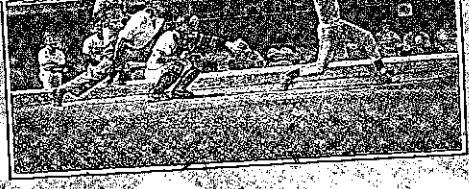
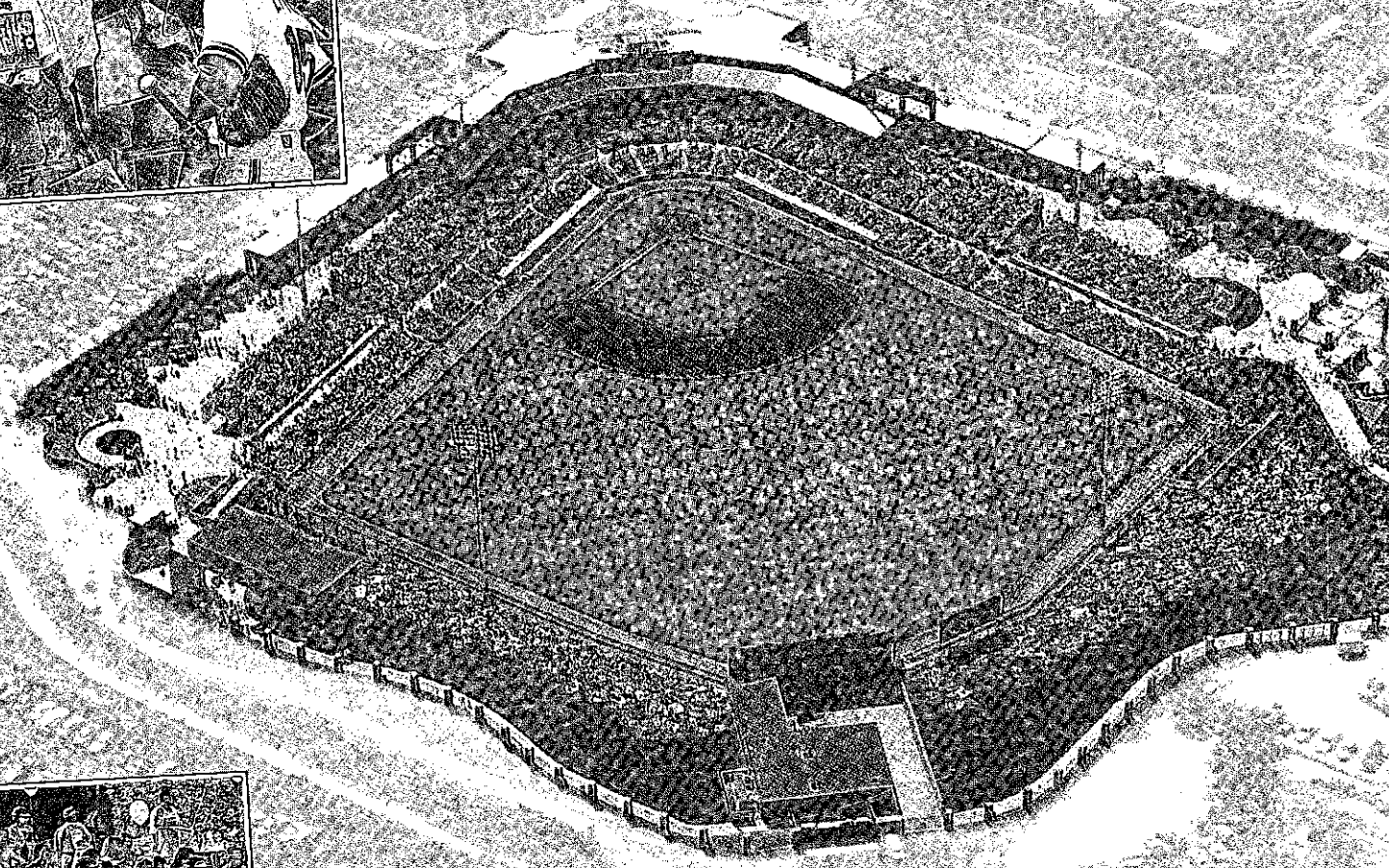
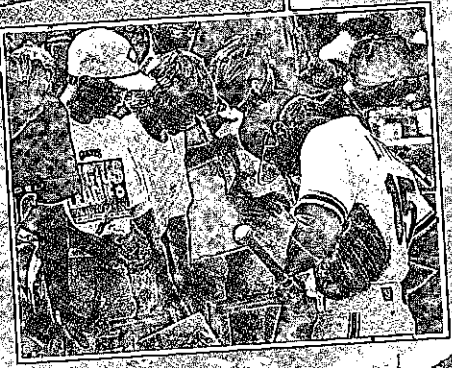
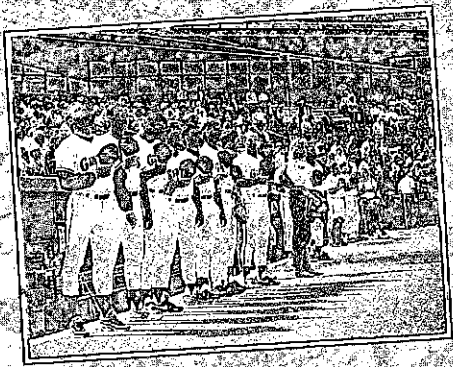


# City of Scottsdale Arizona



Approved 1992-93  
Operating Budget

## About the Cover

*A look back . . . .*

Built in 1955, the original Scottsdale Stadium – with wooden sides painted rustic red and a Western theme – served as spring training headquarters for several major-league baseball teams.

In 1956, the Baltimore Orioles were the first major-league team to use Scottsdale Stadium. On their roster was a rookie third baseman named Brooks Robinson. Other baseball immortals who played in the original stadium included Ted Williams, Ferguson Jenkins, Joe DiMaggio, Ty Cobb and Dizzy Dean. Each spring, Scottsdale citizens and visitors alike enjoyed the “Great American Pastime” watching teams such as the Boston Red Sox, Chicago Cubs, Oakland A’s and San Francisco Giants.

For many years, Scottsdale Stadium was but a home-run ball away from the rodeo grounds, where the annual Parada del Sol Rodeo was held. Not much else was around – and plenty of space to spare.

*A look ahead . . . .*

In the 1989 bond election, Scottsdale voters agreed by a 2-to-1 margin that the City should pay \$8.4 million to build a new downtown stadium and upgrade the training facilities at Indian School Park and Club Sar. The proposed stadium would be a “multi-use complex for sports and cultural activities.”

Constructed in 1991 at a cost of \$7 million, the new stadium occupies the same 10-acre site at the northeast corner of Civic Center Boulevard and Osborn Road as the original stadium, and seats 7,000 people, 2,000 more than its predecessor. It also features seating for up to 3,000 people in a landscaped, amphitheater-style setting beyond the outfield fences.

In March, 1991 the San Francisco Giants signed an agreement to play in Scottsdale’s new stadium through 1996. With spring training, Firebirds baseball, cultural programs, festivals, and concerts on its roster of events, the stadium serves as a year-round host to a wide variety of events and activities.

No longer boasting room to spare, the Scottsdale stadium is now surrounded by the cosmopolitan atmosphere of Scottsdale’s thriving downtown.

Photo credits:

Aerial photo – R. W. Humpert

Inset photos – Mike Cousineau

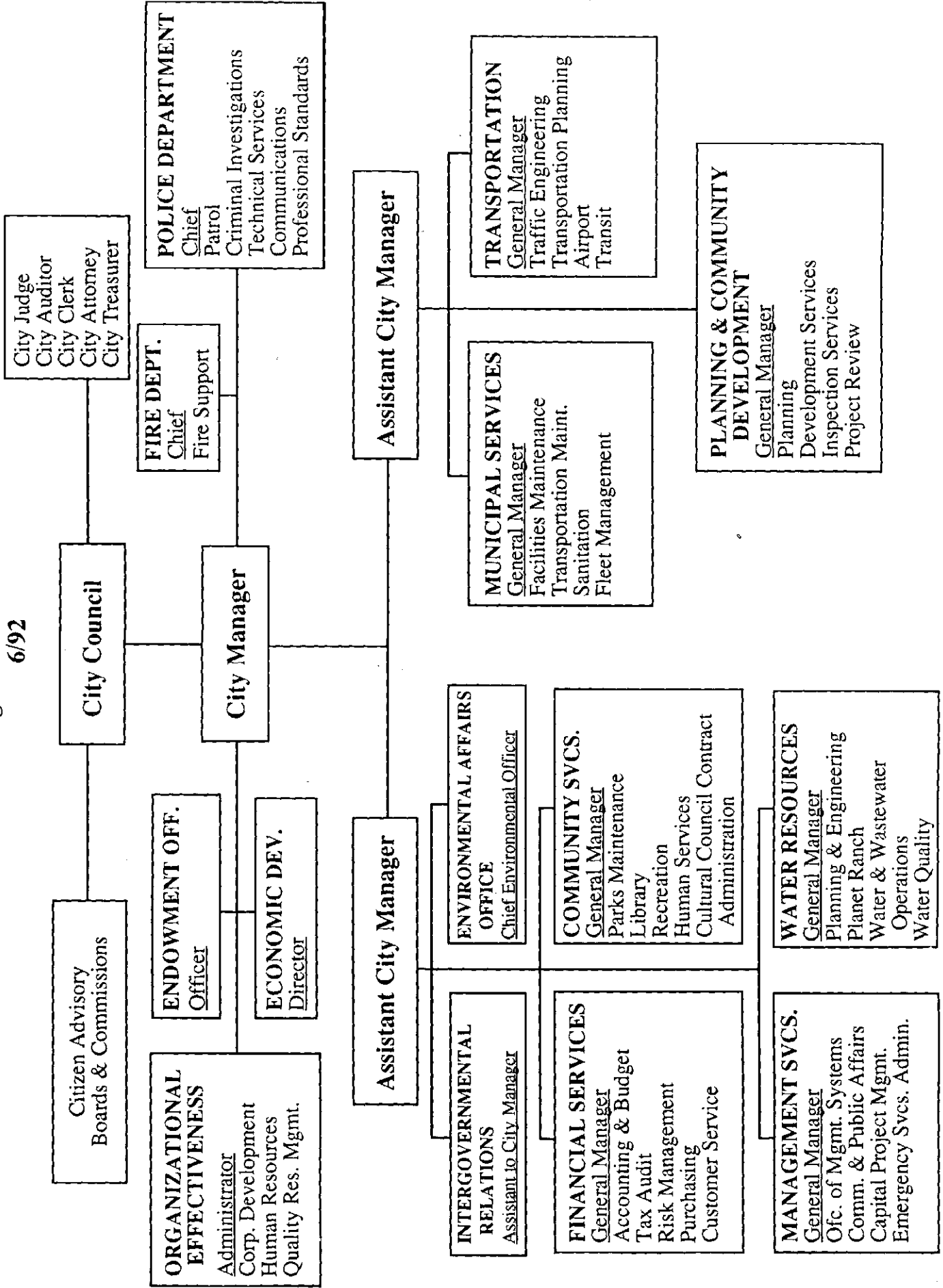
1992-93  
Operating  
Budget



City of Scottsdale  
Arizona

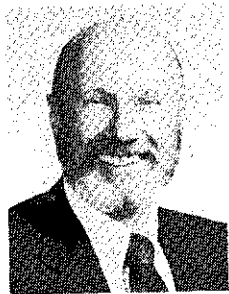
Volume I  
Operating Budget

**City of Scottsdale  
Organization Chart  
6/92**



# CITY OF SCOTTSDALE, ARIZONA

## 1992 - 93 OPERATING BUDGET



**Herbert R. Drinkwater**  
Mayor

The 1992 - 93 Operating Budget aggressively pursues important community and organization needs, while maintaining the strict fiscal discipline necessary to ensure fulfillment of our basic commitment, providing continuous quality service to our citizens.



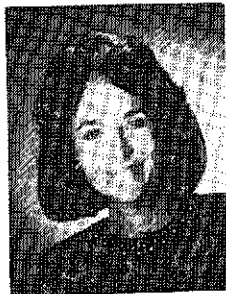
**Greg Bielli**  
Councilman



**James Burke**  
Councilman



**Sam Kathryn Campana**  
Councilman



**Mary Manross**  
Councilman



**Bill Soderquist**  
Councilman



**Richard Thomas**  
Councilman



**Richard A. Bowers**  
City Manager

**Barbara A. Burns**  
Assistant City Manager

**Raymond L. Garrison Jr.**  
Assistant City Manager

**James A. Jenkins**  
Financial Services  
General Manager

**Craig Clifford, CPA**  
Accounting and Budget Director

**Nancy L. Swick**  
Accounting Manager

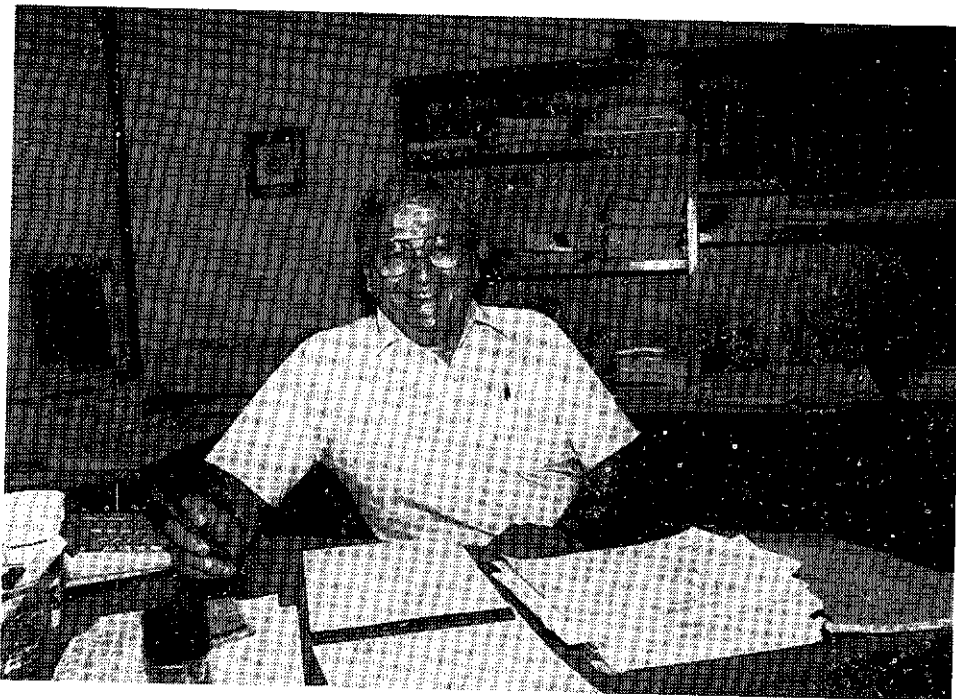
## THANKS, LARRY!

The 1992-93 Budget is dedicated to Larry G. Aungst, retired Accounting and Budget Director, for 16 years of exceptional service to the City of Scottsdale. We wish him a happy and healthy retirement.

During Larry's tenure the City received its first of many Distinguished Budget Presentation Awards and continues to receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.

One of the reasons for the City's fine credit rating and strong fiscal condition is the excellent financial advice and leadership provided by Larry. Yet, his contributions to the City extend far beyond the Financial Services Department. Larry's untiring assistance in developing rates for water, sewer, refuse, and the motor pool are much appreciated. His coordination of various grants for other departments has been of untold value. But most valued has been his willingness to get involved whenever he was needed.

He always took time to answer questions. And best of all, he did this with a smile and with humor. To a gentleman, a man of principle, a caring human being, and a rock-solid professional, we say "thank you" and Godspeed.



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# **The City of Scottsdale**

## **An Overview**

---

### **Origin and Growth**

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

Scottsdale was founded in the 1800's when retired Army Chaplain Major Winfield Scott, homesteaded what is now the center of the City. The City was incorporated in 1951 and the City Charter under which it is presently governed was adopted in 1961. The City has experienced significant increases in population, with the 1950 census showing 2,032 persons residing in the City as compared to the City's June 30, 1990, census of 130,069.

### **Government and Organization**

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

### **Transportation**

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

### **Educational Facilities**

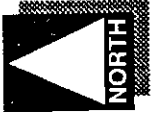
Several institutions of higher learning are available to City residents. Scottsdale Community College, a part of the Maricopa County Community College System located on the eastern border of the City, is a two-year college which offers a wide variety of academic, occupational, developmental, and special interest programs. Located in Tempe just south of the City is Arizona State University, one of the major universities in the Southwest. The University offers its approximately 43,000 students, graduate and undergraduate, a choice of 13 colleges and has an estimated 1,980 full-time faculty members. The City is also served by 17 public elementary and middle schools, and 6 public high schools.

## **The City of Scottsdale An Overview, continued**

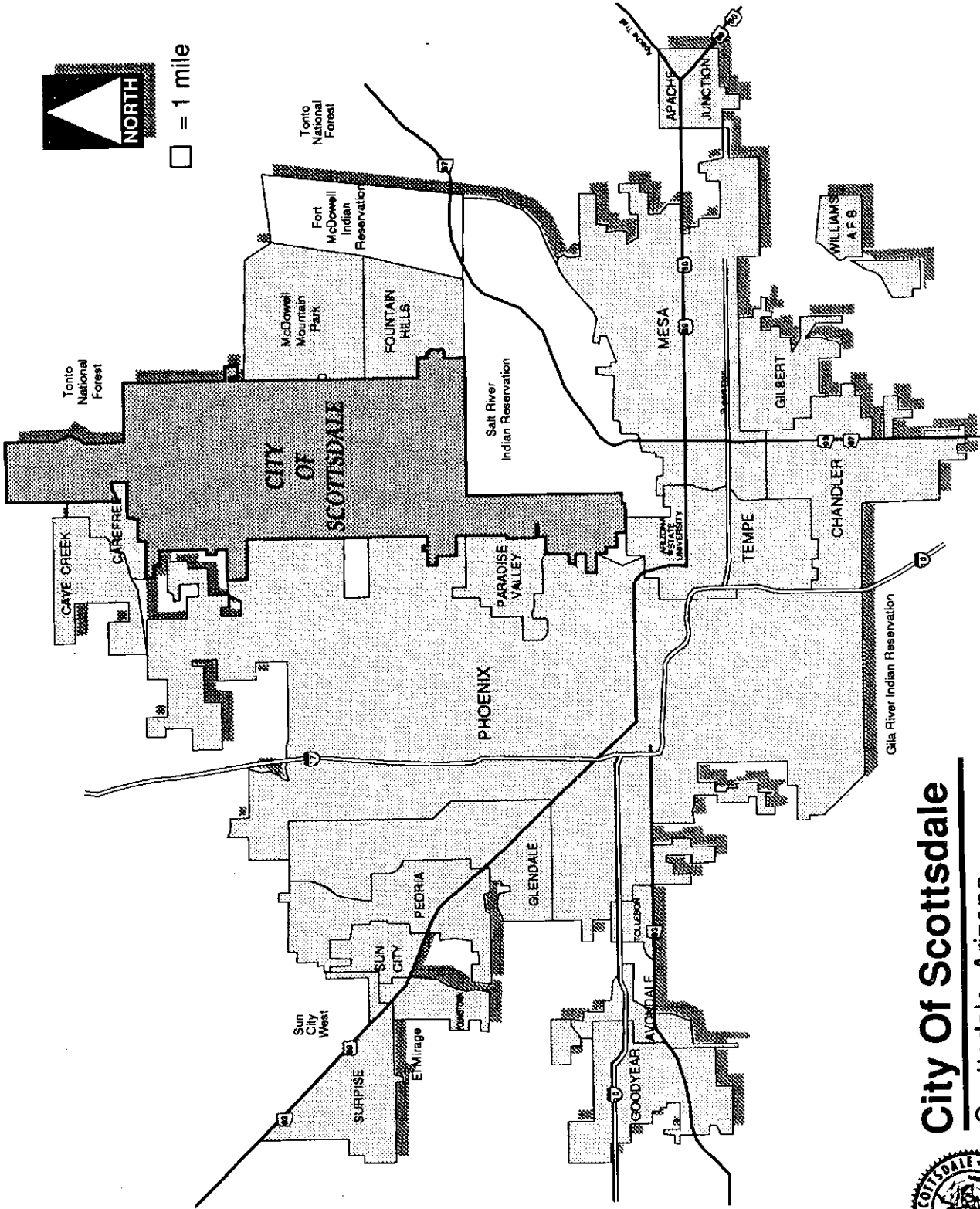
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### **Tourism**

Tourism is an important contributor to the City's economy. The City contains a number of resort and convention facilities, along with many hotels and motels, provides 5,518 guest rooms, along with many public and private golf courses and tennis courts, and several country clubs. More than 2,500 retail shops, boutiques, and galleries are located throughout the City and a selection of over 200 restaurants is available. These services and facilities, complemented by the mild winter, have made the City a popular vacation spot for tourists and winter visitors.



□ = 1 mile



# City of Scottsdale

Scottsdale, Arizona  
and neighboring communities





June 2, 1992

Honorable Mayor and City Council  
City of Scottsdale  
Scottsdale, Arizona

Dear Mayor and Members of the City Council:

The adopted budget for 1992-93 offers an operationally sound, fiscally conservative plan for addressing City Council objectives and community needs. While focusing on a multitude of current and emerging issues, the plan is both optimistic and cautious, representing minimal growth -- 4% -- in what is projected to be a recovery year. Clearly, we are not able to fund every request, but we have made every effort to assemble a comprehensive, yet balanced, package. The operating budget strives to:

- 1) Preserve our financial stability
- 2) Promote quality service, and
- 3) Strengthen partnerships

#### **Financial Stability**

As a result of the national recession, the 1991-92 budget anticipated using reserves to supplement current year revenues. We expect 1992-93 to be a year of renewed strength and recovery. Based on this projection, we will begin the multi-year process of restoring reserves while funding a moderate growth budget.

#### **Quality Service**

The decade of the 90's will require continued change and improvement to keep pace with the high demand for innovation and quality in service delivery. The organization must develop new ideas and approaches at all levels to maximize the value of the public dollar while maintaining and improving service to the community. This budget provides for organizational development to facilitate this effort.

