORTATION	\$128,371,800		\$36,610,800	\$167,478,700
WATER MANAGEMENT	\$152,510,400		\$77,099,500	\$116,313,600
CONTINGENCY / RESERVE APPROPRIATION	\$56,765,500	(\$28,444,100)	\$0	\$82,950,000
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>\$629,171,100</b>	<b>\$0</b>	<b>\$230,730,500</b>	<b>\$669,834,200</b>
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>\$629,171,100</b>	<b>\$0</b>	<b>\$230,730,500</b>	<b>\$669,834,200</b>
<b>TOTAL ALL FUNDS</b>	<b>\$1,236,937,892</b>	<b>\$0</b>	<b>\$711,263,867</b>	<b>\$1,284,712,426</b>

\*Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the tentative budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

**CITY OF SCOTTSDALE**  
**Summary by Division of Expenditures/Expenses**  
**Fiscal Year 2012/2013**  
**Schedule F**

Division/Fund	Adopted Budget Expenditures 2011/2012	Expenditure Adjustments Approved 2011/2012	Actual Expenditures 2011/2012*	Adopted Budget Expenditures 2012/2013
<b>MAYOR AND CITY COUNCIL</b>				
GENERAL FUND	\$764,306	\$1,772	\$766,078	\$778,585
TRUST & AGENCY FUND - TRUSTS	\$6,021	\$0	\$6,000	\$6,000
ENTERPRISE FUND - WATER AND SEWER UTILITY	\$110,000	\$0	\$110,000	\$110,000
<b>TOTAL MAYOR AND CITY COUNCIL</b>	<b>\$880,327</b>	<b>\$1,772</b>	<b>\$882,078</b>	<b>\$894,585</b>
<b>CITY ATTORNEY</b>				
GENERAL FUND	\$5,505,549	\$360	\$5,505,909	\$5,582,195
<b>TOTAL CITY ATTORNEY</b>	<b>\$5,505,549</b>	<b>\$360</b>	<b>\$5,505,909</b>	<b>\$5,582,195</b>
<b>CITY AUDITOR</b>				
GENERAL FUND	\$721,423	(\$11,718)	\$709,705	\$753,386
<b>TOTAL CITY AUDITOR</b>	<b>\$721,423</b>	<b>(\$11,718)</b>	<b>\$709,705</b>	<b>\$753,386</b>
<b>CITY CLERK</b>				
GENERAL FUND	\$1,060,083	\$4,276	\$1,064,359	\$998,146
<b>TOTAL CITY CLERK</b>	<b>\$1,060,083</b>	<b>\$4,276</b>	<b>\$1,064,359</b>	<b>\$998,146</b>
<b>CITY COURT</b>				
GENERAL FUND	\$3,769,007	(\$58,348)	\$3,710,659	\$3,745,787
SPECIAL REVENUE FUND - GRANT	\$3,084	\$0	\$3,084	\$0
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$1,985,506	\$0	\$1,800,746	\$1,921,341
<b>TOTAL CITY COURT</b>	<b>\$5,757,597</b>	<b>(\$58,348)</b>	<b>\$5,514,489</b>	<b>\$5,667,128</b>
<b>CITY MANAGER</b>				
GENERAL FUND	\$899,314	\$79,995	\$979,309	\$879,946
<b>TOTAL CITY MANAGER</b>	<b>\$899,314</b>	<b>\$79,995</b>	<b>\$979,309</b>	<b>\$879,946</b>
<b>CITY TREASURER - FINANCE AND ACCOUNTING</b>				
GENERAL FUND	\$5,098,119	(\$103,989)	\$4,994,130	\$5,453,215
ENTERPRISE FUND - SOLID WASTE	\$861,442	\$0	\$861,442	\$876,781
ENTERPRISE FUND - WATER AND SEWER UTILITY	\$2,088,362	\$0	\$2,088,362	\$2,042,228
INTERNAL SERVICE FUND - SELF INSURANCE	\$7,302,390	\$0	\$6,002,390	\$7,948,092
<b>TOTAL CITY TREASURER - FINANCE AND ACCOUNTING</b>	<b>\$15,350,313</b>	<b>(\$103,989)</b>	<b>\$13,946,324</b>	<b>\$16,320,316</b>
<b>ADMINISTRATIVE SERVICES</b>				
GENERAL FUND	\$14,694,167	(\$173,035)	\$14,521,132	\$14,742,300
INTERNAL SERVICE FUND - PC REPLACEMENT	\$992,849	\$0	\$992,849	\$727,722
INTERNAL SERVICE FUND - SELF INSURANCE	\$26,453,675	\$0	\$26,629,698	\$28,644,227
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>\$42,140,691</b>	<b>(\$173,035)</b>	<b>\$42,143,679</b>	<b>\$44,114,249</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>				
GENERAL FUND	\$24,303,715	(\$186,976)	\$24,116,739	\$23,704,234
SPECIAL REVENUE FUND - GRANT	\$248,300	\$0	\$248,300	\$212,500
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$7,652,447	\$0	\$7,669,963	\$7,911,598
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	\$9,104,296	(\$57,670)	\$9,046,626	\$9,250,167
ENTERPRISE FUND - AVIATION	\$1,705,659	\$0	\$1,705,659	\$1,828,407
<b>TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT</b>	<b>\$43,014,417</b>	<b>(\$244,646)</b>	<b>\$42,787,287</b>	<b>\$42,906,906</b>
<b>COMMUNITY SERVICES</b>				
GENERAL FUND	\$32,696,540	(\$297,787)	\$32,398,753	\$33,818,807
SPECIAL REVENUE FUND - GRANT	\$8,924,480	\$1,290,786	\$10,215,266	\$9,666,889
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$2,343,599	\$0	\$2,343,599	\$2,658,998
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	\$746,073	\$0	\$746,073	\$1,052,426
<b>TOTAL COMMUNITY SERVICES</b>	<b>\$44,710,692</b>	<b>\$992,999</b>	<b>\$45,703,691</b>	<b>\$47,197,120</b>