#### **Partnerships**

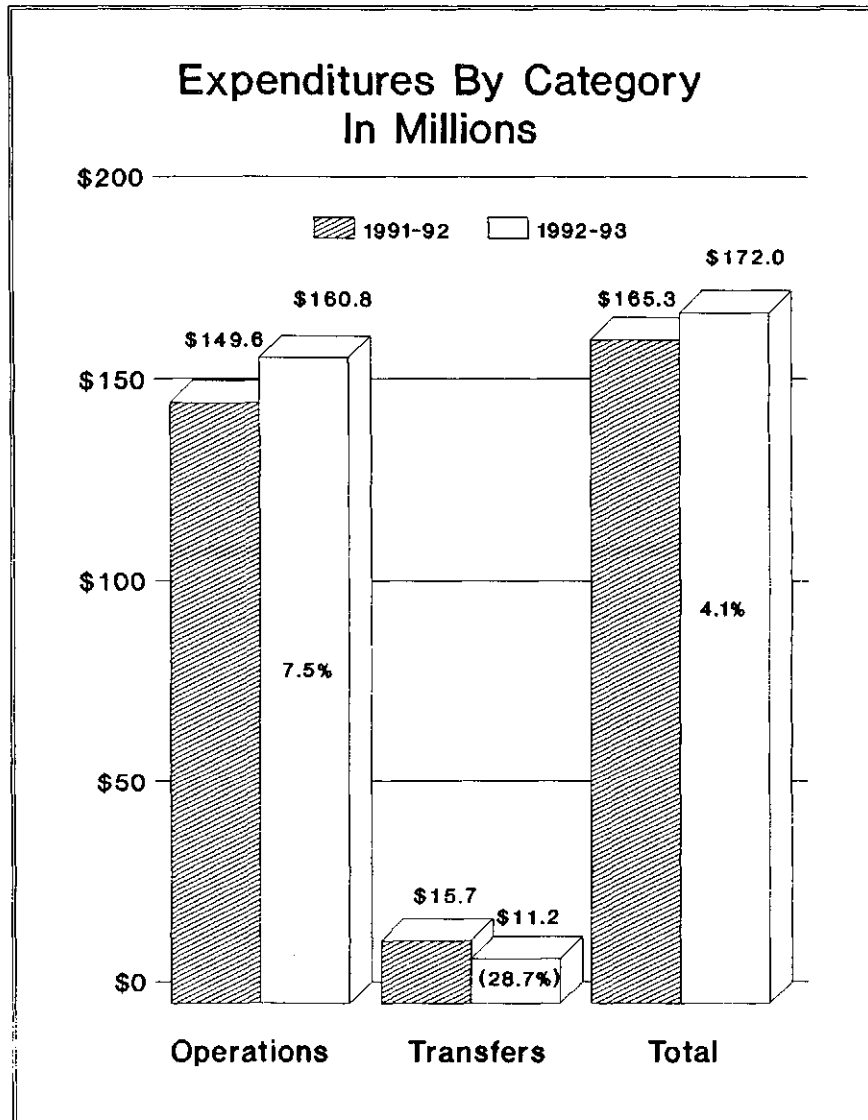
Perhaps more than ever before, partnerships with the community will be of particular importance in meeting the challenges of the coming years. The 1992-93 budget provides support for this effort. We will continue to work closely with our partners and encourage association and collaboration for the good of the community. We will seek partnership opportunities on a local, regional, national and international basis -- to continuously maintain and improve Scottsdale's quality lifestyle. We look forward to the formation of a Scottsdale Quality Consortium in 1992-93 to blend this with our quality focus.

This transmittal letter continues with a discussion of these themes in more detail following an overview of the financial aspects of the adopted operating and capital budgets. We will conclude with a brief discussion of emerging issues which warrant our careful attention and monitoring throughout the year.

## FINANCIAL ASPECTS OF THE OPERATING BUDGET

### An Overview

The 1992-93 expenditure budget totals \$172.0 million. The chart below illustrates the change in 1992-93 expenditures by the two major categories of expenditures, operations and transfers.

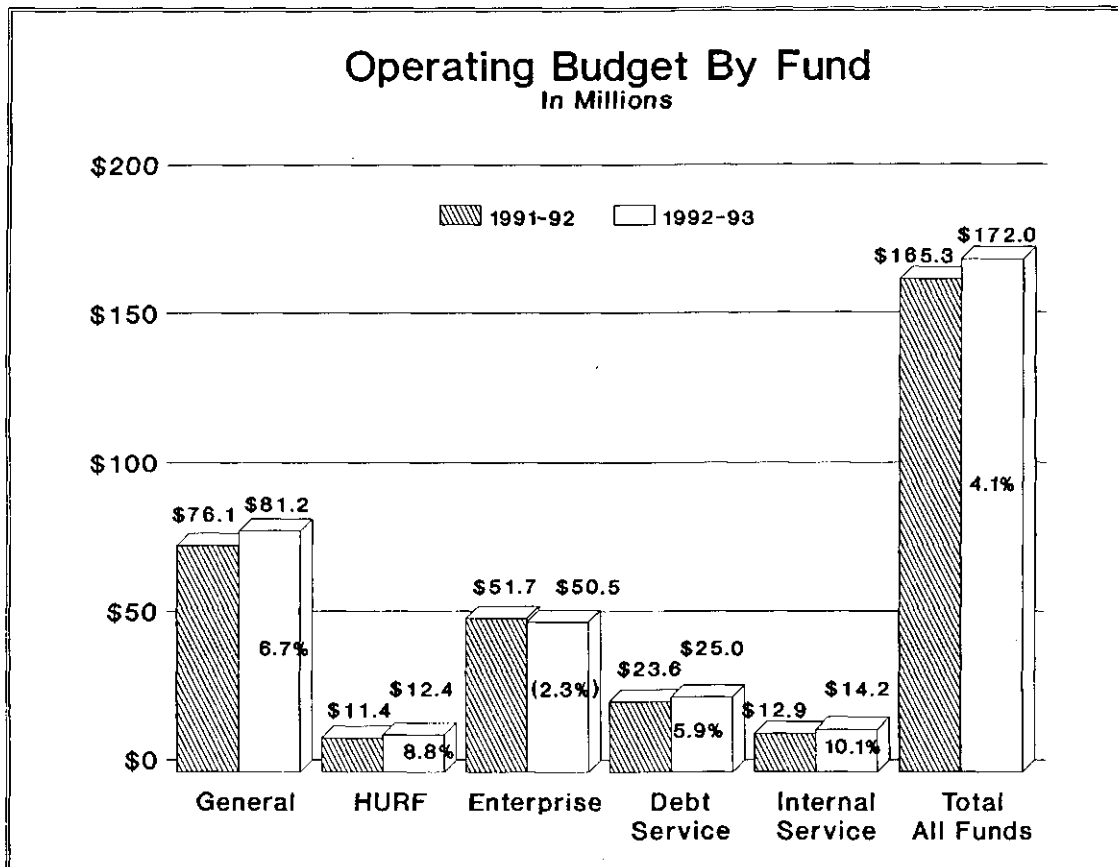


The 1992-93 expenditure budget of \$172.0 million represents a 4.1% increase from the 1991-92 budget of \$165.3 million.



**Financial Aspects Of the Operating Budget (Continued)**

The chart below illustrates the increase in the operating budget by fund.

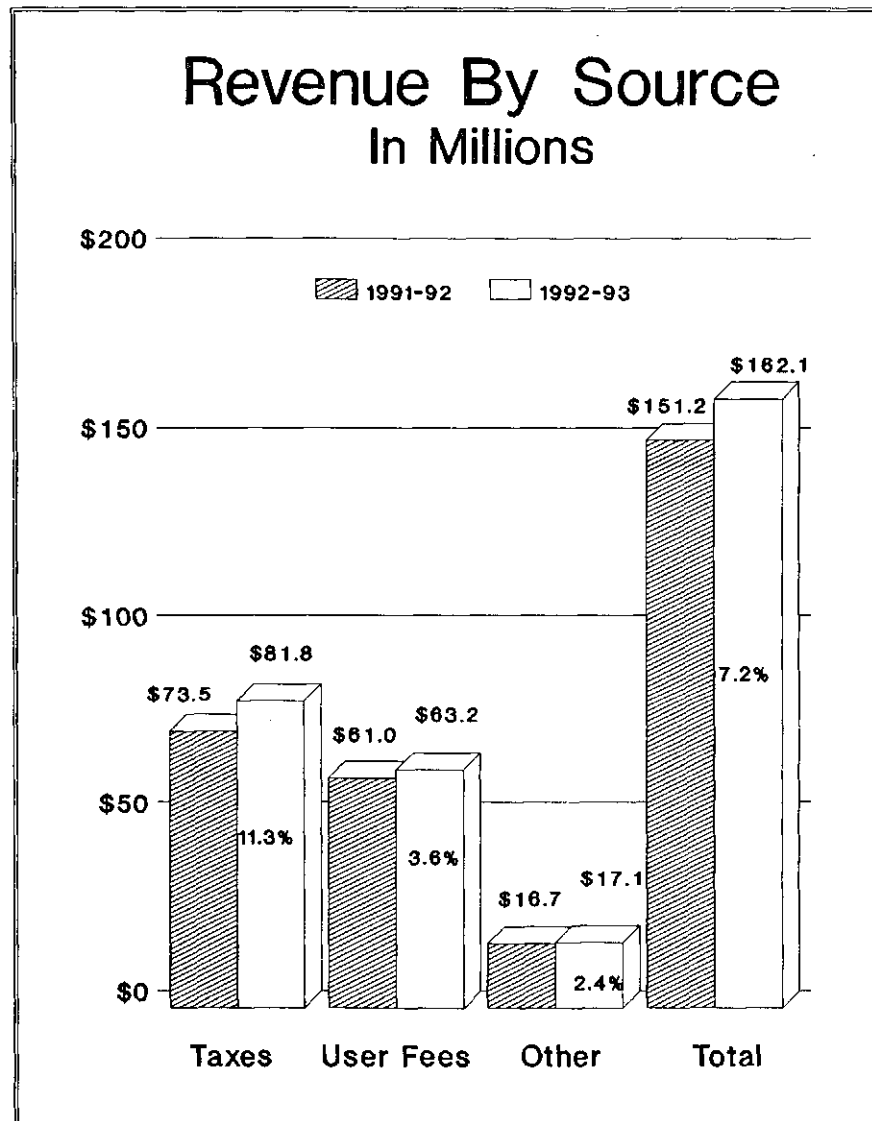


\* Total is less interfund eliminations of \$10.5 (1992) and \$11.3 (1993).

**Financial Aspects Of the Operating Budget (Continued)**

**Revenue Highlights**

Estimated revenue for 1992-93 increases \$10.9 million over 1991-92. Revenues are trending upward in 1992-93 with tax revenues leading the way with an 11.3% increase. This reflects the improving economy and its direct impact on our elastic revenues which were down significantly in recent years.



**Financial Aspects Of the Operating Budget (Continued)**

**Staffing Levels**

1992-93's focus on maintaining service levels necessitates an additional 19 full-time positions. This brings our total staffing to 1,473 positions (1,187 full-time and 286 part-time). Of the 19 full-time positions added, 11 were added during 1991-92 to meet increasing workloads. Pages 198 - 232 in the Appendix provide a complete listing of all positions by classification within department, both full-time and part-time, and the details of position changes for 1992-93.

Net changes in new positions by department and positions per capita are shown in the following tables:

Position Category	Net changes in new positions, by Department										
	General Government	Police	Financial Services	Transportation	Community Services	Management Services	Planning & Comm. Dev.	Fire	Water Resources	Municipal Services	Total
Full-time	3	13	4	-1	0	0	0	0	0	0	19
Part-time	1	0	-1	0	0	0	0	0	0	0	0
Total change	4	13	3	-1	0	0	0	0	0	0	19

**Full-Time Positions By Year**

Fiscal Year Ending	1988	1989	1990	1991	1992	1993
# of Full-time positions	1,059	1,060	1,051	1,124	1,168	1,187
Population	124,562	127,553	130,029	133,330	137,590	143,230
# of Full-time positions per 1,000 citizens	8.5	8.3	8.1	8.4	8.5	8.3

## **Financial Aspects Of the Operating Budget (Continued)**

### **Impact on Property Taxes**

Property tax will increase as anticipated in 1992-93 to help fund our capital improvement program. The tax rate is anticipated to be \$1.11 per \$100 of assessed valuation, an increase of \$.22.

### **Changes in Rates and Fees**

The budget requires an 8% increase in water rates and a 9.5% increase in sewer rates. For an average homeowner, this translates into monthly increases of \$2.10 for water and .50¢ for sewer. Water and sewer development fees are recommended to increase 3.2%. Refuse service fees will increase approximately 21% for both residential and commercial services.

**Water and sewer rates.** A water rate increase of 8% is needed to offset increasing costs mandated for water quality testing and treatment (\$250,000), increases in both the cost and usage of electricity (\$640,000) and increased debt service (\$270,000). A sewer rate increase of 9.5% is needed to offset the increased operating costs at the 91st Avenue Wastewater Treatment Facility (\$360,000). The water and sewer rate increases also continue funding the pay-as-you-go capital program.

**Water and sewer development fees.** These fees will increase by 3.2% based on actual increases in construction costs from March 1991 to March 1992 (cost increases are based on an industry construction cost index -- *The Engineering News Record*).

**Refuse service fees.** Residential service fees will increase from \$8.50 per month to \$10.25. The State-mandated recycling fee is \$.04 of the increase, \$.25 of the increase funds a new solid waste management reserve, and the remaining \$1.46 of the total \$1.75 increase is due to increased operating costs, primarily the landfill charges, and the need to establish a fund balance reserve. Commercial service fees will increase 15% primarily to offset increased landfill charges and to establish a fund balance reserve.

### **Distinguishing between the Operating and Capital Budgets**

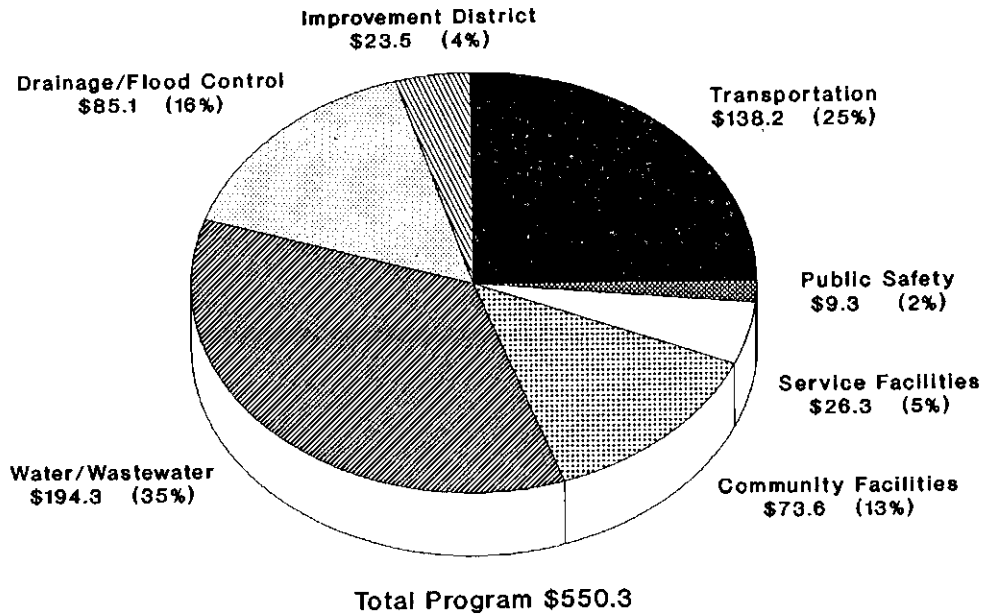
**Operating Budget.** The operating budget authorizes and provides the basis for control of operating expenditures for both internal and citizen services including the cost of operating and maintaining new capital facilities. Operating budget appropriations lapse at the end of each fiscal year. The operating budget is funded with recurring annual revenues such as taxes, licenses, fines, user fees and interest income.

**Capital Budget.** The capital budget authorizes and provides the basis for control of expenditures for the acquisition or construction of all capital facilities. Capital budget appropriations do not lapse each fiscal year; they are budgeted until the project is completed and capitalized. The capital budget is funded through voter-approved bonds, the transportation portion of privilege tax (.2%), development fees and transfers from the operating budget.

### FINANCIAL ASPECTS OF THE CAPITAL IMPROVEMENTS PLAN (CIP)

The Capital Improvements Plan for 1993-97 represents a considerable investment in Scottsdale's future. The five-year plan totals \$550.3 million and is a continuance of the comprehensive plan approved in June 1989. The following chart illustrates project categories that make up the total program.

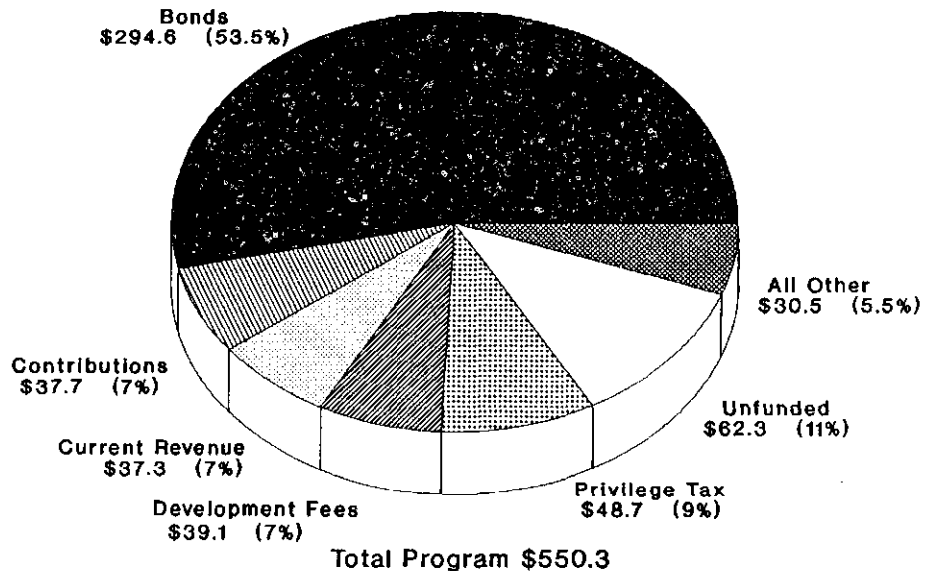
## Capital Improvement Plan Project Summary 1992/93 - 1996/97 In Millions



**Financial Aspects of the CIP (Continued)**

The 1993-97 Capital Improvements Plan uses funding from the November 7, 1989 voter-approved bond program of \$287.2 million. These funds together with Special Assessment Bonds and Municipal Property Corporation Bonds provide the bond-funded portion of the plan. The remaining sources are pay-as-you-go revenues. A portion of the plan is unfunded. The following chart illustrates the program funding sources.

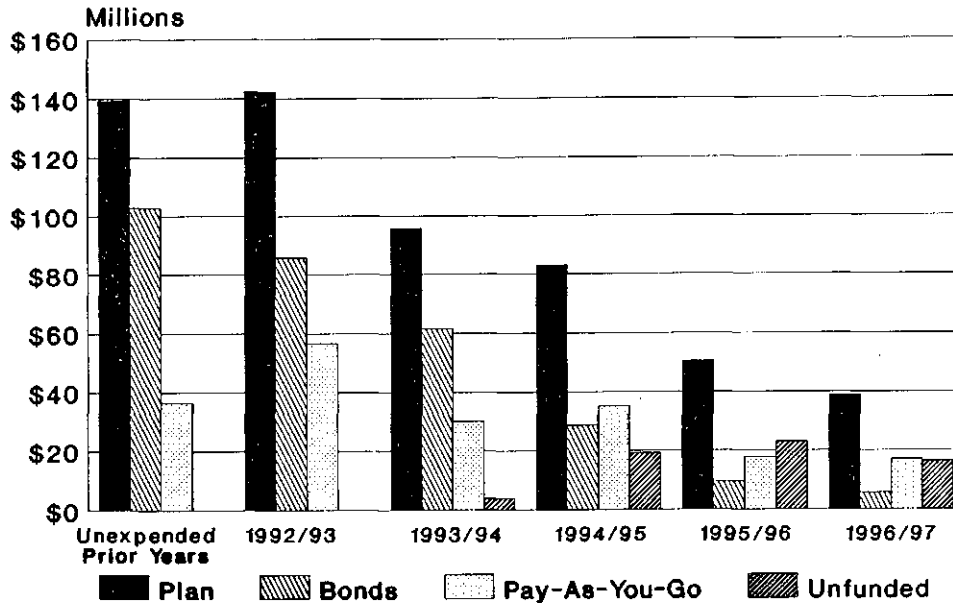
**Capital Improvement Plan Funding Sources  
1992/93-1996/97  
In Millions**



**Financial Aspects of the CIP (Continued)**

The five-year plan includes prior year projects not yet completed, a new fifth year (1996-97), and timing and funding changes necessary to the plan. The following chart illustrates the plan funding sources by year.

**Capital Improvement Plan Funding Sources  
1992/93-1996/97**



The City has established "pay-as-you-go" funding (includes funding sources other than general obligation and revenue bonds) goals for the five-year CIP plan. The chart below compares the "pay-as-you-go" goal with the 1992-93 Plan.

Pay-As-You-Go Funding Goals		1992-93 Plan
Category	Goal	Actual
% to total CIP	25-33%	49%
% to general-funded CIP	25%	47%
% to water/sewer CIP	47%	53%

**Financial Aspects of the CIP (Continued)**

**Impact on Property Taxes**

To fund debt service for general obligation bonds, property taxes are estimated to increase to the following levels:

	<u>Tax Rates (Per \$100 Assessed Valuation-AV)</u>	<u>Annual City Tax Bill (\$100,000 Home)*</u>	<u>Annual City Tax Bill (\$1 Million Business)</u>	<u>Estimated Growth (%) in AV for all property including new construction</u>
1992-93	\$1.11	\$111.00	\$2,775.00	2.6% Decrease
1993-94	1.38	138.00	3,450.00	2.6% Increase
1994-95	1.49	152.43	3,810.75	3.5% Increase
1995-96	1.75	187.98	4,699.50	5.0% Increase
1996-97	1.85	208.65	5,216.25	6.0% Increase

\* Tax Roll of 1992

**Utility Impacts**

To fund the water and wastewater program, rates for water and wastewater are projected to increase in accordance with the following schedule:

	<u>Percent Increase</u>		<u>Increases to the Average Monthly Bill</u>	
	<u>Water</u>	<u>Wastewater</u>	<u>Water</u>	<u>Wastewater</u>
1992-93	8.0%	9.5%	\$2.10	\$.50
1993-94	10.0%	15.0%	2.84	.88
1994-95	10.0%	15.0%	3.12	1.00
1995-96	10.0%	15.0%	3.43	1.15
1996-97	9.0%	9.0%	3.40	.80

Revenues from Water and Wastewater will increase \$29.2 million over the next five years. \$23.9 million of the increase is from rate increases, and \$5.3 million is from the growth in the customer base. Major elements of costs that necessitate an increase of this magnitude are:

- \$5.5 million      Mandated operating (\$1.6 million) and debt service (\$3.9 million) costs for compliance with the Clean Water Act, Safe Drinking Water Act, Superfund, Industrial Pretreatment Requirements and Urban Stormwater Management Act
- \$1.1 million      Increased cost and usage of purchased water



**Financial Aspects of the CIP (Continued)**

**Utility Impact (Continued)**

\$1.2 million	Increased cost and usage of electricity
\$4.7 million	Operating costs for new facilities coming on-line; water reclamation plant, advanced water treatment plant, and groundwater recharge and recovery facilities
\$5.2 million	Debt service on bonds to be issued during 1993-97
\$7.6 million	Estimated operating cost increase @ 6.5% per year on current facilities

**Total Operating Impact**

This capital improvement program will increase costs for City operating budgets for the next four years. The added cost per year is as follows:

<u>Fiscal Year</u>	<u>Increased Operating Costs</u>
1992-93	(\$ 28,200)
1993-94	820,300
1994-95	2,447,500
1995-96	6,283,700
1996-97	<u>8,654,900</u>
TOTAL	\$17,925,200

**Bond Implementation Status**

In the 1989 bond election, voters approved issuance of \$287.2 million in bonds over a five-year period. These bonds are being used to provide funding for approximately 150 new capital improvements which include major street widenings; state-of-the-art wastewater treatment facilities; new parks, libraries, and downtown revitalization projects; and new fire and police systems and facilities. We are now entering the fourth year of the bonding program. While this extensive five-year bond program is being implemented, the Scottsdale Citizens' Bond Review Commission monitors and reviews the City's progress.

## FINANCIAL STABILITY

*The City must continue to improve its financial planning process to ensure community stability, service quality, and responsible fiscal management. Use of economic stabilization funds in the 1991-92 budget provided the City a means to weather recessionary times and maintain citizen service levels. In 1992-93 the City will initiate the process of rebuilding its reserves and continue to utilize long-range financial planning to support and stabilize the City's elastic revenue base.*

*As part of the 1992-93 financial strategy, the City is reviewing and responding to a wide variety of infrastructure and basic service issues. These issues are addressed in a manner which keep community needs and quality of life in balance. In addition, the City continues to invest in the maintenance of its existing infrastructure to avoid more expensive reconstruction programs in the future.*

- **Bond Program.** Through careful financial and capital program planning, we are able to issue bonds on an as-needed basis to fund the City's five-year capital improvement plan (CIP). This has allowed the City to maintain CIP schedules and tax rates as planned despite disappointing assessed valuation levels. However, 1993-94 may provide a greater challenge in this area unless valuations show improvement.
- **Restoration of the Economic Stabilization Reserve.** This reserve provides a mechanism to redistribute cyclical income in a more uniform way. Funds are reserved during periods of economic growth and utilized during recessionary periods to weather economic downturns. The adopted 1992-93 budget provides for a \$5 million deposit to the stabilization reserve with a three-to-five year goal to accumulate 9-10% of the operating budget in reserve.
- **Contract Services.** Budget decisions regarding new commitments for service levels are being addressed through the use of contract employee services so that management has more discretion in meeting workload demands without adding staff. The uncertainty of the economy calls for a conservative stance in adding new employees until longer term stability and need is evident.
- **Operating Contingency.** The \$1.5 million operating contingency is the same as 1991-92. Over the past five years the City's budgeted operating contingency has averaged \$1.3 million, with an average of approximately \$600,000 used each year. Contingency needs may arise from currently unpredictable costs related to building activity, Victim's Rights Legislation and the Americans with Disabilities Act.
- **Self-Insurance Reserve.** The City maintains funds in a self-insurance reserve to pay claims presented to the City as a result of accidental losses. We are working toward the current annual actuarially determined fund balance of \$5.8 million in 1993-94. We are on track and will achieve this goal.
- **Grant Funding.** Grant funding in 1992-93 totals \$1.4 million. Using grant funds to leverage City funds provides significantly more service impact per City dollar expended. Staff is constantly seeking grant opportunities to augment the cost of service delivery. Grants are anticipated from Housing & Urban Development, Federal Aviation Administration, Urban Mass Transit Administration, Arizona Law Enforcement Officers Advisory Council, Criminal Justice Enhancement Fund and Racketeering Influenced Corrupt Organizations.

**Financial Stability (Continued)**

- **User Fees.** User fees comprise 34% of the 1992-93 budgeted revenues. User fees are reviewed annually for change and are generally established to have a specific impact/effect. Those that apply to enterprise-type operations such as water, sewer, refuse and airport services provide the revenue to fully support all facets of the enterprise operation. Those that are intended to provide registration, control, influence behavior, etc. have varied guidelines for setting fees. Examples of such are library fines, court fines, parking fines, recreation fees, and business and liquor license fees. Building permits and fees are intended to cover the full cost of providing the regulatory services, but these services are greatly impacted by economic cycles. Staff is developing a strategy that will recognize the economic cycle as an integral part of the guidelines for setting these fees.
- **Solid Waste Management Reserve.** The 1992-93 budget proposes establishing a reserve to provide funding for costs associated with solid waste disposal. Projected costs may include site purchase, technology applications or intergovernmental investment to maximize the value of waste disposal activities. The future of solid waste is unpredictable, and a reserve is an appropriate action to prepare for the likelihood of expense.
- **Debt Management Policy.** In preparing the budget, the City uses a Council-adopted debt management policy to ensure that the financial integrity of the City and its excellent credit ratings are not impaired. The following are key components of the policy and our 1992-93 status:
  - maintain a ratio of current assets to current liabilities of at least 2:1 - the June 30, 1991 ratio is 4.4:1;
  - maintain a water and sewer utility revenue bond coverage rate in excess of the 1.2 coverage rate as required in the bond indenture - the 1992-93 rate is projected to be 2.16;
  - pay-as-you-go capital improvement projects should account for 25-33% of all capital improvement projects for each five-year capital planning period; - the 1992-93 pay-as-you-go CIP projects are 49%; and
  - debt service costs should not exceed 25% of the City's operating costs - the 1992-93 percentage is 23%.
- **Inclusion of Lawsuit Settlements in the Primary Property Tax Levy.** We will request approval from the Attorney General to add lawsuit settlements against the City to the primary property tax levy as provided by Property Tax Oversight Commission Rule R15-12-202. The City anticipates adding approximately \$500,000 to the 1992-93 tax levy which equates to a tax rate increase of four cents per \$100 of assessed valuation. This will increase the primary property tax revenue in the general fund. This levy is considered each year depending on the prior year's actual claim experience.
- **Road Resurfacing.** Infrastructure protection is a critical fiscal responsibility. Scottsdale's street system is valued at \$680 million. To protect this investment, the City will resurface 12% or 326 lane miles of Scottsdale's 2,713 total lane miles at a cost of \$2,014,000.

## QUALITY SERVICE

*The success of the City organization is largely dependent on the commitment of every member of the workforce to quality service and continuous improvement. This focus assists us in establishing and maintaining an organization valued by the citizenry and ready to meet the challenges of the 90's. Performance measurement, workforce empowerment and fiscal responsibility are integral components of our effort.*

*Among the challenges of the 90's is the need to have a workforce representative of the community it serves. The City continues to develop effective programs to promote an optimum working environment which places value on diversity, ensures open access, and provides equal opportunities.*

- **Organizational Effectiveness.** The theme of continuous quality improvement is woven throughout the 1992-93 operating budget. Quality improvement is the major focus of the Organizational Effectiveness Division (OE) which combines the Human Resources, Corporate Development and Quality Resource Management areas. OE will act as a catalyst to ensure the successful delivery of services in a high quality, cost-effective manner.
- **Use of Volunteers.** Scottsdale's success is strongly supported by its involved and invested citizenry. Over 95,000 hours of volunteer time are annually dedicated to maintaining the quality of life we enjoy. The 1992-93 budget includes continued efforts to involve citizens through volunteer opportunities. A staff member has been assigned to coordinate the expanded effort to further this partnership.
- **Use of Consultants.** Consultant services provide an opportunity to manage peak work loads or provide specialized expertise. Effective use of consultants will continue to receive organizational attention.
- **Productivity Improvements.** The City faces an ever-increasing need to continue to maintain quality service and provide new services while being constrained by limited resources. In 1992-93 we focus on the role of each employee in taking personal responsibility for seeking out and applying productivity improvements.
- **Automation.** Geographic Information System (GIS) implementation focuses City-wide efforts on the storage, analysis, retrieval, and sharing of geographic-based information. This information will assist us in planning and improving the quality and cost of delivering service to the community.
- **Compensation.** The 1992-93 budget provides for 5% of salary cost to increase employee compensation in accordance with market demands and employee performance. This funding includes a market adjustment of 2% effective the first day of the fiscal year to correct the deficiency occurring in 1991-92. The remaining 3% will be used to implement the "Quality Plus" compensation program. Quality Plus rewards employees according to the level and quality of service they provide. With this plan, we regain our competitive position on compensation, and improve our pay-for-performance structure while maintaining an appropriately conservative fiscal position on future budget liability.

## PARTNERSHIPS

*The eagerness of citizens to be involved in their government and in the support of their community has long been a Scottsdale trademark. Maintaining Scottsdale's quality lifestyle requires continuous planning, foresight, hard work and cooperation. By pursuing a citizen-oriented visioning process, soliciting ways to forge public-private partnerships, and investing energy and finances in vital areas of the community, we can collectively insure that the Scottsdale of tomorrow will present the same special quality of life as we enjoy today.*

*The decade of the 90's will bring about tremendous change to the traditional ways of doing business. Technological advances, compliance with a variety of federal and state environmental requirements, the strengthening of trade agreements with our Mexican neighbors, expanding demand for regional cooperation and the emergence of a global economy require that Scottsdale be poised to meet the many and varied challenges of the future. These challenges can only be effectively met through carefully forged partnerships among parties of common interest -- citizens, businesses, and other governmental entities.*

- **Community Visioning.** This process is crucial to the establishment of a community consensus to guide our future development. The City's vision will be created early in 1992-93 and implemented through a cooperative effort among concerned and involved parties. The City will play a significant role in this process.
- **Canal Bank Development.** The initial phase of the City Council-approved canal bank master development occurs in 1992-93. This project will serve as a catalyst to encourage private development on a strategic City-owned site at Scottsdale Road and the Arizona Canal.
- **Endowment Program.** The City is formally establishing an endowment program to facilitate the concept of community betterment through private donations and gift-giving. A modest, sustained effort will begin to show significant results over the next several years.
- **Regional Issues.** We are expanding our participation in regional activities at all levels in order to be a significant player in the identification and enactment of cooperative responses to issues facing the metropolitan community. Current concerns include solid waste, air quality, urban density, sewage treatment, environmental regulatory impact and creative solutions to growth-related issues. In addition, we are working in cooperation with Phoenix to explore opportunities to capitalize on common interests in land-use planning for the betterment of both communities and to demonstrate the power of cooperative innovation.
- **Public Safety Partnerships.** Public safety is a concern of singular importance. The 1992-93 budget recommends staffing additions with an emphasis on front-line police service and youth intervention as well as the ability to further our progress in community policing and the citizen partnerships that are necessary to make it succeed.
- **Neighborhood Enhancement.** This program is designed to foster neighborhood pride and stimulate private investment by neighborhoods and individual property owners in improving their homes. In 1992-93 the City focuses on three implementation strategies: neighborhood plans, a neighborhood "notebook", and housing demonstration projects.
- **Scottsdale Stadium.** 1992-93 will be the first full year of operation for the new Scottsdale Stadium including use by the San Francisco Giants, the Firebirds, the Winter League and the Men's Senior League. In addition, booking of cultural events will receive increased attention.

**Partnerships (Continued)**

- **Valley Consortium Participation.** Valley consortiums will supplement funding and provide additional housing rehabilitation programs. A minimum of 45 families will receive assistance as a result of additional federal funding through consortium participation.
- **Human Services.** To meet increasing human services needs, the 1992-93 budget provides for an additional bilingual Human Services Specialist and increased hours for a Youth Employment Specialist.
- **Travel Reduction.** Working in conjunction with the Maricopa County Travel Reduction program, the City is developing a Scottsdale Trip Reduction Program. Our goal is to obtain the best possible use from existing and future local and regional transportation facilities through a partnership among local government, building owners, the development industry, and employees; and, to reduce traffic and air pollution.
- **International Focus.** With the assistance of an International Relations Ad-Hoc citizens committee, the City is evaluating new opportunities, developing short- and long-term strategies, and identifying what future resources are needed to increase Scottsdale's ability to effectively compete in the international market place. This will also be a focus area for our economic development work plan.
- **Film and Commercial Marketing Strategy.** The City is working with the Scottsdale Chamber of Commerce to develop a Film and Commercial Photography Marketing Strategy. This strategy is funded by the City's Hospitality Commission and will assist the City in assuming more of a promotional role in attracting the film and commercial industry to Scottsdale.
- **Economic Development.** 1992-93 will be a year of continued improvement in our economic development effort. We are focusing on collaboration with community interests in forming a plan that will serve as a catalyst for strengthening our community's economic base. We are also concentrating on designing productive incentive plans, identifying key niche opportunities, and capitalizing on the excellent capability that is provided Scottsdale by its partnership with the Chamber of Commerce.
- **Safe Yield Compliance.** The 1980 Groundwater Management Act requires cities to comply with "Safe Yield" requirements by the year 2025, and to demonstrate a plan for compliance by the year 2001. Safe Yield means that no more groundwater is taken out than is naturally or artificially replenished. Since 1987 when our Surface Water Treatment Plant was completed, we have decreased our use of groundwater and increased our use of surface water. In 1987, approximately 52% of our water came from groundwater and 48% from surface water. In 1992-93 we expect that ratio to be approximately 29% groundwater and 71% surface water.
- **Safe Drinking Water Act.** Amendments to the Safe Drinking Water Act require more extensive testing to monitor lead, copper, organic chemicals, and radioactive element (radon and uranium) contents in our water supplies. The City's participation with local Superfund sites will require construction and operation of cleanup facilities, as well as additional testing to determine treatment performance. Several City sites contaminated by leaking underground fuel storage tanks require clean-up. The 1992-93 budget includes funding to meet required testing and cleanup costs.

**Partnerships (Continued)**

- **Federal Clean Water Act.** The Federal Clean Water Act requires additional stormwater runoff testing and a more extensive wastewater pretreatment program. Water quality is currently in compliance with Phase I of the stormwater permit process. The budget includes funding to meet current program requirements.
- **Industrial Pretreatment.** The Environmental Protection Agency (EPA) requires the members of the Sub-Regional Operating Group, of which Scottsdale is a member, to have an industrial pre-treatment program for removal of potential industrial pollutants at industrial sites prior to disposal into the sewer system. The EPA has required the City to develop local limits for disposal of industrial waste. The 1992-93 budget includes funding to develop and enforce this program.
- **Water Conservation.** To increase awareness of the need to conserve water, the City is finalizing development and implementation of the goal billing system, promoting landscape conversion and rebate programs, and responding to information requests and billing inquiries to ensure the public is informed and empowered to conserve.
- **Energy Conservation.** The City is conducting energy audits on City buildings to identify short- and long-term recommendations to reduce energy consumption. Evaluation of alternative fuels for our vehicle fleet (i.e., electricity, Compressed Natural Gas (CNG), hydrogen) will result in long-term recommendations that can reduce our reliance on fossil fuels and improve the air we breathe.
- **Americans with Disabilities Act (ADA).** This legislation mandates that governmental agencies provide equal services and accessibility to facilities for people with disabilities. To comply with requirements in the Act, the City needs to provide reasonable accommodation to the disabled. A City-wide task force is developing a process for self-evaluation and a transition plan of facilities and services as required by ADA.

## EMERGING ISSUES

**New Federal Rules for Water Management.** Additional funding will be required in the future to comply with new federal wastewater, stormwater, and drinking water treatment and disposal requirements. In addition, new State surface water quality standards will require increased operating and capital costs for wastewater disposal at the 91st Avenue Treatment Plant, particularly if the plan to recharge effluent by 1996 is not implemented.

**Americans with Disabilities Act (ADA).** ADA requires the City to provide equal services and accessibility to facilities for people with disabilities. To comply with requirements in the Act, the City needs to provide reasonable accommodation to the disabled in a broad variety of services including, employment practices, transit, building access and information access. The financial impact of complying with this act is unknown at this time.

**Victim's Rights Legislation.** After October 1992, the Legislature may enact legislation regarding victims' privacy issues which may dramatically impact the Police Department's current records release policy. A team will be assigned to develop a comprehensive City-wide plan to identify changes that will have to be made in the City Court, City Prosecutor's Office, City Attorney's Office and Police Department.

**Affordable Housing, Zoning and Building Policies.** Cities are feeling increased pressure from the federal government to reform local planning policies and building codes that raise the cost of housing. In the future, the federal government may withhold housing funds to cities that have highly restrictive building and zoning codes such as ours. We will continue to review zoning restrictions and density issues to prepare for future housing reforms and the possibility of reduced housing funds.

**Future Water Supply.** To meet future water needs and comply with State law, the City will have to acquire and augment its existing supply through participation in a groundwater replenishment district, leasing water rights from the San Carlos Apache Indians, or CAP supply reallocation.

**New Approaches to Transportation Funding.** The Federal Clean Air Act Amendments of 1980 and deliberations on reauthorization of the federal Surface Transportation Act indicate the federal government and environmental groups will place increasing pressure on urban areas to shift transportation funding toward mass transit and the use of transportation pricing systems (i.e. tolls, parking fees, pollution-based registration fees) to encourage more efficient use of the existing transportation infrastructure and reduce air pollution. Scottsdale may be forced to rethink zoning requirements for parking as well as provide alternative transit for the community's labor force to help reduce single occupancy travel.

**Funding the City's Transit Plan.** In July 1990, the City Council adopted the Citizen Committee Transit Plan. The plan recommends that a regional and/or local funding source be utilized to fund projects and services to more adequately meet Scottsdale's transportation needs. To date neither a regional nor a local funding source has been identified. There are two local funding options: (1) increasing the local sales tax rate or (2) increasing the Transit budget over the next five years. We will have to make a funding decision to address our transportation needs.

**Focus on Youth.** Through the combined efforts of the Police, Human Services, Recreation, and the School District, the City will address the increasing need to provide programs which focus on youth. Our young people are our future and their success and well-being are the clearest representation of our performance as a community.



**Emerging Issues (Continued)**

**Shifting Spending Patterns of American Consumers.** Consumers spent 3% less in 1991 than 1990 and consumer trends indicate shoppers are buying more practical items. Because Scottsdale relies heavily on sales tax revenues, we need to take a proactive stance in ensuring that we do not miss opportunities to make our economy more lucrative. In addition, we must be more attentive to commercial development that is being considered for land adjacent to Scottsdale's borders which will draw down our sales tax base.

**Continued Fiscal Issues for Service Providers.** With more social service agencies seeking private sector funding, there are less dollars available to individual agencies. As the population increases, more demands are being made for services with less resources to make services available. More agencies are requesting funding assistance from cities to avoid eliminating services.

**Neighborhood Enhancement.** There is an ongoing need to work with the community to identify neighborhood needs and mobilize existing resources. We will continue to develop neighborhood programs and concepts to ensure they address neighborhood concerns.

**U.S. and Mexico Free Trade Agreement.** Scottsdale needs to be well positioned to broaden its international relations and economic development efforts when the U.S. and Mexican Free Trade Agreement is enacted. The agreement will probably be phased in the beginning of 1993. We will continue to explore the opportunity to establish a free trade zone and develop ways to attract Mexican tourists and shoppers to Scottsdale.

**Self Led Teams.** During 1992-93 we will see the emergence of self-led teams -- a key strategy towards the fulfillment of our vision of "simply better service". Self-led teams hold the potential for improving quality, empowering employees, and eliminating bureaucracy. We are committed to incorporating this team concept of leadership and service delivery throughout the organization over the course of the next few years.

**Canal Bank.** Private-public sector projects are needed to complement the City's investments in the Canal Bank area.

**Loloma School/Entertainment - Arts District.** The City recently purchased the Loloma School building and some of the adjacent property and has issued a request for proposals to non-profit groups who are interested in using the property for arts/entertainment purposes. The City will be seeking ways to provide an arts/entertainment district in this area.

**Downtown Parking.** The overall success of the downtown area has created increased need for additional downtown parking. The five-year plan includes funds to implement some interim parking solutions. Future capital plans will include funds to upgrade interim facilities with permanent solutions. The City is pursuing the option of applying for Cactus League grant funds for a permanent parking structure near the new stadium.

**Airport Master Plan.** A long range plan is being developed to identify needs and opportunities to make the airport an effective and efficient City resource. This plan will include recommendations to move the airport toward financial independence and to support appropriate levels of general aviation, business and scheduled service.

**Emerging Issues (Continued)**

**Land Acquisition Related to the Tournament Players Golf Club.** Although the City has completed construction of the Tournament Players Club of Scottsdale golf complex (TPC), some additional land acquisition - both for public rights-of-way and for golf course area - may be necessary. The City is currently in negotiations with affected property owners, and necessary acquisition funds may be requested from capital contingency dependent upon the outcome of those negotiations.

**Master Street Concept Studies.** Funding is included in this capital plan to conduct a number of street concept studies which could have important financial implications in future CIP budgets. Chaparral, Thomas and Miller Roads are among those to be studied. Cost estimates of the various alternatives will provide the basis for future improvement budgeting. In all cases, public involvement will be an important element in the process.