SCHEDULE F

City of Scottsdale FY 2012/13 Adopted Budget - Volume One

## Appendix

## Budget Adoption Ordinance

Division/Fund	Adopted Budget Expenditures 2011/2012	Expenditure Adjustments Approved 2011/2012	Actual Expenditures 2011/2012*	Adopted Budget Expenditures 2012/2013
<b>PUBLIC SAFETY - FIRE</b>				
GENERAL FUND	\$26,956,693	(\$171,323)	\$26,785,370	\$29,231,484
SPECIAL REVENUE FUND - GRANT	\$85,562	\$0	\$85,562	\$586,220
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$6,900	\$0	\$6,900	\$1,495
<b>TOTAL PUBLIC SAFETY - FIRE</b>	<b>\$27,049,155</b>	<b>(\$171,323)</b>	<b>\$26,877,832</b>	<b>\$29,819,199</b>
<b>PUBLIC SAFETY - POLICE</b>				
GENERAL FUND	\$77,695,466	(\$43,679)	\$77,651,787	\$79,541,812
SPECIAL REVENUE FUND - GRANT	\$231,893	\$153,718	\$385,611	\$319,532
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$1,645,933	\$0	\$1,223,439	\$1,830,073
<b>TOTAL PUBLIC SAFETY - POLICE</b>	<b>\$79,573,292</b>	<b>\$110,039</b>	<b>\$79,260,837</b>	<b>\$81,691,417</b>
<b>PUBLIC WORKS</b>				
GENERAL FUND	\$15,776,277	(\$36,295)	\$15,739,982	\$17,685,952
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$0	\$0	\$0	\$1,380,078
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	\$11,697,554	(\$57,997)	\$11,639,557	\$12,508,773
ENTERPRISE FUND - SOLID WASTE	\$15,209,761	\$0	\$15,209,761	\$16,116,245
INTERNAL SERVICE FUND - FLEET MANAGEMENT	\$17,053,534	\$73	\$17,053,607	\$18,778,781
<b>TOTAL PUBLIC WORKS</b>	<b>\$59,737,126</b>	<b>(\$94,219)</b>	<b>\$59,642,907</b>	<b>\$66,469,829</b>
<b>WATER RESOURCES</b>				
ENTERPRISE FUND - WATER AND SEWER UTILITY	\$65,617,543	\$0	\$65,617,543	\$67,917,399
<b>TOTAL WATER RESOURCES</b>	<b>\$65,617,543</b>	<b>\$0</b>	<b>\$65,617,543</b>	<b>\$67,917,399</b>
<b>OTHER</b>				
CAPITAL PROJECTS	\$572,405,600	\$28,444,100	\$230,730,500	\$586,884,200
SPECIAL REVENUE FUND - GRANT	\$9,138,557	(\$1,444,504)	\$7,694,053	\$11,044,623
SPECIAL REVENUE FUND - SPECIAL DISTRICTS	\$724,643	\$0	\$724,643	\$646,728
DEBT SERVICE	\$113,500,070	\$0	\$110,242,473	\$114,631,317
ESTIMATED DIVISION SAVINGS	(\$3,441,750)	\$2,270,217	(\$1,693,725)	(\$3,646,338)
INDIRECT/DIRECT COST ALLOCATION	\$8,197,165	\$0	\$8,197,165	\$6,721,286
INTERNAL SERVICE OFFSETS	(\$37,414,864)	\$0	(\$36,467,621)	(\$41,495,532)
LEAVE ACCRUAL PAYMENTS	\$1,893,306	(\$1,157,876)	\$735,430	\$1,954,047
PAY FOR PERFORMANCE	\$0	\$0	\$0	\$3,358,434
COMPENSATION ADJUSTMENTS				\$843,130
OTHER SAVINGS/EXPENSE	(\$231,226)	\$0	\$465,000	(\$500,000)
CONTINGENCY / RESERVE APPROPRIATION	\$180,148,869	(\$28,444,100)	\$0	\$193,058,710
<b>TOTAL OTHER</b>	<b>\$844,920,370</b>	<b>(\$332,163)</b>	<b>\$320,627,918</b>	<b>\$873,500,605</b>
<b>TOTAL ALL FUNDS</b>	<b>\$1,236,937,892</b>	<b>\$0</b>	<b>\$711,263,867</b>	<b>\$1,284,712,426</b>

\*Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the tentative budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

**Fiscal Year 2012/2013  
Schedule G**

	<u>ADOPTED OPERATING BUDGET</u>	<u>CAPITAL BUDGET</u>	<u>TOTAL ACTIVITY</u>
<b>Divisions*:</b>			
MAYOR AND CITY COUNCIL	\$894,585	\$0	\$894,585
CITY ATTORNEY	\$5,582,195	\$0	\$5,582,195
CITY AUDITOR	\$753,386	\$0	\$753,386
CITY CLERK	\$998,146	\$0	\$998,146
CITY COURT	\$5,667,128	\$0	\$5,667,128
CITY MANAGER	\$879,946	\$0	\$879,946
CITY TREASURER - FINANCE AND ACCOUNTING	\$16,320,316	\$0	\$16,320,316
ADMINISTRATIVE SERVICES	\$44,114,249	\$0	\$44,114,249
COMMUNITY AND ECONOMIC DEVELOPMENT	\$42,906,906	\$0	\$42,906,906
COMMUNITY SERVICES	\$47,197,120	\$0	\$47,197,120
PUBLIC SAFETY - FIRE	\$29,819,199	\$0	\$29,819,199
PUBLIC SAFETY - POLICE	\$81,691,417	\$0	\$81,691,417
PUBLIC WORKS	\$66,469,829	\$0	\$66,469,829
WATER RESOURCES	\$67,917,399	\$0	\$67,917,399
DEBT SERVICE	\$114,631,317	\$0	\$114,631,317
ESTIMATED DIVISION SAVINGS	(\$3,646,338)	\$0	(\$3,646,338)
INDIRECT/DIRECT COST ALLOCATION	\$6,721,286	\$0	\$6,721,286
SPECIAL DISTRICTS	\$646,728	\$0	\$646,728
FUTURE GRANTS	\$11,044,623	\$0	\$11,044,623
INTERNAL SERVICE OFFSETS	(\$41,495,532)	\$0	(\$41,495,532)
LEAVE ACCRUAL PAYMENTS	\$1,954,047	\$0	\$1,954,047
MARKET ADJUSTMENT/PAY FOR PERFORMANCE	\$3,358,434	\$0	\$3,358,434
COMPENSATION ADJUSTMENTS	\$843,130	\$0	\$843,130
OTHER SAVINGS	(\$500,000)	\$0	(\$500,000)
	<u>\$504,769,516</u>	<u>\$0</u>	<u>\$504,769,516</u>
CAPITAL PROJECTS	\$0	\$586,884,200	\$586,884,200
CONTINGENCY / RESERVE APPROPRIATION	\$110,108,710	\$82,950,000	\$193,058,710
	<u>\$110,108,710</u>	<u>\$669,834,200</u>	<u>\$779,942,910</u>
<b>Total Budget Appropriation</b>	<u><u>\$614,878,226</u></u>	<u><u>\$669,834,200</u></u>	<u><u>\$1,284,712,426</u></u>