**Master Well Site Study.** The 1992-93 Water capital budget includes funds to conduct an in-depth well site study to determine the number and locations for wells to serve as a back-up water supply in the event the CAP Water Treatment Plant is unable to provide its current 20 MGD production. The study will provide the cost estimates for future budgeting of the wells.

**Reata/Pinnacle Peak Flood Control System.** Construction of the Reata/Pinnacle Peak Flood Control System and developing further plans for the Rawhide Flood Control System are key drainage projects for future years.

**CONCLUSION**

Once again, this operating budget strives to **preserve our financial stability, promote quality service, and strengthen partnerships.** We must aggressively identify ways to make improvements while maintaining financial integrity and encouraging partnerships to accompany community goals. The opportunities and challenges are many, yet we remain eager and able to develop innovative solutions to today's problems. We look forward to 1992-93 with a sense of excitement and pride in what can be accomplished.

I would like to thank the City Council, the Assistant City Managers, the General Managers, all the staff and the Financial Services team in particular -- this plan is representative of all their hard work and dedication to serve this community.

Respectfully submitted,



Richard A. Bowers  
City Manager

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Scottsdale, Arizona for its annual budget for the fiscal year beginning July 1, 1991.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Scottsdale, Arizona**

**"An Especially Notable Policy Document"**

**For the Fiscal Year Beginning**

**July 1, 1991**

President

Executive Director

## The Budget Process

# The Budget Process

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## Overview

The Charter of the City of Scottsdale specifies that the Council will adopt each Annual Budget at the first regular Council meeting in June for the fiscal year commencing on the first day of July. In addition, the City Council adopted on December 19, 1988, the Budget Policy Issue Resolution to implement a new budget and policy development process. This process is divided into six phases spanning the entire fiscal year. This process includes:

1. *Needs Assessment* -- This is the foundation for determining what our customers feel is needed -- reducing services, adding services, or changing how resources are allocated. It also deals with what and how we are doing. Needs are analyzed by market surveys, public hearings, and board and commission input. This occurs in August and September of each year.
2. *Policy Phase* -- This phase involves development of Council policy. It sets the tone, the direction of all policy and financial planning. The staff identifies what they believe are the most critical policy issues. A proposed policy agenda is presented to Council. The Council uses a retreat to review this proposal and develops its policy agenda. A five year financial forecast, using assumptions approved by Council, is formulated. The forecast projects revenues and expenses using assumptions approved by Council and identifies key financial and operational issues for next year and beyond. Council also receives a report on financial trends describing the City's financial condition.
3. *Department Phase* -- In this phase, departments define what the City currently does, at what cost, and how to measure performance. They also determine what would be required to implement the Council's policy agenda. The Council would review this information and provide direction on alternative service measures. This occurs in January and February each year.
4. *City Manager Phase* -- In this phase, the City Manager would develop a recommended budget based on the Council's policy direction. This occurs in March of each year.
5. *Adoption Phase* -- A proposed budget would be presented to the City Council. Also, a Citizen's Summary of the Budget would be transmitted to the general public. This would be in the form of a newspaper insert, a handout, a video, or a combination of these products.

Public hearings are held, and the Council adopts the budget and the tax levy consistent with the City Charter and State law. This occurs in April, May, and June of each year. Final budget adoption occurs at the first regular Council meeting in June.

6. *Implementation Phase* -- Monitoring of the operating and capital budgets is done on a quarterly basis. The entire Council is provided with reports and a review of these reports.

The 1992-93 Budget is published in two volumes. Volume I, the 1992-93 Operating Budget, includes all Operating Departments, Debt Service, Designated Funds, and the Operating Contingencies. Volume II, the 1992-93 Capital Budget and Capital Improvements Plan, includes the Capital Budget, the Capital Improvements Plan, and the Capital Improvements Contingencies.

## **The Budget Process (Continued)**

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### **Review and Approval of the Budget**

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

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

### **Implementation of the Budget**

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

### **Amendment of the Budget**

The City of Scottsdale budget is adopted at department level. Any transfers between departments and out of contingencies requires City Council approval. On May 15, 1989, the City Council adopted a policy issue resolution which defined the authorized uses of contingency.

Operating contingency funds can be used for two purposes. When:

- additional funds are necessary to offset unexpected revenue shortfalls or expenditure increases so that budgeted citizen Service Measures can be maintained, and
- unanticipated and/or inadequately budgeted events threaten the public health or safety.

## The 1992-93 Budget

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The 1992-93 City of Scottsdale budget is comprised of:

- the Operating Budget which includes the Departmental Budgets, Debt Service, Contingencies, and a listing of all Other Fiscal Activity, and
- the Capital Budget and Capital Improvements Plan which includes the 1992-93 Capital Budget and the multi-year Capital Improvement Plan.

The Operating Budget is developed by fund on a GAAP basis, except that depreciation and amortization are not budgeted. Principal payment on debt in the Enterprise funds is budgeted as an expense.

General, Special Revenue, and Debt Service funds are budgeted on a modified accrual basis. Enterprise and Internal Service funds are budgeted on an accrual basis. There are no fixed annual budgets for grant, trust, and capital improvements which are included in the other fiscal activity detailed in the Appendix.

The fund summaries in the Operating Budget detail the Beginning Balance, Revenues, Expenditures, Other Sources and Uses, and the Ending Balance for each of the individual funds which have legally fixed annual budgets.

A Five-Year Plan Summary is included in the Operating Budget. The Five-Year Plan covers the period 1992-93 through 1996-97. The summary shows results of operations by fund for the period.

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

The Capital Budget and Capital Improvement Plan is detailed in Volume II. The Capital Budget has its own funding sources. Any future year's operating impact is noted in the Capital Budget and is included in the five year plan so that it can be included in the proper year's operating budget.





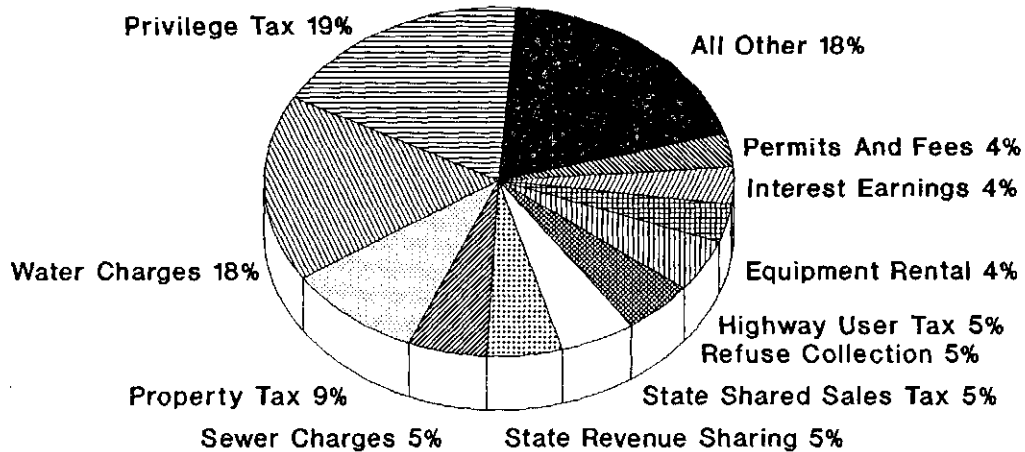
# Financial Summary

## Revenue

Revenue determines a City's capacity to provide services. On the chart below and on the following pages the City of Scottsdale's eleven largest sources of revenue are detailed. In addition to these the City receives revenue from additional sources. A complete listing of all operating revenue sources follows the Revenue Summaries. The major revenue sources making up the 1992-93 budget are:

Privilege Tax	\$31,300,000
Water Charges	29,058,000
Property Tax	15,257,617
Sewer Charges	8,725,000
State Revenue Sharing	8,408,000
State Shared Sales Tax	8,347,000
Refuse Collection Charges	7,956,000
Highway User Tax	7,800,000
Equipment Rental	5,676,000
Interest Earnings	5,605,000
Permits and Fees	5,000,000
All Other	28,971,857
<b>Total Operating Revenue</b>	<b>\$162,104,474</b>

## TOTAL OPERATING REVENUE 1992-93



# Financial Summary

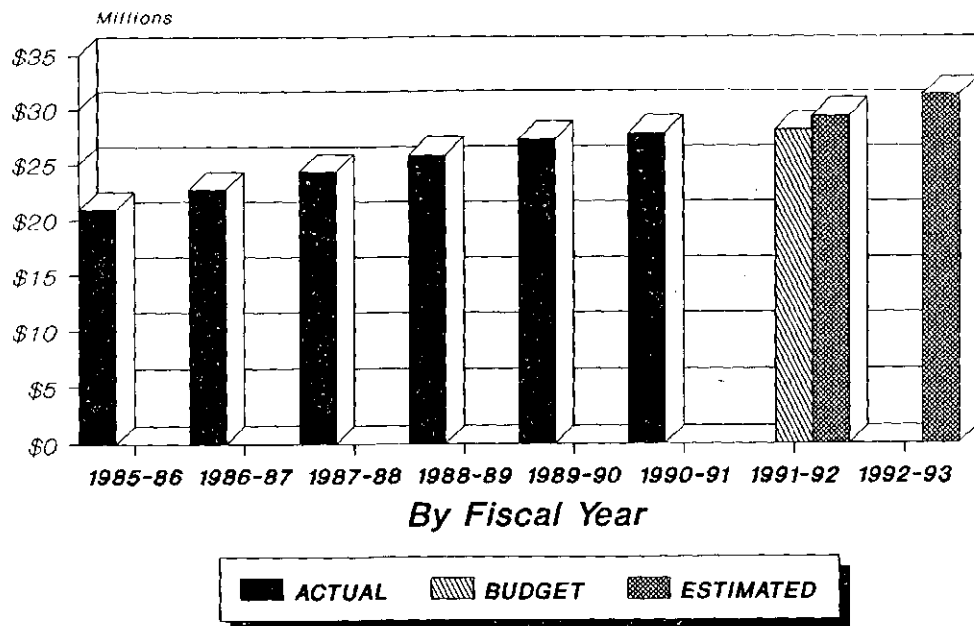
## Revenues

## Privilege Tax

The Privilege (Sales) Tax is the City's largest source of revenue and is obtained from the 1.2 percent tax on retail and other sales. This item also includes application and penalty fees. The one percent portion of privilege tax revenue is used for repayment of excise debt and for general fund operations. The remaining .2 percent is used to assist in funding the Capital Improvement Plan.

1985-86	\$20,909,474
1986-87	22,718,346
1987-88	24,315,106
1988-89	25,816,238
1989-90	27,242,055
1990-91	27,803,826
1991-92 Budget	28,100,000
1991-92 Estimate	29,300,000
1992-93 Estimate	31,300,000

## PRIVILEGE TAX



# Financial Summary

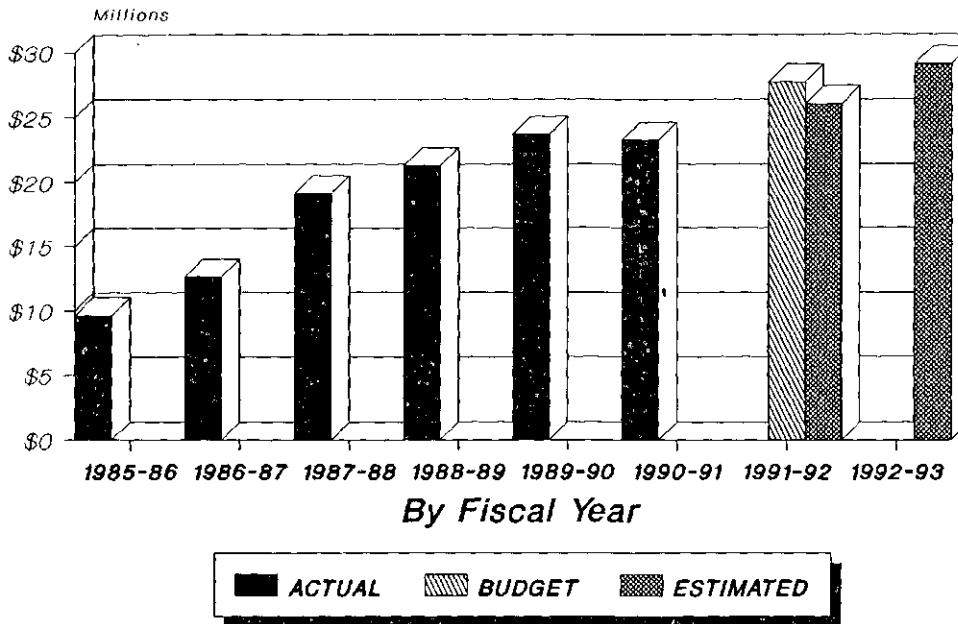
## Revenues

## Water Charges

Water charges are received for the sale of domestic water to customers within the City. Monthly water billings consist of a base charge according to meter size and a charge for the amount of water consumed. In 1986-87 the City purchased that portion of the City of Phoenix water system that served Scottsdale residents adding 14,376 customers to the Scottsdale water system.

1985-86	\$9,652,839
1986-87	12,606,104
1987-88	19,137,519
1988-89	21,281,210
1989-90	23,672,493
1990-91	23,250,266
1991-92 Budget	27,700,000
1991-92 Estimate	26,000,000
1992-93 Estimate	29,058,000

## WATER CHARGES



# Financial Summary

## Revenues

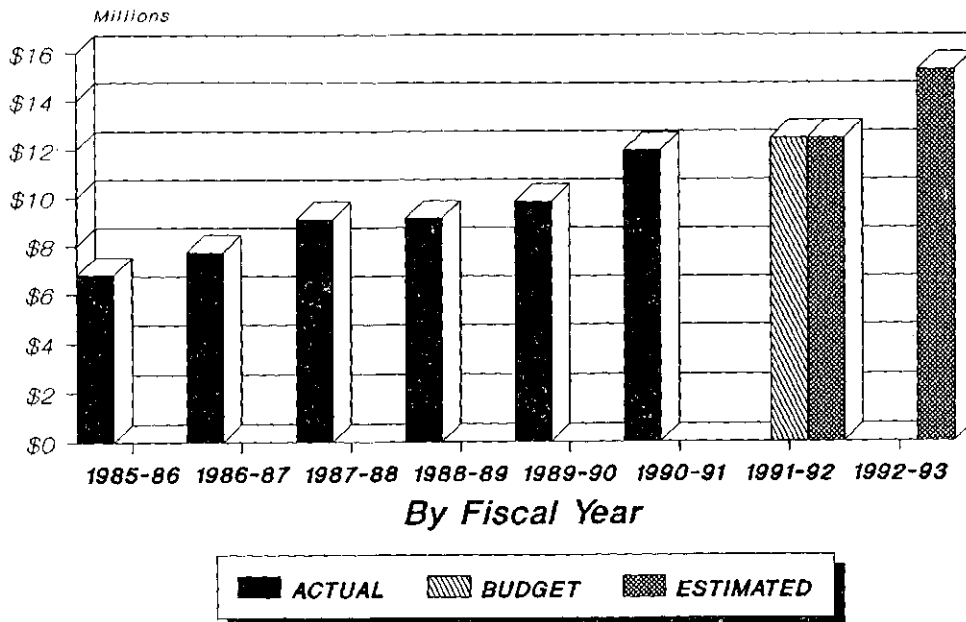
## Property Tax

In Arizona, property taxes are divided into two parts:

1. Primary property taxes are used for general government operations. Annual increases are limited to two percent plus allowances for annexations and new construction.
2. Secondary property taxes are levied to pay for general bonded debt obligations.

1985-86	\$ 6,782,380
1986-87	7,707,117
1987-88	9,094,087
1988-89	9,125,216
1989-90	9,822,930
1990-91	11,924,839
1991-92 Budget	12,433,366
1991-92 Estimate	12,433,366
1992-93 Estimate	15,257,617

## PROPERTY TAX



# Financial Summary

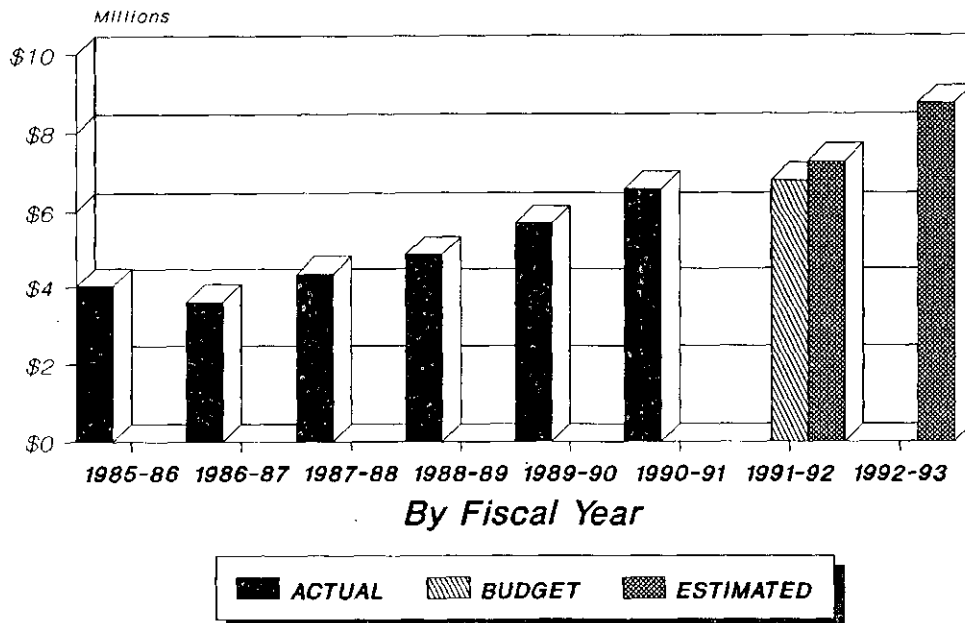
## Revenues

## Sewer Charges

The City charges fees for the disposal of sanitary sewer waste. Residential customers are charged a flat fee per month and commercial users are charged based on water consumption and type of business. Fees are studied annually to determine if they are covering the cost of providing this service.

1985-86	\$4,026,200
1986-87	3,605,797
1987-88	4,327,863
1988-89	4,842,963
1989-90	5,681,816
1990-91	6,554,524
1991-92 Budget	6,765,000
1991-92 Estimate	7,250,000
1992-93 Estimate	8,725,000

## SEWER CHARGES



# Financial Summary

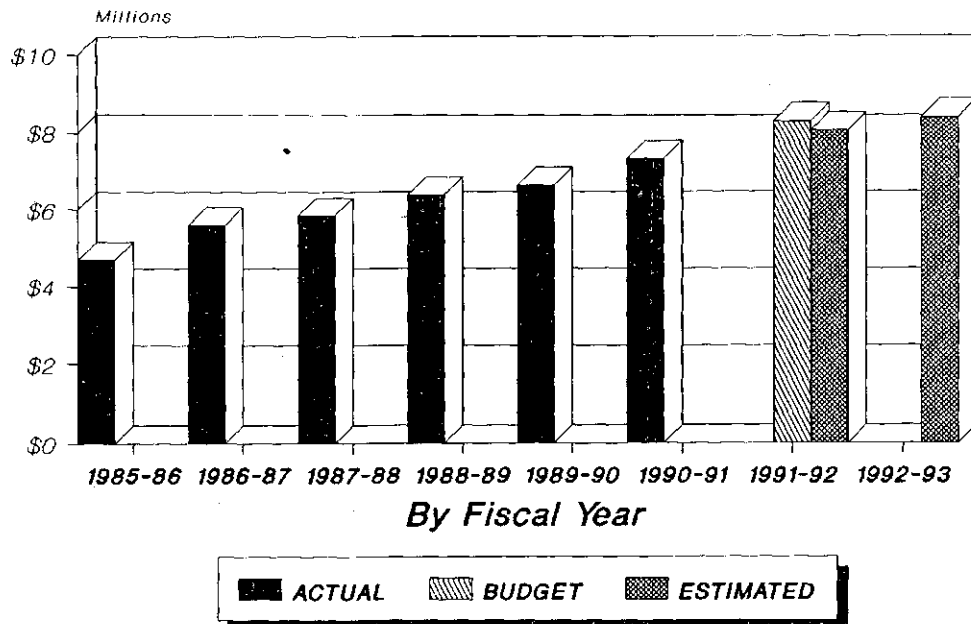
## Revenues

## State Revenue Sharing

Cities and towns are entitled to 12.8% of State income tax collections from two years previous. The revenue for 1992-93 would come from the 1990 income tax collections. The City's share is determined based on Scottsdale population as a percentage of the total state population.

1985-86	\$4,694,187
1986-87	5,588,160
1987-88	5,841,228
1988-89	6,375,140
1989-90	6,630,937
1990-91	7,303,348
1991-92 Budget	8,300,000
1991-92 Estimate	8,062,000
1992-93 Estimate	8,408,000

## STATE REVENUE SHARING



# Financial Summary

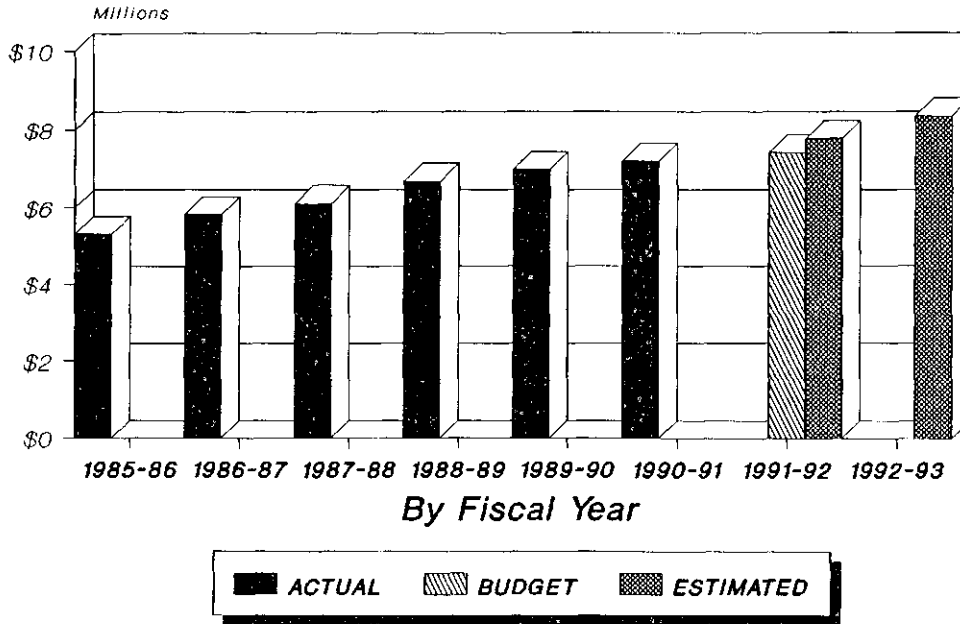
## Revenues

## State Shared Sales Tax

Cities and towns share in a portion of the five percent sales tax collected by the state. The formula for distribution is based on the relation of the City's population to the total state population. Twenty-five percent of the state sales tax is available for distribution to the cities.

1985-86	\$5,314,375
1986-87	5,823,940
1987-88	6,103,255
1988-89	6,680,399
1989-90	6,978,440
1990-91	7,199,220
1991-92 Budget	7,423,000
1991-92 Estimate	7,775,000
1992-93 Estimate	8,347,000

## STATE SHARED SALES TAX



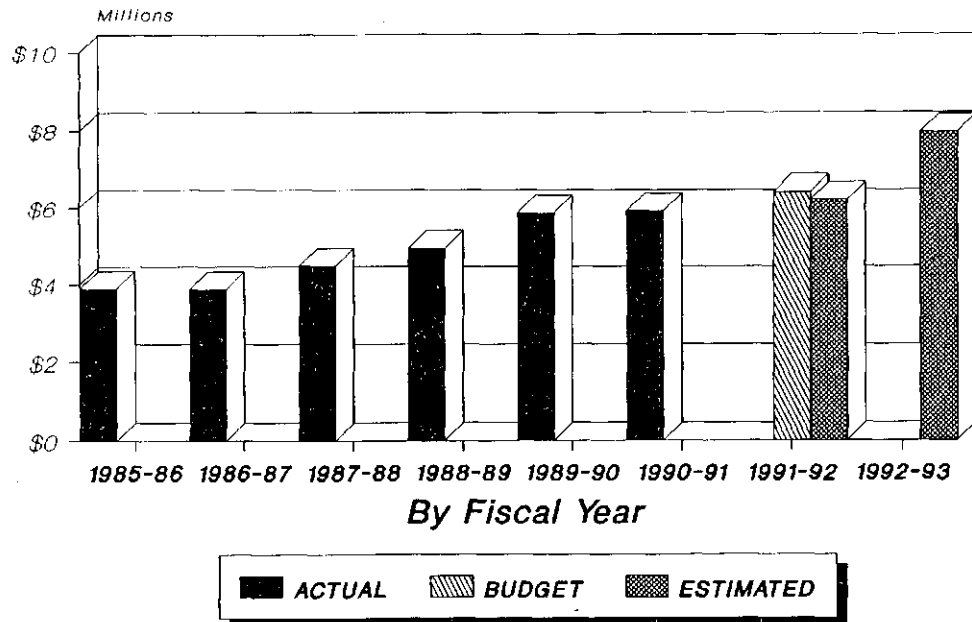
## Financial Summary Revenues

## Refuse Collection

Customers are charged monthly for the pick-up of solid waste. Residential customers are charged a flat fee per month while commercial customers are charged based on the size of the container and the number of pick-ups per month.

1985-86	\$3,898,005
1986-87	3,878,721
1987-88	4,479,203
1988-89	4,930,777
1989-90	5,851,258
1990-91	5,902,878
1991-92 Budget	6,400,000
1991-92 Estimate	6,200,000
1992-93 Estimate	7,956,000

## REFUSE COLLECTION CHARGES





# Financial Summary

## Revenues

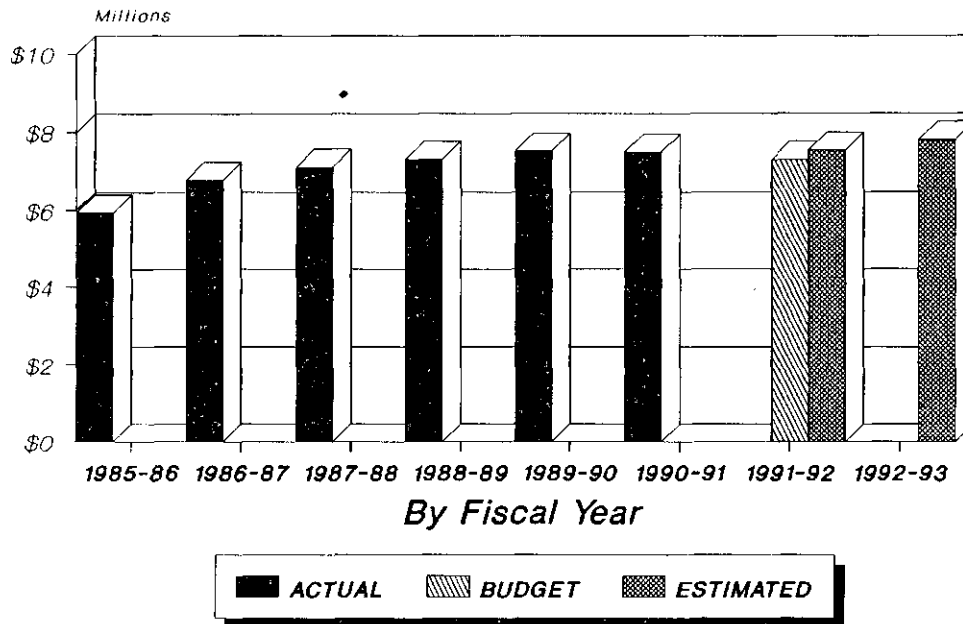
## Highway User

The highway user fuel tax (gas tax) is shared with municipalities with a portion distributed based on population of the city and a portion distributed based upon the origin of the sales of the fuel. The state constitution requires that all highway user revenue be used solely for street and highway purposes.

In January 1986 the gas tax was increased by 3 cents per gallon.

1985-86	\$5,930,919
1986-87	6,772,029
1987-88	7,103,590
1988-89	7,306,733
1989-90	7,515,860
1990-91	7,481,439
1991-92 Budget	7,300,000
1991-92 Estimate	7,538,000
1992-93 Estimate	7,800,000

## HIGHWAY USER FUEL TAX



# Financial Summary

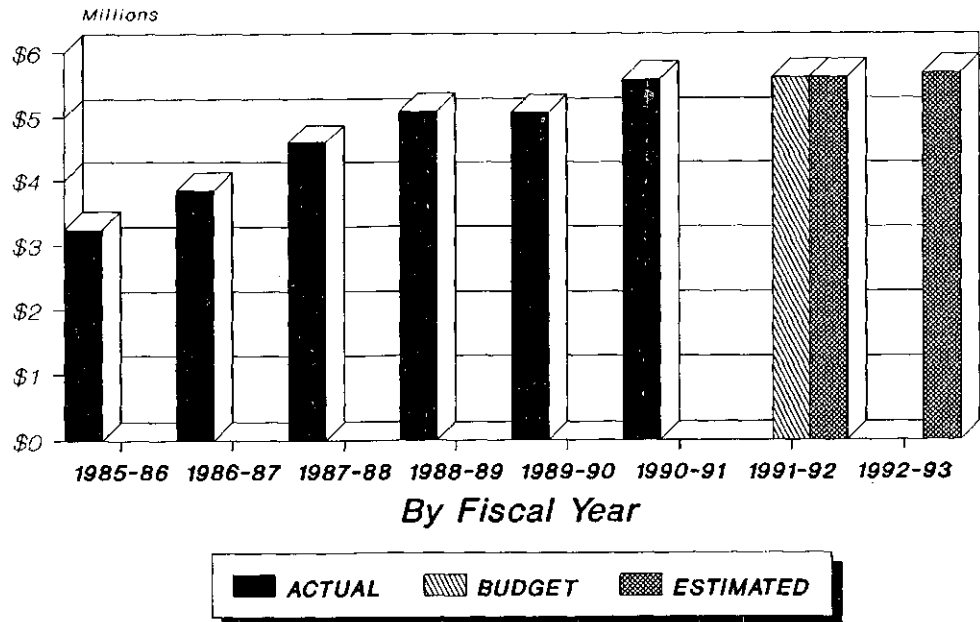
## Revenues

## Equipment Rental

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

1985-86	\$3,240,401
1986-87	3,839,400
1987-88	4,591,692
1988-89	5,086,668
1989-90	5,060,220
1990-91	5,573,844
1991-92 Budget	5,605,000
1991-92 Estimate	5,605,000
1992-93 Estimate	5,676,000

## EQUIPMENT RENTAL



# Financial Summary

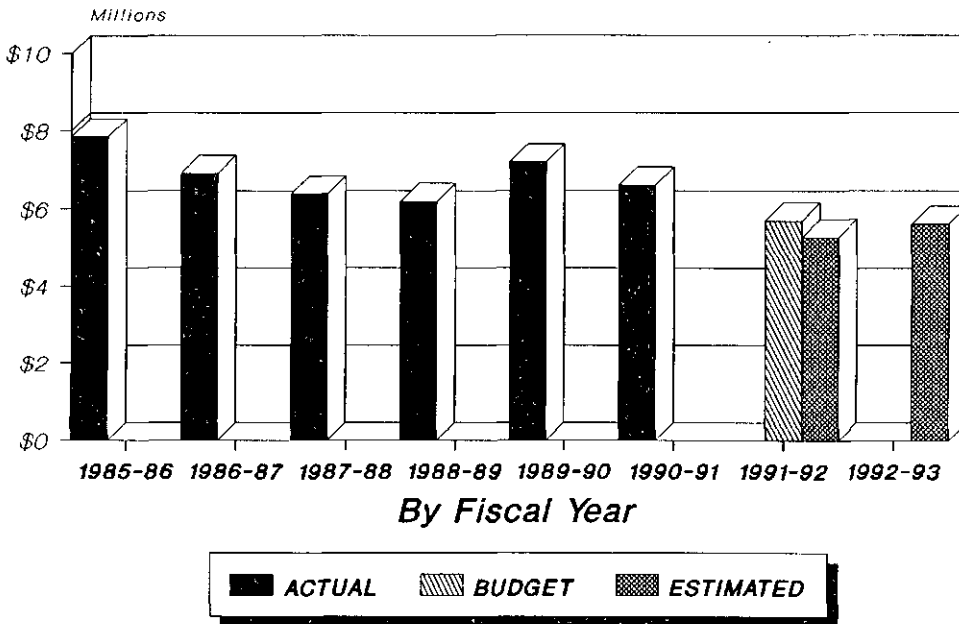
## Revenues

## Interest Earnings

The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance.

	Interest Earnings	Interest Rate	Average Daily Cash Balance
1985-86	\$7,843,389	11.31%	\$69,349,151
1986-87	6,907,053	9.59%	72,023,493
1987-88	6,378,903	8.36%	76,302,668
1988-89	6,185,127	9.19%	67,302,797
1989-90	7,195,678	8.62%	83,466,860
1990-91	6,605,964	7.90%	80,902,677
1991-92 Budget	5,700,000	7.00%	81,428,570
1991-92 Estimate	5,272,000	7.06%	78,284,436
1992-93 Estimate	5,605,000	7.07%	79,281,535

## INTEREST EARNINGS



# Financial Summary

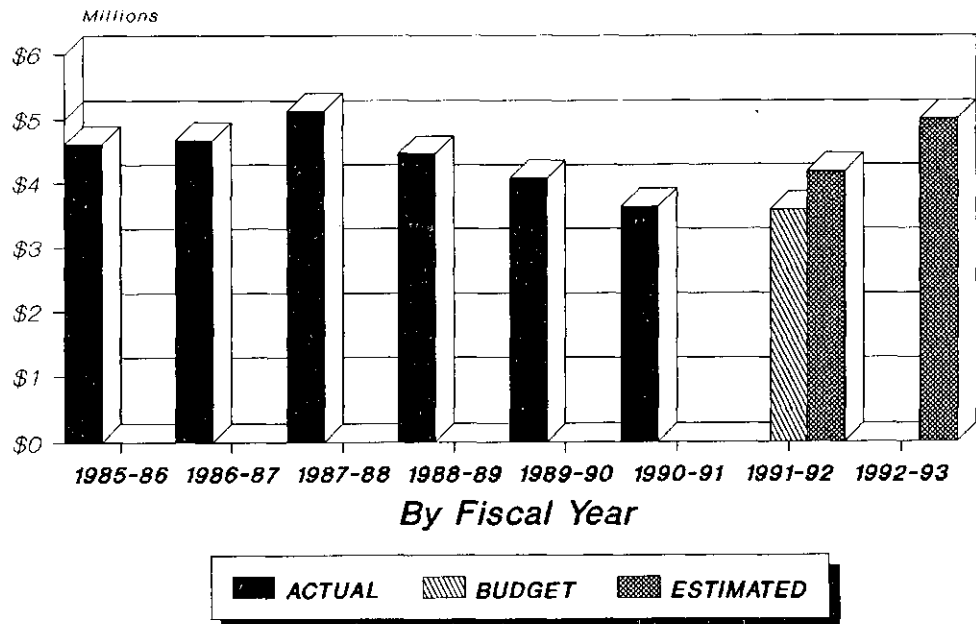
## Revenues

## Permits and Fees

The permits and fees category includes all fees recovered as a part of the development process. This would include building, electrical, mechanical, and plumbing permits. Subdivision, zoning, and plan check fees are also included in this category. This revenue category is directly impacted by changes in the economy that effect building.

1985-86	\$4,603,289
1986-87	4,659,473
1987-88	5,119,833
1988-89	4,451,464
1989-90	4,069,761
1990-91	3,623,083
1990-91 Budget	3,574,000
1991-92 Estimate	4,174,000
1992-93 Estimate	5,000,000

## PERMITS AND FEES



CITY OF SCOTTSDALE  
SUMMARY OF ACTUAL, ADOPTED, ESTIMATED, AND ADOPTED REVENUE

	ACTUAL REVENUE 1990-91	ADOPTED REVENUE 1991-92	ESTIMATED REVENUE 1991-92	ADOPTED REVENUE 1992-93
<b>TAXES</b>				
<b>LOCAL</b>				
Property Tax	\$11,924,839	\$12,433,366	\$12,433,366	\$15,257,617
Privilege Tax	27,803,825	28,100,000	29,300,000	31,300,000
Transient Occupancy Tax	3,355,669	3,200,000	3,400,000	3,700,000
Light & Power Franchise	2,279,126	2,447,000	2,400,000	2,520,000
Cable TV Franchise	693,109	716,000	716,000	750,000
Salt River Project Lieu	151,954	155,000	155,000	160,000
Fire Insurance Premium Tax	149,858	160,000	160,000	165,000
<b>TOTAL</b>	<b>46,358,360</b>	<b>47,211,366</b>	<b>48,564,366</b>	<b>53,852,617</b>
<b>FROM OTHER AGENCIES</b>				
State Shared Sales Tax	7,199,220	7,423,000	7,775,000	8,347,000
Auto Lieu Tax	2,120,776	2,200,000	2,200,000	2,300,000
Local Transportation Assistance Fund	1,071,223	1,053,000	1,053,000	1,061,000
Highway User Tax	7,481,439	7,300,000	7,538,000	7,800,000
State Revenue Sharing	7,303,348	8,300,000	8,062,000	8,408,000
<b>TOTAL</b>	<b>25,176,006</b>	<b>26,276,000</b>	<b>26,628,000</b>	<b>27,916,000</b>
<b>LICENSES AND PERMITS</b>				
Business & Liquor Licenses	630,070	638,000	638,000	680,000
<b>CHARGES FOR CURRENT SERVICES</b>				
Permits and Fees	3,623,083	3,574,000	4,174,000	5,000,000
Recreation Fees	1,529,674	1,510,000	1,490,000	1,510,000
Risk Management	3,186,482	3,382,000	3,006,000	3,036,000
Equipment Rental	5,573,844	5,605,000	5,605,000	5,676,000
<b>TOTAL</b>	<b>13,913,083</b>	<b>14,071,000</b>	<b>14,275,000</b>	<b>15,222,000</b>
<b>FINES AND FORFEITURES</b>				
Court Fines	1,823,022	1,822,000	1,900,000	2,042,000
Parking Fines	260,675	250,000	250,000	250,000
Library Fines	154,127	141,000	141,000	148,000
<b>TOTAL</b>	<b>2,237,824</b>	<b>2,213,000</b>	<b>2,291,000</b>	<b>2,440,000</b>
<b>USE OF MONEY &amp; PROPERTY</b>				
Interest Earnings	6,605,964	5,700,000	5,272,000	5,605,000
Property Rental	1,211,068	1,217,000	1,494,000	1,563,000
<b>TOTAL</b>	<b>7,817,032</b>	<b>6,917,000</b>	<b>6,766,000</b>	<b>7,168,000</b>
<b>UTILITIES AND ENTERPRISES</b>				
Refuse Collection Charges	5,902,878	6,400,000	6,250,000	7,956,000
Sewer Charges	6,554,524	6,765,000	7,250,000	8,725,000
Water Charges	23,250,266	27,700,000	26,000,000	29,058,000
Planet Ranch	852,968	1,000,000	500,000	500,000
Water and Sewer Development Fee	2,942,970	3,342,540		
Water Resources Development Fee	2,458,641	2,017,000	2,017,000	2,017,000
Airport	712,817	670,000	685,000	700,000
<b>TOTAL</b>	<b>42,675,064</b>	<b>47,894,540</b>	<b>42,702,000</b>	<b>48,956,000</b>
<b>OTHER REVENUE</b>				
Miscellaneous	822,363	1,275,000	1,275,000	1,000,000
Improvement District Fees	3,149,800	4,678,952	4,754,027	4,869,857
<b>TOTAL</b>	<b>3,972,163</b>	<b>5,953,952</b>	<b>6,029,027</b>	<b>5,869,857</b>
<b>TOTAL OPERATING REVENUE</b>	<b>\$142,779,622</b>	<b>\$151,174,858</b>	<b>\$147,893,393</b>	<b>\$162,104,474</b>

CITY OF SCOTTSDALE  
ANALYSIS OF PROPERTY TAX  
ACTUAL 1960-61 THROUGH 1992-93

Tax Year	Assessed Valuation	Adjustment Factor	Adjusted Assessed Valuation	Tax Rate	Tax Levy
1960-61	\$ 14,678,153		\$	.48	\$ 70,445
1961-62	28,324,089			.38	69,632
1962-63	51,965,831			1.18	613,197
1963-64	62,834,786			1.07	672,332
1964-65	69,072,782			1.07	739,079
1965-66	72,864,228			1.07	779,647
1966-67	77,073,244			1.07	824,684
1967-68	82,440,045			1.07	882,106
1968-69	82,337,245			1.03	848,486
1969-70	82,814,703			1.03	852,987
1970-71	93,802,802			1.03	956,172
1971-72	103,143,617			1.03	1,062,379
1972-73	125,280,953			1.03	1,291,424
1973-74	174,633,004			.82	1,431,991
1974-75	195,584,205			1.03	2,014,517
1975-76	213,009,630			1.25	2,662,620
1976-77	224,960,561			1.25	2,812,007
1977-78	244,262,919			1.39	3,395,254
1978-79	277,561,698		264,319,011	1.18	3,118,364
1979-80	328,550,057		285,629,188	1.03	2,941,981
		1.05			
		1.15			
<b>Primary</b>					
					<b>Total</b>
<b>Secondary</b>					
1980-81	\$ 298,341,453		\$ 314,603,079	.41	\$1,282,000
1981-82	349,739,656		433,940,976	.30	1,270,315
1982-83	395,894,493		471,841,031	.26	1,259,905
1983-84	497,833,857		617,986,666	.40	2,449,836
1984-85	569,442,626		670,558,525	.42	2,762,021
1985-86	697,641,913		816,892,848	.46	3,734,228
1986-87	862,628,358		1,011,329,426	.44	4,364,000
1987-88	999,511,309		1,154,756,373	.42	4,812,000
1988-89	1,123,010,824		1,284,822,157	.35	4,569,000
1989-90	1,277,013,465		1,440,604,450	.34	4,859,000
1990-91	1,374,143,616		1,477,813,367	.48	7,052,177
1991-92	1,374,299,369		1,425,378,617	.48	6,770,425
1992-93 (Est.)	1,352,814,640		1,388,709,659	.63	8,806,586
					1.1111 15,257,617
					\$1.04 \$3,164,000
					.89 3,306,068
					.81 3,448,356
					.91 5,008,462
					.90 5,481,042
					.89 6,776,237
					.86 7,973,800
					.83 8,943,980
					.7587 9,095,857
					.7292 9,863,616
					.8713 12,467,677
					.8851 12,406,428

CITY OF SCOTTSDALE  
ANALYSIS OF PROPERTY TAX  
1992-93 PROPERTY TAX ESTIMATES

1992-93 Estimated Assessed Valuation

	<u>Primary</u>	<u>Secondary</u>
1991-92 Assessed Valuation	\$1,374,299,369	\$1,425,378,617
(1) Estimated Valuation Decrease	<u>67,549,967</u>	<u>82,734,196</u>
	\$1,306,749,402	\$1,342,644,421
(1) Estimated New Construction	<u>46,065,238</u>	<u>46,065,238</u>
	<u>\$1,352,814,640</u>	<u>\$1,388,709,659</u>
(1) Estimated values are preliminary figures received from Maricopa County Finance Department.		

1992-93 Estimated Tax Levy

	<u>Primary</u>	<u>Secondary</u>	<u>Total</u>
Value of G.O. Debt Service	\$ 0	\$8,806,586	\$ 8,806,586
1991-92 Levy	5,636,002	0	5,636,002
Plus 2%	112,720	0	112,720
Plus New Construction	202,309	0	202,309
Plus Lawsuit Settlements	<u>500,000</u>	<u>0</u>	<u>500,000</u>
	<u>\$6,451,031</u>	<u>\$8,806,586</u>	<u>\$15,257,617</u>

Example of 1991-92/1992-93 Tax Rate on a Residential Home in Scottsdale

	<u>1991-92</u>	<u>1992-93</u>
Cash Value - 1992 Tax Roll	\$100,000	\$100,000
1992 Estimated Valuation Decrease - 5.8%	<u>          </u>	<u>5,800</u>
Tax Roll - Cash Value	\$100,000	\$ 94,200
Assessed Valuation at 10%	\$ 10,000	\$ 9,420
Tax Rate		
Primary	\$ .4101	\$ .4769 (Est.)
Secondary	<u>.4750</u>	<u>.6342 (Est.)</u>
Total	<u>\$ .8851</u>	<u>\$ 1.1111</u>
Tax Amount	\$ 88.51	\$ 104.67

## Five-Year Forecast 1992-93 to 1996-97

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### Overview

The five-year forecast for the years 1992-93 to 1996-97 is a tool for long-range financial planning and policy formulation. The forecast is a carefully prepared scenario of what may occur if the assumptions assumed in the forecast do indeed happen. The forecast is intended to provide a broad direction to future plans and policies. It is not what funds the City will specifically receive and spend in each year.