\*Division Budgets include Grants

**ORDINANCE NO. 4027**

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, A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF ASSESSED 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 THE 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 30<sup>TH</sup> DAY OF JUNE, 2013.

WHEREAS, by the provisions of the City Charter and State statute, an ordinance is required to set the property tax levy for the fiscal year beginning July 1, 2012, and ending June 30, 2013; and

WHEREAS, the County of Maricopa is the 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

WHEREAS, the required public hearing was held on June 5, 2012, and the City Council made the following policy decisions relating to the primary property taxes:

- a. Declined increasing the levy by the two percent (2%) maximum legal amount; and
- b. Increased the levy amount by two hundred twelve thousand nine hundred fourteen dollars (\$212,914) for tort claims for calendar year 2011; now, therefore,

BE IT ORDAINED by the Council of the City of Scottsdale as follows:

**SECTION 1.** There is hereby levied on each one hundred and no/100 dollars (\$100.00) of assessed valuation of all property not exempt by law, both real and personal, within the corporate limits of the City of Scottsdale, a primary property tax levy, including allowable tort liability claims, for the fiscal year ending June 30, 2013. The total primary levy is twenty five million four hundred eighty four thousand seven hundred eighty four dollars (\$25,484,784), resulting in a tax rate of \$0.5027 per one hundred and no/100 dollars (\$100.00) of assessed value. Said figure subject to change only if a court decision were to reduce the net assessed valuation in a significant manner.

**SECTION 2.** In addition to the rate set in Section 1, there is hereby levied on each one hundred and no/100 dollars (\$100.00) of assessed valuation of all property not exempt by law, both real and personal, within the corporate limits of the City of Scottsdale, a secondary property tax rate of \$0.7225 per one hundred and no/100 dollars (\$100.00) of assessed value, which is a rate sufficient to raise the sum of thirty six million seven hundred one thousand seven hundred thirty eight dollars (\$36,701,738) for the purpose of providing a bond interest and redemption fund for General Obligation debt service for the fiscal year ending June 30, 2013.

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Ordinance No. 4027  
Page 2 of 2

**SECTION 3.** Failure by the county officials of Maricopa County, Arizona, to properly return the delinquent list, any irregularity in assessments or omission 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(s) to timely perform any of the assigned duties shall not invalidate any proceedings or any deed or sale pursuant thereto; the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Scottsdale upon such property for the delinquent taxes unpaid thereon, and no overcharge as to part of the taxes or of costs shall invalidate any proceedings for the collection of taxes or the foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.


**SECTION 4.** All ordinances and parts of ordinances in conflict herewith are hereby repealed.

PASSED AND ADOPTED by the Council of the City of Scottsdale, Maricopa County, Arizona, this 19<sup>th</sup> day of June, 2012.

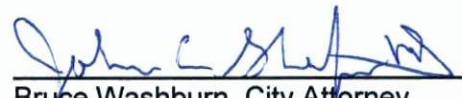
ATTEST:

CITY OF SCOTTSDALE,  
an Arizona municipal corporation

  
\_\_\_\_\_  
Carolyn Jagger  
City Clerk

  
\_\_\_\_\_  
W. J. "Jim" Lane  
Mayor

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Bruce Washburn, City Attorney  
By: John C. Shafer, III  
Assistant City Attorney