The first year of the forecast is the upcoming budget year 1992-93 and the subsequent four years are built upon that base thus ensuring the integrity of the forecasts base year.

The major assumptions underlying the five-year forecast are:

- **Population** will increase from 137,590 to 174,700, an average annual increase of 4.9%.
- **Housing** will increase from 72,300 to 89,100, an average annual increase of 4.3%.
- **Scottsdale's economy** will grow slowly during fiscal years 1993 and 1994; probably no more than half the average growth rate experienced after previous recessions. A more normal rate of growth is assumed in the last three years through 1997.
- **Primary property taxes** will increase to the maximum legally permitted and secondary property taxes to the amount needed to pay the debt service on general obligation bonds.
- **Debt service** costs assume funding the CIP program as specified in the Five-Year Capital Improvement plan.
- **Revenue trends** are consistent with past economic cycles and assume no fees and charges other than those currently imposed.
- **User rates** will increase for selected fees as appropriate given the changes projected for direct, indirect, and capital costs associated with the user rate revenues.
- **Inflation** factors of 4% - 5%, averaging 4.6% will be assumed for the five-year period.
- **Citizen service levels** will remain the same except those that result from the completion of capital projects in the approved five year CIP plan.
- **Departmental expenditures** will increase based upon demonstrated needs, measured against service and performance level standards, cost benefit analysis, and projected housing and population changes.



## **Five-Year Forecast**

### **1992-93 to 1996-97 (continued)**

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#### **Five-Year Forecast highlights**

- Revenues increase \$88.2 million, an average annual increase of 9.9%.
- Debt Services costs increase \$28.0 million, an average annual increase of 12.5%.
- Departmental costs increase \$40.7 million, an average annual increase of 6.5%.
- CIP pay-as-you-go is funded at an average level of \$9.7 million per year
- An economic stabilization reserve of \$15.5 million is accumulated in five years.

#### **Five-Year Forecast by Fund**

**General Fund** is balanced and provides for an economic stabilization reserve of \$15.3 million in 1997 for use in future economic downturns.

**Highway User Revenue Fund** continues to be dependent on the General Fund for annual cash transfers. The total transfer for the five years is \$18.4 million. The total cost of the streets and transit operations are reflected in this fund and exceed the two restricted state shared revenue sources, gas tax and lottery proceeds.

**Debt Service Fund** is balanced and retains the current fund balance for the five-year period.

**Water and Sewer Fund** provides for the continuation of the pay-as-you-go CIP funding averaging \$8.9 million per year.

**Sanitation Fund** provides for the accumulation of a fund balance averaging \$.8 million.

**Airport Fund** is balanced each year, but does not accumulate any ending fund balance.

**Motor Pool Fund** is balanced, but does not accumulate any ending fund balance.

**Risk Management Fund** provides for a fund reserve increase of \$3 million over the five years. This is consistent with current actuarial projections of future reserve needs.

#### **Five-Year Forecast Conclusion**

The five years in this forecast are all predicted to be slow to average growth years, without a recession or economic downturn. The forecast demonstrates that with careful planning, strict accountability and control of expenditures, the near term financial future for Scottsdale looks very good.

CITY OF SCOTTSDALE  
 FIVE YEAR FORECAST  
 SUMMARY OF REVENUES AND EXPENDITURES BY FUND  
 FISCAL YEARS 1992-93 THROUGH 1996-97  
 (IN MILLIONS OF DOLLARS)

	TOTAL	GENERAL FUND	HIGHWAY USER FUND	DEBT SERVICE FUND	WATER/SEWER FUND	SANITATION FUND	AIRPORT FUND	MOTOR POOL FUND	RISK MANAGEMENT FUND
<b>1992-93</b>									
BEGINNING BALANCE	14.4	6.8		1.6				1.6	4.4
OPERATING REVENUES	160.1	69.1	8.9	25.1	39.5	8.0	0.7	5.8	3.0
REQUESTED OPERATING EXPENDITURES	116.7	71.0	9.3		20.6	6.3	0.6	6.8	2.1
DEBT SERVICE	36.7	1.2	3.1	24.9	7.5				
TRANSFERS	-0.2	3.6	3.5	-0.2	-6.0	-1.0	-0.1		
CIP PAY AS YOU GO	6.0	0.6			5.4				
OPERATING CONTINGENCY	1.5	1.5							
ECONOMIC STABILIZATION RESERVE	5.0	5.0							
<b>ENDING BALANCE</b>	<b>8.4</b>	<b>0.2</b>	<b>0.0</b>	<b>1.6</b>	<b>0.0</b>	<b>0.7</b>	<b>0.0</b>	<b>0.6</b>	<b>5.3</b>
<b>1993-94</b>									
BEGINNING BALANCE	8.4	0.2	0.0	1.6	0.0	0.7	0.0	0.6	5.3
OPERATING REVENUES	178.9	76.0	9.2	30.5	45.1	8.4	0.8	6.2	2.7
REQUESTED OPERATING EXPENDITURES	127.7	78.7	9.6		22.6	7.1	0.7	6.8	2.2
DEBT SERVICE	43.0	1.2	3.1	30.5	8.2				
TRANSFERS	0.0	4.4	3.5		-6.7	-1.1	-0.1		
CIP PAY AS YOU GO	8.3	0.7			7.6				
OPERATING CONTINGENCY	1.5	1.5							
ECONOMIC STABILIZATION RESERVE	-1.5	-1.5							
<b>ENDING BALANCE</b>	<b>8.3</b>	<b>0.0</b>	<b>0.0</b>	<b>1.6</b>	<b>0.0</b>	<b>0.9</b>	<b>0.0</b>	<b>0.0</b>	<b>5.8</b>
<b>1994-95</b>									
BEGINNING BALANCE	8.3	0.0	0.0	1.6	0.0	0.9	0.0	0.0	5.8
OPERATING REVENUES	199.0	84.7	9.5	34.1	51.6	8.9	0.8	6.6	2.8
REQUESTED OPERATING EXPENDITURES	134.8	83.7	10.1		23.7	7.7	0.7	6.6	2.3
DEBT SERVICE	49.4	1.1	3.1	34.1	11.1				
TRANSFERS	0.0	5.1	3.7		-7.4	-1.3	-0.1		
CIP PAY AS YOU GO	10.2	0.8			9.4				
OPERATING CONTINGENCY	1.5	1.5							
ECONOMIC STABILIZATION RESERVE	2.7	2.7							
<b>ENDING BALANCE</b>	<b>8.7</b>	<b>0.0</b>	<b>0.0</b>	<b>1.6</b>	<b>0.0</b>	<b>0.8</b>	<b>0.0</b>	<b>0.0</b>	<b>6.3</b>

FIVE YEAR FORECAST  
 SUMMARY OF REVENUES AND EXPENDITURES BY FUND  
 FISCAL YEARS 1992-93 THROUGH 1996-97  
 (IN MILLIONS OF DOLLARS)

	TOTAL	GENERAL FUND	HIGHWAY USER FUND	DEBT SERVICE FUND	WATER/SEWER FUND	SANITATION FUND	AIRPORT FUND	MOTOR POOL FUND	RISK MANAGEMENT FUND
<b>1995-96</b>									
BEGINNING BALANCE	8.7	0.0	0.0	1.6	0.0	0.8	0.0	0.0	6.3
OPERATING REVENUES	217.7	90.7	9.8	38.7	58.2	9.4	0.9	7.0	3.0
REQUESTED OPERATING EXPENDITURES	142.8	88.6	10.5		25.7	7.8	0.7	7.0	2.5
DEBT SERVICE	57.4	1.1	3.1	38.7	14.5				
TRANSFERS	0.0	5.8	3.8		-8.0	-1.4	-0.2		
CIP PAY AS YOU GO	11.0	1.0			10.0				
OPERATING CONTINGENCY	1.5	1.5							
ECONOMIC STABILIZATION RESERVE	4.3	4.3							
<b>ENDING BALANCE</b>	<b>9.4</b>	<b>0.0</b>	<b>0.0</b>	<b>1.6</b>	<b>0.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>6.8</b>
<b>1996-97</b>									
BEGINNING BALANCE	9.4	0.0	0.0	1.6	0.0	1.0	0.0	0.0	6.8
OPERATING REVENUES	234.0	96.0	10.2	42.2	64.1	9.9	0.9	7.5	3.2
REQUESTED OPERATING EXPENDITURES	151.6	93.9	11.0		27.3	8.6	0.7	7.5	2.6
DEBT SERVICE	62.8	1.1	3.1	42.2	16.4				
TRANSFERS	0.0	6.4	3.9		-8.6	-1.5	-0.2		
CIP PAY AS YOU GO	12.9	1.1			11.8				
OPERATING CONTINGENCY	1.5	1.5							
ECONOMIC STABILIZATION RESERVE	4.8	4.8							
<b>ENDING BALANCE</b>	<b>9.8</b>	<b>0.0</b>	<b>0.0</b>	<b>1.6</b>	<b>0.0</b>	<b>0.8</b>	<b>0.0</b>	<b>0.0</b>	<b>7.4</b>

## SUMMARY OF DEPARTMENTS

DEPARTMENTS	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
General Government	9,456,871	8,521,212	10,061,431	9,148,846
Police	17,162,238	18,109,426	18,427,567	18,849,653
Financial Services	6,978,032	7,003,225	6,659,120	6,892,013
Transportation	2,878,683	2,975,837	2,976,778	3,182,793
Community Services	13,858,732	14,220,597	14,374,410	14,918,799
Management Services	4,366,610	4,588,871	4,616,936	4,818,879
Planning & Community Dev.	6,049,024	5,540,400	6,000,217	5,482,816
Fire	5,849,172	6,213,331	6,231,641	6,630,499
Water Resources	16,832,570	17,996,977	18,343,416	19,561,350
Municipal Services	20,828,837	22,383,675	23,135,562	24,697,795
Debt Service	34,065,709	35,701,107	34,843,607	36,648,963
Contingency	3,428,631	6,339,058	4,362,035	9,999,623
<b>Total</b>	<b>141,755,109</b>	<b>149,593,716</b>	<b>150,032,720</b>	<b>160,832,029</b>

## CATEGORY

Personnel	46,780,968	51,155,823	50,682,868	52,096,600
Contractual	41,086,199	40,784,005	41,869,070	45,010,764
Commodities	12,809,827	13,059,095	13,448,422	13,864,612
Capital Outlay	3,583,775	2,554,628	4,826,718	3,211,467
Debt Service	34,065,709	35,701,107	34,843,607	36,648,963
Contingency	3,428,631	6,339,058	4,362,035	9,999,623
<b>Total</b>	<b>141,755,109</b>	<b>149,593,716</b>	<b>150,032,720</b>	<b>160,832,029</b>

Fund Summaries

## **Summary of All City Funds**

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The Summary of All City Funds includes the financial activity of all funds except the Capital Projects Fund, which is budgeted and included in Volume II, the Capital Budget and Capital Improvements Plan.

CITY OF SCOTTSDALE  
SUMMARY OF ALL CITY FUNDS  
1992-93

	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
BEGINNING BALANCE	\$13,737,280	\$11,788,082	\$13,285,679	\$14,378,313
REVENUES				
General Fund	59,923,744	60,672,649	63,662,324	69,137,801
Highway User Revenue Fund	8,552,662	8,353,000	8,591,000	8,861,000
Debt Service Fund	21,211,998	23,567,669	22,927,069	25,047,673
Water & Sewer Fund	37,411,084	42,324,540	36,967,000	41,550,000
Airport Fund	728,342	670,000	685,000	700,000
Sanitation Fund	5,976,885	6,450,000	6,300,000	7,996,000
Motor Pool Fund	5,782,978	5,755,000	5,755,000	5,776,000
Self Insurance Fund	3,191,929	3,382,000	3,006,000	3,036,000
TOTAL REVENUES	142,779,622	151,174,858	147,893,393	162,104,474
EXPENDITURES				
General Fund	68,062,401	69,794,644	70,502,643	73,723,756
Highway User Revenue Fund	11,057,961	11,380,101	11,386,141	12,396,777
Debt Service Fund	20,197,815	23,389,537	22,532,037	24,862,923
Water & Sewer Fund	25,258,070	26,035,399	26,410,476	28,050,388
Airport Fund	568,167	639,480	681,718	647,742
Sanitation Fund	5,100,027	5,425,744	5,360,067	6,930,661
Motor Pool Fund	5,887,421	6,083,993	6,705,132	6,780,788
Self Insurance Fund	5,623,247	6,844,818	6,454,506	7,438,994
TOTAL EXPENDITURES	141,755,109	149,593,716	150,032,720	160,832,029
REVENUES OVER EXPENDITURES	1,024,513	1,581,142	(2,139,327)	1,272,445
OTHER SOURCES/TRANSFERS IN				
In Lieu Property Tax	438,619	620,148	620,148	682,453
Indirect Cost Allocation	4,633,410	4,827,292	4,827,292	4,871,832
Franchise Fee	1,607,650	1,723,250	1,723,250	1,889,150
Encumbrance - Rebudgets	2,231,466	3,000,000	4,409,889	3,000,000
Transfers From Other Funds	2,367,825	7,596,950	2,945,371	3,809,733
GO Bond Proceeds		2,000,000	2,320,265	
GAAP Adjustment	1,036,918			
Fund Contingency Elimination	3,428,631	4,839,058	4,362,035	5,999,623
Inter-Fund Eliminations	(9,047,504)	(10,467,640)	(10,116,061)	(11,253,168)
TOTAL OTHER SOURCES/TRANSFERS IN	6,697,015	14,139,058	11,092,189	8,999,623
OTHER USES/TRANSFERS OUT				
In Lieu Property Tax	438,619	620,148	620,148	682,453
Indirect Cost Allocation	4,633,410	4,827,292	4,827,292	4,871,832
Franchise Fee	1,607,650	1,723,250	1,723,250	1,889,150
Encumbrance - Rebudgets		3,042,090		3,000,000
Reserve - Resource Development Fee	2,458,641	2,017,000	2,017,000	2,017,000
Transfers To Other Funds	8,032,112	13,931,017	8,788,599	10,007,254
GAAP Adjustment	50,201			
Inter-Fund Eliminations	(9,047,504)	(10,467,640)	(10,116,061)	(11,253,168)
TOTAL OTHER USES/TRANSFERS OUT	8,173,129	15,693,157	7,860,228	11,214,521
ENDING BALANCE	\$13,285,679	\$11,815,125	\$14,378,313	\$13,435,860

## **General Fund**

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The General Fund is the primary reporting vehicle of the City's operations. It accounts for all financial activities not required by law or administrative action to be accounted for in another fund.

The General Fund reflects the basic governmental activities of the City, such as, police and fire protection, recreation, planning, legal services, administrative services, etc.



CITY OF SCOTTSDALE  
GENERAL FUND SUMMARY  
1992-93

	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
BEGINNING BALANCE	\$8,851,164	\$5,306,818	\$6,718,222	\$6,824,852
REVENUES				
Taxes				
Local				
Property Tax	5,254,977	5,662,940	5,662,940	6,451,031
Privilege Tax	17,402,896	17,597,384	18,797,384	20,807,770
Transient Occupancy Tax	3,355,669	2,484,325	3,400,000	3,700,000
Light & Power Franchise	2,279,126	2,447,000	2,400,000	2,520,000
Cable TV	693,109	716,000	716,000	750,000
Salt River Project Lieu	151,954	155,000	155,000	160,000
Fire Insurance Premium	149,858	160,000	160,000	165,000
From Other Agencies				
State Shared Sales	7,199,220	7,423,000	7,775,000	8,347,000
Auto Lieu	2,120,776	2,200,000	2,200,000	2,300,000
State Revenue Sharing	7,303,349	8,300,000	8,062,000	8,408,000
Licenses and Permits				
Business & Liquor License	630,070	638,000	638,000	680,000
Charges for Current Services				
Permits and Fees	3,623,083	3,574,000	4,174,000	5,000,000
Recreation Fees	1,529,674	1,510,000	1,490,000	1,510,000
Fines & Forfeitures				
Court Fines	1,823,027	1,822,000	1,900,000	2,042,000
Parking Fines	260,675	250,000	250,000	250,000
Library Fines	131,436	141,000	141,000	148,000
Use of Money & Property				
Interest Earnings	4,097,493	3,100,000	2,972,000	3,336,000
Property Rental	1,216,983	1,217,000	1,494,000	1,563,000
Other Revenue				
Miscellaneous	700,369	1,275,000	1,275,000	1,000,000
TOTAL REVENUE	59,923,744	60,672,649	63,662,324	69,137,801
EXPENDITURES				
General Government				
Legislative	491,111	476,633	477,415	498,126
City Manager	795,789	733,209	734,072	747,094
City Clerk	439,047	397,816	396,414	435,361
Elections	24,378	211,306	188,970	39,204
City Attorney	1,100,945	1,309,871	1,379,759	1,367,703
Intergovernmental Relations	177,636	184,405	182,707	185,182
Organizational Effectiveness	1,332,407	1,405,854	1,367,823	1,295,478
City Auditor	320,903	337,828	391,889	385,171
Office Environmental Affairs		216,251	344,067	347,016
Economic Development	3,739,209	2,111,553	3,395,235	2,470,982
Court	1,035,446	1,136,486	1,203,080	1,377,529
Total General Government	9,456,871	8,521,212	10,061,431	9,148,846

CITY OF SCOTTSDALE  
GENERAL FUND SUMMARY  
1992-93

	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
EXPENDITURES (Continued)				
Police Department				
Chief of Police	1,167,957	1,199,345	1,432,339	783,954
Patrol	9,529,943	10,289,422	9,946,882	10,079,366
Criminal Investigations	3,405,809	3,581,519	3,804,601	3,830,479
Technical Services				1,875,451
Communications	3,058,529	3,039,140	3,243,745	1,333,632
Professional Standards				946,771
<b>Total Police Department</b>	<b>17,162,238</b>	<b>18,109,426</b>	<b>18,427,567</b>	<b>18,849,653</b>
Financial Services Department				
Financial Services Administration	208,803	224,526	213,993	197,341
Accounting and Budget	1,003,418	1,048,433	1,001,804	1,215,538
Tax Audit	426,537	481,583	475,814	465,521
Contribution to Self Insurance	625,000	575,582	200,000	200,000
Purchasing	1,095,882	1,152,753	1,175,932	1,162,797
Customer Service	465,506	509,439	501,778	548,079
<b>Total Financial Services Department</b>	<b>3,825,146</b>	<b>3,992,316</b>	<b>3,569,321</b>	<b>3,789,276</b>
Community Services Department				
Community Services Administration	393,904	579,405	409,461	546,960
Parks Maintenance	3,080,811	3,310,028	3,380,538	3,697,853
Library	3,682,863	3,667,568	3,734,152	3,717,305
Recreation	3,951,680	3,901,288	4,084,102	4,095,265
Human Services	862,663	969,984	973,833	1,015,322
Cultural Council	1,886,811	1,792,324	1,792,324	1,846,094
<b>Total Community Services Department</b>	<b>13,858,732</b>	<b>14,220,597</b>	<b>14,374,410</b>	<b>14,918,799</b>
Management Services Department				
Management Services Administration	143,679	134,755	136,358	196,275
Office of Management Systems	3,021,644	3,130,521	3,114,072	3,134,631
Communications and Public Affairs	540,340	561,748	625,915	622,972
Capital Project Management	500,281	575,430	548,506	545,514
Emergency Services Administration	160,666	186,417	192,085	319,487
<b>Total Management Services Department</b>	<b>4,366,610</b>	<b>4,588,871</b>	<b>4,616,936</b>	<b>4,818,879</b>
Planning & Community Development				
Planning & Community Dev Admin	204,372	205,522	222,935	198,919
Planning Division	1,170,202	986,618	1,253,376	1,003,018
Development Services	1,144,939	1,072,623	1,129,347	1,094,561
Inspection Services	1,338,161	1,465,226	1,484,451	1,464,065
Project Review	1,541,395	1,810,411	1,910,108	1,722,253
<b>Total Planning &amp; Zoning Department</b>	<b>5,399,069</b>	<b>5,540,400</b>	<b>6,000,217</b>	<b>5,482,816</b>

CITY OF SCOTTSDALE  
GENERAL FUND SUMMARY  
1992-93

	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
EXPENDITURES (Continued)				
Fire Department				
General Fire Protection	5,607,225	5,923,782	5,939,632	6,344,765
Fire Support	241,947	289,549	292,009	285,734
<b>Total Fire Department</b>	<b>5,849,172</b>	<b>6,213,331</b>	<b>6,231,641</b>	<b>6,630,499</b>
Municipal Services				
Municipal Services Administration	204,519	167,283	165,477	158,578
Facilities Maintenance	4,724,785	4,974,967	5,089,402	5,284,448
<b>Total Municipal Services</b>	<b>4,929,304</b>	<b>5,142,250</b>	<b>5,254,879</b>	<b>5,443,026</b>
Debt Service/Lease Purchase	3,215,259	1,966,241	1,966,241	1,176,712
Operating Contingency		1,500,000		1,500,000
Compensation Contingency				1,965,250
<b>TOTAL EXPENDITURES</b>	<b>68,062,401</b>	<b>69,794,644</b>	<b>70,502,643</b>	<b>73,723,756</b>
REVENUES OVER (UNDER) EXPENDITURES	(8,138,657)	(9,121,995)	(6,840,319)	(4,585,955)
OTHER SOURCES/TRANSFERS IN				
In Lieu Property Tax	438,619	620,148	620,148	682,453
Indirect Cost Allocation	4,633,410	4,827,292	4,827,292	4,871,832
Franchise Fee	1,607,650	1,723,250	1,723,250	1,889,150
Encumbrance - Rebudgets	1,715,447	3,000,000	2,721,630	3,000,000
Transfer from CIP Fund		4,300,000		
<b>TOTAL OTHER SOURCES/TRANSFERS IN</b>	<b>8,395,126</b>	<b>14,470,690</b>	<b>9,892,320</b>	<b>10,443,435</b>
OTHER USES/TRANSFERS OUT				
Encumbrance - Rebudgets		3,042,090		3,000,000
Transfer to				
HURF Fund	2,324,419	3,027,101	2,702,699	3,535,777
Airport Fund	43,406	269,849	242,672	273,956
Capital Projects				623,000
GAAP Adjustment	21,586			
<b>TOTAL OTHER USES/TRANSFERS OUT</b>	<b>2,389,411</b>	<b>6,339,040</b>	<b>2,945,371</b>	<b>7,432,733</b>
<b>ENDING BALANCE</b>	<b>\$6,718,222</b>	<b>\$4,316,473</b>	<b>\$6,824,852</b>	<b>\$5,249,599</b>
ENDING BALANCE DESIGNATION				
Economic Stabilization				<u>\$5,000,000</u>

## Highway User Revenue Fund

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The Highway User Revenue Fund receives and expends the City's allocation of the Arizona Highway User Revenue Tax (HURF) and Lottery Fund (LTAF). This fund accounts for all transportation activity such as street construction, reconstruction, maintenance, and transit.

The General Fund supplements this fund by transfer if the restricted revenues (LTAF and HURF) are insufficient to provide for all expenditures.

CITY OF SCOTTSDALE  
HIGHWAY USER FUND SUMMARY  
1992-93

	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
BEGINNING BALANCE	\$0	\$0	\$0	\$0
REVENUES				
LTAF	1,071,223	1,053,000	1,053,000	1,061,000
Highway User	7,481,439	7,300,000	7,538,000	7,800,000
TOTAL REVENUES	8,552,662	8,353,000	8,591,000	8,861,000
EXPENDITURES				
Transportation				
Transportation Administration	409,606	414,422	378,650	360,214
Traffic Engineering	460,641	469,781	489,500	510,827
Transportation Planning	517,850	495,882	432,736	476,386
Transit	922,419	956,272	994,174	1,200,624
Total Transportation	2,310,516	2,336,357	2,295,060	2,548,051
Planning & Community Development				
Project Review	649,955			
Municipal Services				
Transportation Maintenance	5,089,191	5,922,812	5,970,149	6,573,253
Debt Service	3,008,299	3,120,932	3,120,932	3,113,473
Compensation Contingency				162,000
TOTAL EXPENDITURES	11,057,961	11,380,101	11,386,141	12,396,777
REVENUES OVER (UNDER) EXPENDITURES	(2,505,299)	(3,027,101)	(2,795,141)	(3,535,777)
OTHER SOURCES/TRANSFERS IN				
Transfer From General Fund	2,324,419	3,027,101	2,702,699	3,535,777
Encumbrance Rebudgets	184,809		92,442	
TOTAL OTHER SOURCES/TRANSFERS IN	2,509,228	3,027,101	2,795,141	3,535,777
OTHER USES/TRANSFERS OUT				
GAAP Adjustment	3,929			
TOTAL OTHER USES/TRANSFERS OUT	3,929	0	0	0
ENDING BALANCE	\$0	\$0	\$0	\$0

## **Debt Service Fund**

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

CITY OF SCOTTSDALE  
DEBT SERVICE FUND SUMMARY  
1992-93

	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
BEGINNING BALANCE	\$563,588	\$1,456,303	\$1,442,057	\$1,624,339
REVENUES				
Privilege Tax	10,400,930	10,502,616	10,502,616	10,492,230
Transient Occupancy Tax		715,675		
Property Tax	6,669,863	6,770,426	6,770,426	8,806,586
Special Assessments	3,149,800	4,678,952	4,754,027	4,869,857
Interest	991,405	900,000	900,000	879,000
TOTAL REVENUES	21,211,998	23,567,669	22,927,069	25,047,673
EXPENDITURES				
Principal - G.O. Bonds	2,515,000	2,435,000	2,325,000	2,665,000
Interest - G.O. Bonds	3,456,897	4,546,294	4,439,394	6,321,836
Principal - M.P.C. Bonds	3,190,000	3,390,000	3,390,000	3,605,000
Interest - M.P.C. Bonds	7,773,759	8,296,291	7,580,616	7,362,230
Principal - S.A. Bonds	1,959,000	3,162,000	3,162,000	3,389,000
Interest - S.A. Bonds	1,250,860	1,516,952	1,592,027	1,480,857
Fiscal Agent Fees	52,299	43,000	43,000	39,000
TOTAL EXPENDITURES	20,197,815	23,389,537	22,532,037	24,862,923
REVENUES OVER (UNDER) EXPENDITURES	1,014,183	178,132	395,032	184,750
OTHER SOURCES/TRANSFERS IN				
Transfer From: Prepaid Special Assessments	60,484			
TOTAL OTHER SOURCES/TRANSFERS IN	60,484	0	0	0
OTHER USES/TRANSFERS OUT				
Transfer To: Sinking Fund	196,198	212,750	212,750	184,750
TOTAL OTHER USES/TRANSFERS OUT	196,198	212,750	212,750	184,750
ENDING BALANCE	<u>\$1,442,057</u>	<u>\$1,421,685</u>	<u>\$1,624,339</u>	<u>\$1,624,339</u>

## **Enterprise Funds**

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An Enterprise Fund is used to account for operations that are financed and operated in a manner similar to a private business enterprise. An Enterprise Fund reflects self-supporting activities of the City which provide services to the general public on a user-charge basis.

The City has three Enterprise Funds which account for the Water and Sewer Utilities, the Airport, and Sanitation Services.



CITY OF SCOTTSDALE  
WATER & SEWER FUND SUMMARY  
1992-93

	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
BEGINNING BALANCE	\$0	\$0	\$0	\$0
REVENUES				
Sewer Charges	6,673,357	6,765,000	7,250,000	8,725,000
Sewer Development Fees	1,488,959	1,670,760		
Water Charges	23,250,266	27,700,000	26,000,000	29,058,000
Water Development Fees	1,454,011	1,671,780		
Water Resources Development Fees	2,458,641	2,017,000	2,017,000	2,017,000
Planet Ranch	852,968	1,000,000	500,000	500,000
Interest Earnings	1,232,882	1,500,000	1,200,000	1,250,000
TOTAL REVENUES	37,411,084	42,324,540	36,967,000	41,550,000
EXPENDITURES				
Financial Services				
Customer Service	781,164	814,025	842,663	818,433
Water Resources				
Planning and Engineering	1,250,786	1,375,157	1,704,758	1,002,423
Planet Ranch	1,403,496	1,536,364	1,501,364	1,516,135
Water & Wastewater Operations	14,178,288	15,085,456	15,137,294	16,318,959
Water Quality				723,833
Total Water Resources	16,832,570	17,996,977	18,343,416	19,561,350
Debt Service	7,644,336	7,224,397	7,224,397	7,495,855
Compensation Contingency				174,750
TOTAL EXPENDITURES	25,258,070	26,035,399	26,410,476	28,050,388
REVENUE OVER (UNDER) EXPENDITURES	12,153,014	16,289,141	10,556,524	13,499,612
OTHER SOURCES/TRANSFERS IN				
Encumbrance Rebudgets	207,724		621,513	
GO Bond Proceeds		2,000,000	2,320,265	
GAAP Adjustment	951,252			
TOTAL OTHER SOURCES/TRANSFERS IN	1,158,976	2,000,000	2,941,778	0
OTHER USES/TRANSFERS OUT				
In Lieu Property Tax	413,057	592,987	592,987	651,974
Indirect Cost Allocation	3,364,553	3,534,587	3,534,587	3,551,717
Franchise Fee	1,607,650	1,723,250	1,723,250	1,889,150
Reserve - Resource Development Fee	2,458,641	2,017,000	2,017,000	2,017,000
Transfer to Capital Projects Fund				
Development Fees	2,942,970	3,342,540		
Capital Projects	2,525,119	7,078,777	5,630,478	5,389,771
TOTAL OTHER USES/TRANSFERS OUT	13,311,990	18,289,141	13,498,302	13,499,612
ENDING BALANCE	\$0	\$0	\$0	\$0

CITY OF SCOTTSDALE  
AIRPORT FUND SUMMARY  
1992-93

	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
BEGINNING BALANCE	\$52,721	\$0	\$0	\$0
REVENUES				
Airport Fees	712,818	670,000	685,000	700,000
Interest Earned	15,524			
TOTAL REVENUES	728,342	670,000	685,000	700,000
EXPENDITURES				
Transportation				
Airport	568,167	639,480	681,718	634,742
Compensation Contingency				13,000
TOTAL EXPENDITURES	568,167	639,480	681,718	647,742
REVENUES OVER (UNDER) EXPENDITURES	160,175	30,520	3,282	52,258
OTHER SOURCES/TRANSFERS IN				
Transfer from General Fund	43,406	269,849	242,672	273,956
Encumbrance Rebudgets	14,193		54,415	
TOTAL OTHER SOURCES/TRANSFERS IN	57,599	269,849	297,087	273,956
OTHER USES/TRANSFERS OUT				
In Lieu Property Tax	25,562	27,161	27,161	30,479
Indirect Cost Allocation	233,008	273,208	273,208	295,735
GAAP Adjustment	11,925			
TOTAL OTHER USES/TRANSFERS OUT	270,495	300,369	300,369	326,214
ENDING BALANCE	\$0	\$0	\$0	\$0

CITY OF SCOTTSDALE  
SANITATION FUND SUMMARY  
1992-93

	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
BEGINNING BALANCE	\$194,539	\$72,756	\$66,837	(\$40,959)
REVENUES				
Refuse Collection	5,902,876	6,400,000	6,250,000	7,956,000
Interest Earnings	74,009	50,000	50,000	40,000
TOTAL REVENUES	5,976,885	6,450,000	6,300,000	7,996,000
EXPENDITURES				
Financial Services				
Customer Service	177,106	191,124	195,624	207,702
Municipal Services				
Sanitation	4,922,921	5,234,620	5,205,402	5,975,228
Fund Contingency			(40,959)	649,731
Compensation Contingency				98,000
TOTAL EXPENDITURES	5,100,027	5,425,744	5,360,067	6,930,661
REVENUES OVER (UNDER) EXPENDITURES	876,858	1,024,256	939,933	1,065,339
OTHER SOURCES/TRANSFERS IN				
Encumbrance Rebudgets	39,377		12,727	.
Fund Contingency Elimination			(40,959)	649,731
TOTAL OTHER SOURCES/TRANSFERS IN	39,377	0	(28,232)	649,731
OTHER USES/TRANSFERS OUT				
Indirect Cost Allocation	1,035,849	1,019,497	1,019,497	1,024,380
GAAP Adjustment	8,088			
TOTAL OTHER USES/TRANSFERS OUT	1,043,937	1,019,497	1,019,497	1,024,380
ENDING BALANCE	\$66,837	\$77,515	(\$40,959)	\$649,731

## **Internal Service Funds**

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An Internal Service Fund is used to account for the financing, on a cost-reimbursement basis, of commodities or services provided by one department to other departments within the City. The City has two Internal Service Funds which account for the Motor Pool and Self Insurance activity.

CITY OF SCOTTSDALE  
MOTOR POOL FUND SUMMARY  
1992-93

	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
BEGINNING BALANCE	\$1,667,888	\$1,489,387	\$1,629,932	\$1,567,087
REVENUES				
Equipment Rental	5,573,840	5,605,000	5,605,000	5,676,000
Interest Earned	194,650	150,000	150,000	100,000
Other	14,488			
TOTAL REVENUES	5,782,978	5,755,000	5,755,000	5,776,000
EXPENDITURES				
Municipal Services				
Fleet Management	5,887,421	6,083,993	6,705,132	6,706,288
Compensation Contingency				74,500
TOTAL EXPENDITURES	5,887,421	6,083,993	6,705,132	6,780,788
REVENUES OVER (UNDER) EXPENDITURES	(104,443)	(328,993)	(950,132)	(1,004,788)
OTHER SOURCES/TRANSFERS IN				
GAAP Adjustment	25,182			
Encumbrance Rebudgets	41,305		887,287	
TOTAL OTHER SOURCES/TRANSFERS IN	66,487	0	887,287	0
ENDING BALANCE	\$1,629,932	\$1,160,394	\$1,567,087	\$562,299

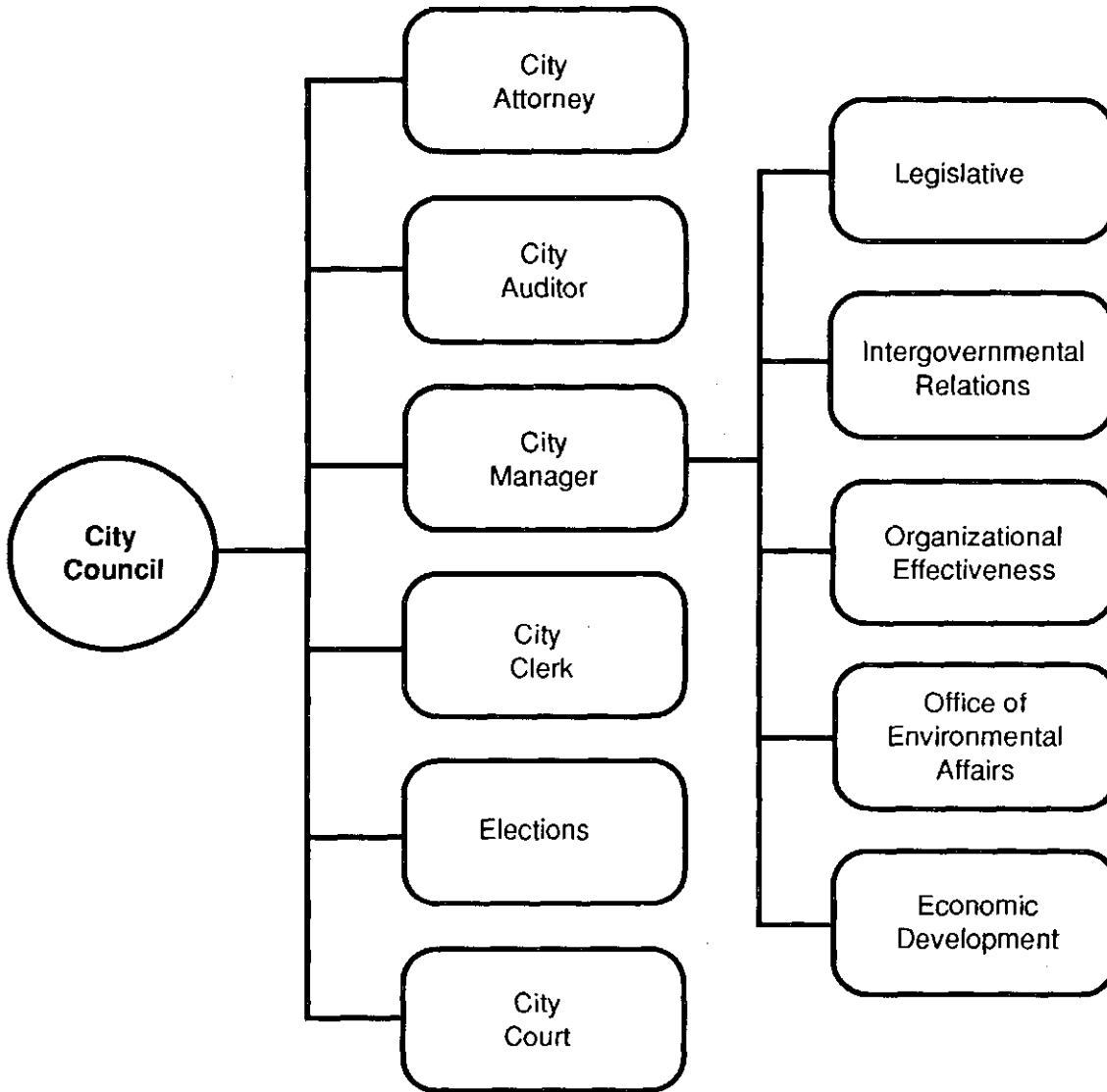
CITY OF SCOTTSDALE  
 SELF INSURANCE FUND SUMMARY  
 1992-93

	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
BEGINNING BALANCE	\$2,407,380	\$3,462,818	\$3,428,631	\$4,402,994
REVENUES				
Property & Liability	2,236,476	2,461,000	2,461,000	2,471,000
Unemployment	95,829	75,000	75,000	75,000
Interest	229,177	270,000	270,000	290,000
Contribution	625,000	576,000	200,000	200,000
Other	5,447			
TOTAL REVENUES	3,191,929	3,382,000	3,006,000	3,036,000
EXPENDITURES				
Financial Services				
Risk Management	2,194,616	2,005,760	2,051,512	2,076,602
Fund Contingency	3,428,631	4,839,058	4,402,994	5,349,892
Compensation Contingency				12,500
TOTAL EXPENDITURES	5,623,247	6,844,818	6,454,506	7,438,994
REVENUES OVER (UNDER) EXPENDITURES	(2,431,318)	(3,462,818)	(3,448,506)	(4,402,994)
OTHER SOURCES/TRANSFERS IN				
Fund Contingency Elimination	3,428,631	4,839,058	4,402,994	5,349,892
Encumbrance Rebudgets	28,611		19,875	
TOTAL OTHER SOURCES/TRANSFERS IN	3,457,242	4,839,058	4,422,869	5,349,892
OTHER USES/TRANSFERS OUT				
GAAP Adjustment	4,673			
TOTAL OTHER USES/TRANSFERS OUT	4,673	0	0	0
ENDING BALANCE	<u>\$3,428,631</u>	<u>\$4,839,058</u>	<u>\$4,402,994</u>	<u>\$5,349,892</u>



# GENERAL GOVERNMENT DEPARTMENT

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



Departmental Budget Trends	Actual 1990-91	Adopted 1991-92	Estimated 1991-92	Adopted 1992-93
Expenditures % of City's Operating Budget	\$9,456,871 6.7%	\$8,521,212 5.7%	\$10,061,431 6.7%	\$9,148,846 5.7%



# GENERAL GOVERNMENT

## Department Summary

### Financial Highlights

The 1992-93 total adopted budget is 7.4% (\$627,634) more than the 1991-92 adopted budget. Personnel increases of 5.2% (\$224,447) includes the addition of one full-time position during 1991-92 in the City Attorney's office and four full-time positions in the Court, the transfer of one part-time position in the City Clerk's office, funding for an ASU Masters of Public Administration intern and the transfer of two positions from Organizational Effectiveness to Accounting. Contractual increases of 7.7% (\$275,093) include hospitality contract increase (\$109,000), contracting for Court Services Representatives and one Security Officer in the City Court (\$80,840). Commodities decreases of 8.2% (\$21,195) include the transfer of \$21,000 from Organizational Effectiveness to Accounting due to a reorganization. Capital expenditures of \$150,300 include \$135,000 for the purchase and installation of energy efficient equipment in City facilities.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	4,315,959	4,658,101	4,674,490	4,898,937
Contractual	4,691,305	3,588,313	3,969,329	3,863,406
Commodities	228,620	257,398	244,924	236,203
Capital Outlay	220,987	17,400	1,172,688	150,300
<b>Total</b>	<b>9,456,871</b>	<b>8,521,212</b>	<b>10,061,431</b>	<b>9,148,846</b>
<b>FUNDING SOURCES</b>				
General Fund	9,456,871	8,521,212	10,061,431	9,148,846
<b>POSITIONS</b>				
Full-time	93	95	95	98
Part-time*	5	6	6	6
Full-time Equivalent (FTE)*	95.5	98	98	101

\*Seven part-time positions for the Mayor and City Council are not included in the full-time equivalents.

# **GENERAL GOVERNMENT**

## **Department Summary**

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### **Issues Facing the Department**

#### **Legislative**

**Visioning.** The City-based visioning process is expected to produce long-range goals for Scottsdale. During this next year, the challenge will be to incorporate these goals into policy for the City.

**Citizen Involvement.** Expanding and enhancing the role of citizens in the governmental process is important. The Mayor and City Council continue to emphasize expanded opportunities for citizen involvement in policy decisions and effective citizen communications.

#### **City Manager**

**Community Resources.** Recognizing the vast wealth of skills and expertise among our citizenry, the City Manager's office will explore volunteerism -- utilizing every opportunity to increase citizen involvement in the affairs of city government. The office will also formally establish an endowment program, facilitating the concept of community betterment through private donations and gift-giving.

**Sub-regional Land Use/Economic Development.** Given the uncertain economy and declining number of economic development opportunities for communities, the City Manager's office will work aggressively, in cooperation with other Valley governments to capitalize on such opportunities, increase jobs and ensure the financial success of the region.

**Public safety partnerships.** In support of the Police Department, the City Manager's office will continue its strong commitment to addressing public safety issues in a proactive manner. Community policing options and enhanced neighborhood partnerships will be a priority.

**Organizational development.** Continue strengthening the organization's ability to deliver services in a high quality, cost-effective manner through its Organizational Effectiveness efforts and cross-departmental collaboration.

#### **City Clerk's Office and Elections**

**Development of a Vital Records Program.** During 1991, the City Clerk's office began implementing a vital records program to preserve public records dating back to the 1950's. To date, this project has provided a microfilmed set of the City's ordinances and resolutions and off-site archival storage to protect the original documents. Since the City Clerk is charged with custody of the City's public records, this project will be extended to include the City Council minutes and council action reports during 1992-93.

**Records Management Program.** The City Clerk provides public records assistance to citizens and city staff. With an emphasis on customer service, the City Clerk's office will provide consultative services for city-wide departments to update records retention schedules; research alternative storage and retrieval methods; implement efficient filing systems; administer records storage and micrographics contracts; and provide records management training.

# GENERAL GOVERNMENT

## Department Summary

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### Issues Facing the Department (continued)

#### City Clerk's Office and Elections (continued)

**Zoning Ordinance Revisions.** The City Clerk's office provides the City Council packets, legal advertising and City Code supplements which include revised ordinances. When major changes in ordinances occur, several areas within this office are impacted including printing and advertising costs, City Code supplements, changes, and time to post notices. The Planning and Community Development staff anticipates a minimum of the same revisions in zoning ordinances as during 1991-92, which caused an increase in advertising costs of nearly \$10,000. If the zoning ordinances are increased by 50 percent over the number realized during 1991-92, an impact to the City Clerk's budget will result in additional funding requirements of approximately \$20,000 to cover ads, city code revisions, staff time, and printing increases.

**A.R.C.H. (Automating Records of Council History).** The 1991-92 CIP budget included approved funds for a system to automate city legislative records. In an effort to plan and work as a team with other city departments, it is necessary to further research the needs of the city and technological developments since this project was introduced. A revised project plan will be presented during 1992-93.

**Re-mapping Voting Districts.** Funds were originally budgeted in 1991-92 budget, but due to the postponement of re-mapping at the county government level, the re-mapping project will now be completed in 1992-93.

**Public Information/Customer Service.** The City Clerk's office was relocated in 1991-92 to provide a central location that is more accessible to the public. Continued joint planning with Communications and Public Affairs will focus on additional ways to improve customer service.

**Elections.** Although there are no scheduled elections during 1992-93, voter registration will be encouraged through the provision of information and mail-in voter registration forms. Mail-in voter registration began in January 1992 and the trend indicates a significant increase of registrations from an average of 90 per week prior to mail-in registration to an average of 175 per week after the revised procedure. Should this trend continue, an increase in staffing for the next scheduled election in 1993-94 may be necessary.

#### City Attorney's Office

**Increased Litigation.** National and local trends, possibly reflecting economic difficulties, continue to show an increase in litigation in virtually all areas. In addition, the City's capital improvement program generates new potential for disputes arising from acquisition of real property and administration of construction contracts.

**Alleged Groundwater Contamination.** Expenditures for outside counsel will increase by reason of the "toxic tort" claims recently filed against the City.

**Victims Rights Legislation.** Substantial clerical and some prosecutor effort will be required in order to comply with the victims rights measure. This law contains extensive requirements for notification of victims at various stages of the prosecution and sentencing process.

# GENERAL GOVERNMENT

## Department Summary

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### Issues Facing the Department (continued)

#### Intergovernmental Relations

**State Shared Revenues.** Facing its own budget problems, the State Legislature will continue to consider diverting a portion of revenues shared with cities to fund state government shortfalls. Cities can no longer assume, year-to-year, that they will consistently receive state shared revenues.

**New and Potential Federal Revenue Sources.** The 1991 Intermodal Surface Transportation and Efficiency Act will provide significant new dollars to the Valley for transportation projects, and Scottsdale needs to position itself to take advantage of these funds. Congress may also consider significant new funding to urban areas for housing, infrastructure and environmental clean-up.

**Regionalism.** A trend toward regional decision-making on major issues such as transportation, air quality and land-use planning, means that IGR's overall workload will continue to increase. The number of committees being coordinated by the Maricopa Association of Governments has continued to grow, and federal and state laws continue to emphasize and mandate regional planning and coordination.

#### Organizational Effectiveness

**Increased Service Demands.** The City faces an ever increasing need to continue providing quality services and providing new services while being constrained by limited resources. Organizational Effectiveness will work with other departments to integrate quality, continuous improvement, and productivity systems to enhance the City's ability to absorb the increasing demands while minimizing or doing without additional resources.

**Workforce 2000.** Employee-related issues arising from rapidly changing demographics and diversity in our workforce need to be identified and managed. Issues identified so far include complying with the Americans With Disabilities Act; developing a menu compensation program and a family leave policy; offering sick child care and long-term care as optional benefits, and monitoring the potential impact of national health care legislation on the City and its employees.

**ASU Student Internship Program.** This program will provide an opportunity for a Master's in Public Administration student to gain a broad exposure to all aspects of City government while making an important contribution to the City and the community.

**Compensation Management.** Organizational Effectiveness will continue to manage and strategically plan the City's compensation program to meet employee needs and the needs of the City.

#### City Auditor's Office

Current issues facing this department involve promoting an effective internal control structure and maintaining an independent feedback system that fosters governmental accountability.

# GENERAL GOVERNMENT

## Department Summary

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### Issues Facing the Department (continued)

#### Office of Environmental Affairs

**Federal and State Regulatory Requirements.** Respond to critical environmental issues involving new and amended federal and state legislation that affects Scottsdale.

**Organizational Coordination.** Assist in coordinating the City's efforts on responses to environmental and energy issues.

**Organizational Compliance.** Monitor municipal operations to ensure that we are in compliance with environmental laws and that our fiscal liability is therefore minimized. This includes the performance of environmental assessments on properties that the City acquires.

**Energy Conservation.** Evaluate and recommend options for reducing the City's energy usage, and recommend City policies on the use of alternative energy sources where appropriate.

#### Economic Development

**Strategic Planning.** By working with other departments and with community input, the City will create a comprehensive strategic plan aimed at continuing to diversify the Scottsdale economy. We will seek to match the human, financial and institutional resources of the community with the needs of specific markets.

**Incentives.** In an increasingly competitive world, Scottsdale needs access to financial and other incentives that will give the City a competitive edge.

**Regional Relationships.** Scottsdale's economic development efforts will benefit by communication and activity with the Greater Phoenix Economic Council, Maricopa Association of Governments, and the State Office of Commerce.

#### City Court

**Court Security.** Continuing violence in courtrooms and against judges, court staff and citizens has created new problems with court security. Funds for a security officer have been included in the budget.

**Victim's Rights Legislation.** Full implementation of the recent Victims Rights legislation and all rules, policies and practices will impact the court and may require additional resources.

**Interpreter Services.** The serious lack of court interpreters to handle the increasing influx into the United States of persons who do not speak or understand English may require the addition of resources to guarantee constitutional rights to these individuals.

# GENERAL GOVERNMENT

## Department Summary

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### Department Goals & Objectives

**Legislative.** Serve Scottsdale's citizens as elected representatives; and provide for the orderly government of the City.

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

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

**Elections.** Encourages Scottsdale citizens to become registered voters for City elections; provides an effective, impartial municipal election process; and offers voter registration and voter outreach programs.

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

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

**Organizational Effectiveness.** Works with all City departments to develop and implement quality and productivity improvement systems. Manages City-wide human resources issues. Provides a variety of services including recruitment, orientation, compensation, employee relations and benefits administration. Encourages positive employee relations through recreational, educational, social and wellness programs for all employees; and fosters Corporate Development through the design and delivery of job-related training and development programs.

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

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

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

# GENERAL GOVERNMENT

## Department Summary

### Department Goals & Objectives (continued)

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

<b>EXPENDITURES BY AREA</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Legislative	491,111	476,633	477,415	498,126
City Manager	795,789	733,209	734,072	747,094
City Clerk	439,047	397,816	396,414	435,361
Elections	24,378	211,306	188,970	39,204
City Attorney	1,100,945	1,309,871	1,379,759	1,367,703
Intergovernmental Relations	177,636	184,405	182,707	185,182
Organizational Effectiveness	1,332,407	1,405,854	1,367,823	1,295,478
City Auditor	320,903	337,828	391,889	385,171
Office of Environmental Affairs	0	216,251	344,067	347,016
Economic Development	3,739,209	2,111,553	3,395,235	2,470,982
Court	1,035,446	1,136,486	1,203,080	1,377,529
<b>Total</b>	<b>9,456,871</b>	<b>8,521,212</b>	<b>10,061,431</b>	<b>9,148,846</b>

**GENERAL GOVERNMENT  
Division Summary**

**Legislative**

**Financial Highlights**

The 1992-93 total adopted budget is 4.5% (\$21,493) more than the 1991-92 adopted budget. Personnel increases of 1.1% (\$3,057) include compensation changes. Contractual increases of 10.9% (\$20,036) are for additional resources needed for regional problem solving and economic development issues.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	261,875	281,258	280,000	284,315
Contractual	191,965	183,375	187,015	203,411
Commodities	15,691	12,000	10,400	10,400
Capital Outlay	21,580			
<b>Total</b>	<b>491,111</b>	<b>476,633</b>	<b>477,415</b>	<b>498,126</b>
<b>FUNDING SOURCES</b>				
General Fund	491,111	476,633	477,415	498,126
<b>POSITIONS</b>				
Full-time	3	3	3	3
Part-time	7	7	7	7
Full-time Equivalent (FTE)*	3	3	3	3

\*Seven part-time positions for the Mayor and City Council are not included in the full-time equivalents.

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows the Legislative Office to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Respond to all phone requests for information within 1 day	N/A	100%	100%
Respond to 90% of written requests for information within 2 days	N/A	90%	90%
Operating budget \$ per citizen	\$782	\$806	\$794
<b>Workload Measures</b>			
# of citizens	133,330	137,590	143,230



**GENERAL GOVERNMENT  
Division Summary**

**City Manager**

**Financial Highlights**

The 1992-93 total adopted budget is 1.9% (\$13,885) more than the 1991-92 adopted budget. Personnel decreases of 0.7% (\$4,593) include the addition of an Endowment Officer position and the deletion of the Administrative Services Manager position. Contractual increases of 11.7% (\$10,428) and commodities increases of 54.9% (\$8,050) include additional funding for the Endowment Officer to establish the endowment program.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	629,353	629,557	629,557	624,964
Contractual	93,794	88,984	89,847	99,412
Commodities	13,741	14,668	14,668	22,718
Capital Outlay	58,901			
<b>Total</b>	<b>795,789</b>	<b>733,209</b>	<b>734,072</b>	<b>747,094</b>
<b>FUNDING SOURCES</b>				
General Fund	795,789	733,209	734,072	747,094
<b>POSITIONS</b>				
Full-time	10	9	9	9
Part-time	1	1	1	1
Full-time Equivalent (FTE)	10.5	9.5	9.5	9.5

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows the City Manager's office to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Respond to all phone requests for information within 1 day	N/A	100%	100%
Respond to all written requests for information within 5 days	N/A	95%	100%
Maintain Moody bond rating of Aa1 or better for General Obligation bonds	Aa1	Aa1	Aa1
Maintain 95% citizen satisfaction with City services	86%	93%	95%
Accomplish 90% policy directives established by Council	N/A	85%	90%

**GENERAL GOVERNMENT  
Division Summary**

**City Manager**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
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**Workload Measures**

Attend community meetings	N/A	140	160
Special research reports and projects	N/A	96	120
Represent City at appropriate public appearance events	N/A	100	120
Participate in intergovernmental boards and committees	N/A	8	8

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**GENERAL GOVERNMENT  
Division Summary**

**City Clerk**

**Financial Highlights**

The 1992-93 total adopted budget is 9.4% (\$37,545) more than the 1991-92 adopted budget. The personnel increase of 3.6% (\$9,312) is due to the transfer of a part-time employee from the Municipal Services Department. The contractual expenditures increases of 20.1% (\$25,337) includes \$21,204 increase in advertising for legal notices and \$7,000 increase cost for updates of the City Code. The commodities expenditures increase of 19.5% (\$2,896) is due mainly to the purchase of additional indoor posting boards.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	290,259	256,675	241,533	265,987
Contractual	102,978	126,285	137,962	151,622
Commodities	12,128	14,856	16,919	17,752
Capital Outlay	33,682			
<b>Total</b>	<b>439,047</b>	<b>397,816</b>	<b>396,414</b>	<b>435,361</b>
<b>FUNDING SOURCES</b>				
General Fund	439,047	397,816	396,414	435,361
<b>POSITIONS</b>				
Full-time	8	7	7	7
Part-time		1	1	1
Full-time Equivalent (FTE)	8	7.5	7.5	7.5

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows the City Clerk to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
% of calls answered within 10 seconds (95%)*	N/A	85%	95%
% of public records requests provided within 24 hours (100%)	90%	95%	95%
% of Council meeting minutes transcribed within 7 days of meeting (100%)	98%	60%	98%
% of legal notices for public hearings & publishings posted within 24 hours legal limit (100%)	100%	100%	100%
Total calls received	36,137	36,000	36,000

\*Measure changed from 1 minute to 10 seconds and standard changed from 75% to 95%

**GENERAL GOVERNMENT  
Division Summary**

**Elections**

**Financial Highlights**

The 1992-93 total adopted budget is 81.4% (\$172,102) less than the 1991-92 adopted budget. The total decrease is due to no General Elections scheduled in 1992-93.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	5,543	26,914	26,914	
Contractual	15,508	168,832	143,770	38,214
Commodities	601	11,260	11,260	990
Capital Outlay	2,726	4,300	7,026	
<b>Total</b>	<b>24,378</b>	<b>211,306</b>	<b>188,970</b>	<b>39,204</b>
<b>FUNDING SOURCES</b>				
General Fund	24,378	211,306	188,970	39,204

**POSITIONS**

Full-time

Part-time

Full-time Equivalent (FTE)

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows the City Clerk to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL* 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
% of population registered	65%	67%	65%
% of voter turnout (average)	21%	25%	
Citizens ballot accountability for each city election	100%	100%	
% of absentee ballots provided within 48 hours of request per AZ Revised Statute	100%	100%	
% of sample ballots/publicity pamphlets mailed 10 days prior to each election	100%	100%	
Provide citizens ballot accountability for each City election (100%)	100%	100%	

**GENERAL GOVERNMENT  
Division Summary**

**Elections**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL* 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
# of registered voters	84,500	87,500	90,000
# of City elections	3	2	
# of absentee ballots processed during City elections	967	900	
# of sample ballots/publicity pamphlets provided per election	55,000	67,500	

\*From last election year 1989-90  
There were no elections in 1990-91 and 1992-93

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**GENERAL GOVERNMENT  
Division Summary**

**City Attorney**

**Financial Highlights**

The 1992-93 total adopted budget is 4.4% (\$57,832) more than the 1991-92 adopted budget. The personnel increase of 8.3% (\$79,430) is for the addition of one Attorney during 1991-92. The contractual expenditures decreased 8% (\$24,868). The commodities expenditures increase of 19.4% (\$7,570) is due to increased legal book cost. Capital expenditures decreased 100% (\$4,300).

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	828,764	956,773	956,773	1,036,203
Contractual	188,556	309,723	343,422	284,855
Commodities	43,426	39,075	52,994	46,645
Capital Outlay	40,199	4,300	26,570	
<b>Total</b>	<b>1,100,945</b>	<b>1,309,871</b>	<b>1,379,759</b>	<b>1,367,703</b>

<b>FUNDING SOURCES</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
General Fund	1,100,945	1,309,871	1,379,759	1,367,703

<b>POSITIONS</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Full-time	16	17	18	18
Part-time	2	2	2	2
<b>Full-time Equivalent (FTE)</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>19</b>

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows the City Attorney to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
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**Workload Measures**

Bench trials by Prosecution	333	486	500
Trials by Prosecution	43	75	100
Pretrials by Prosecution (scheduled)	N/A	9,736	10,500
Pretrial conducted	N/A	4,744	4,800
Contracts reviewed by Civil	140	174	180
Ordinances and resolutions	171	328	340
Civil litigation defense	107	113	115

**GENERAL GOVERNMENT  
Division Summary**

**Intergovernmental Relations**

**Financial Highlights**

The 1992-93 total adopted budget is 0.4% (\$777) more than the 1991-92 adopted budget. Personnel decreases of 1.7% (\$2,539) include compensation changes. Contractual increases of 10.4% (\$3,316) reflect additional travel to respond to critical issues emerging outside the state that affect the City. Commodities expenditures will remain the same in 1992-93.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	141,028	150,517	150,000	147,978
Contractual	35,603	31,770	30,589	35,086
Commodities	1,005	2,118	2,118	2,118
Capital Outlay				
<b>Total</b>	<b>177,636</b>	<b>184,405</b>	<b>182,707</b>	<b>185,182</b>
<b>FUNDING SOURCES</b>				
General Fund	177,636	184,405	182,707	185,182
<b>POSITIONS</b>				
Full-time	2	2	2	2
Part-time	1	1	1	1
Full-time Equivalent (FTE)	2.5	2.5	2.5	2.5

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows Intergovernmental Relations to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Develop annual Legislative program prior to January of current fiscal year	Approved 11/19/90	Approved 11/18/91	Same
Compile annual reports on results of Legislative session and impacts on City with 30 days of adjourning	Report done w/in 2 days	Report done w/in 30 days	Same
Attend 100% of MAG Management and Regional Council meetings	100%	100%	100%
Respond to public inquiries about intergovernmental issues within 1 working day	100%	100%	100%
Develop annual Federal Issues Policy Statement by March of current fiscal year	N/A	Complete by March	Complete by March

**GENERAL GOVERNMENT  
Division Summary**

**Intergovernmental Relations**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
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**Workload Measures**

Prepare weekly reports to City Manager during Legislative session	21 weeks/ 21 reports	Weekly during session	Same
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**GENERAL GOVERNMENT  
Division Summary**

**Organizational Effectiveness**

**Financial Highlights**

The 1992-93 total adopted budget is 7.9% (\$110,376) less than the 1991-92 adopted budget. Personnel decreases of 9.9% (\$98,874) includes funding for an ASU Masters of Public Administration intern and the transfer of two positions to Accounting due to a reorganization. Contractual increases of 7.4% (\$21,768) and commodities decreases of 35% (\$40,070) reflect an accounting change (categorizing expenditures as a contracted service versus a commodity) and the transfer of printing and binding funds to Accounting due to a reorganization. Capital outlay of \$6,800 is for a new computer in Benefits to address increased data processing and storage needs.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	921,351	998,019	940,270	899,145
Contractual	307,431	295,415	342,017	317,183
Commodities	88,367	112,420	77,657	72,350
Capital Outlay	15,258		7,879	6,800
<b>Total</b>	<b>1,332,407</b>	<b>1,405,854</b>	<b>1,367,823</b>	<b>1,295,478</b>
<b>FUNDING SOURCES</b>				
General Fund	1,332,407	1,405,854	1,367,823	1,295,478
<b>POSITIONS</b>				
Full-time	22	22	22	20
Part-time	1	1	1	1
Full-time Equivalent (FTE)	22.5	22.5	22.5	20.5

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Organizational Effectiveness to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
90% of new hires or promoted employees in job 6 months after hire	95%	90%	90%
City-wide medical leave usage at 3% or less	2.3%	2.7%	3%
Keep employee turnover at or below 8.34%	6.66%	6.80%	8.34%
Cost per recruitment	\$705	\$810	\$900

**GENERAL GOVERNMENT  
Division Summary**

**Organizational Effectiveness**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
Full-time employees	1,124	1,179	1,187
Part-time employees	286	286	286
# of recruitments	146	120	120
# of employment applications	8,403	9,000	9,200
New hire orientation	122	150	150
Management Academy and Leadership Institute training	1 group	1 group	5 groups

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**GENERAL GOVERNMENT  
Division Summary**

**City Auditor**

**Financial Highlights**

The 1992-93 total adopted budget is 14% (\$47,343) more than the 1991-92 adopted budget. The personnel increase of 15.9% (\$43,746) includes \$7,032 for increased temporary hours and \$34,257 in reduced attrition rate deductions. The contractual expenditures increase of 9% (\$4,642) is due to property and liability increases, pager lease, cellular phone air time, and microfilming. Capital expenditures decreased 100% (\$1,600).

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	244,134	274,391	314,648	318,137
Contractual	35,658	51,631	55,696	56,273
Commodities	19,199	10,206	11,338	10,761
Capital Outlay	21,912	1,600	10,207	
<b>Total</b>	<b>320,903</b>	<b>337,828</b>	<b>391,889</b>	<b>385,171</b>
<b>FUNDING SOURCES</b>				
General Fund	320,903	337,828	391,889	385,171
<b>POSITIONS</b>				
Full-time	6	6	6	6
Part-time				
Full-time Equivalent (FTE)	6	6	6	6

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow the City Auditor to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
Minimum # of audits to complete	5	5	5

**GENERAL GOVERNMENT  
Division Summary**

**Office of Environmental Affairs**

**Financial Highlights**

The 1992-93 total adopted budget is 60.5% (\$130,765) more than the 1991-92 adopted budget. Personnel decreases of 2.2% (\$2,409) include compensation changes. Capital expenditures of \$135,000 are for the purchase and installation of energy efficient equipment in City facilities.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel		109,701	109,701	107,292
Contractual		100,850	91,466	102,224
Commodities		1,000	3,200	2,500
Capital Outlay		4,700	139,700	135,000
<b>Total</b>		<b>216,251</b>	<b>344,067</b>	<b>347,016</b>
<b>FUNDING SOURCES</b>				
General Fund		216,251	344,067	347,016
<b>POSITIONS</b>				
Full-time		2	2	2
Part-time				
Full-time Equivalent (FTE)		2	2	2

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows Environmental Affairs to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
Perform environmental assessments		60	100
Review and interpret Federal and State environmental laws		30	100
Install permanent energy efficiency retrofits that yield at least a 40% annual		8	10
Conduct energy efficiency demonstration projects		6	5
Conduct educational presentations to schools, civic groups, and professional organizations		20	20

**GENERAL GOVERNMENT  
Division Summary**

**Economic Development**

**Financial Highlights**

The 1992-93 total adopted budget is 17% (\$359,429) more than the 1991-92 adopted budget. Personnel increases of 48.7% (\$71,219) include funding the Economic Development Director position, which was approved but unfunded in the 1991-92 adopted budget. Contractual increases includes a \$109,000 increase in the Hospitality Contract from \$1,675,000 to \$1,784,000. The Economic Development contract remains at \$364,000.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	202,865	146,200	178,700	217,419
Contractual	3,522,141	1,961,928	2,244,285	2,250,313
Commodities	3,667	3,425	3,522	3,250
Capital Outlay	10,536		968,728	
<b>Total</b>	<b>3,739,209</b>	<b>2,111,553</b>	<b>3,395,235</b>	<b>2,470,982</b>
<b>FUNDING SOURCES</b>				
General Fund	3,739,209	2,111,553	3,395,235	2,470,982
<b>POSITIONS</b>				
Full-time	4	4	4	4
Part-time				
Full-time Equivalent (FTE)	4	4	4	4

**SERVICE LEVEL CHANGES.** The 1991-92 adopted budget will allow Economic Development to mobilize as a team to deal with substantial issues and for interdepartmental cooperation.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Bed Tax Updates	Monthly	Monthly	Monthly
Develop incentives to encourage economic development	N/A	N/A	Annually
Monitor the performance of the Chamber of Commerce	N/A	N/A	Quarterly

**GENERAL GOVERNMENT  
Division Summary**

**Court**

**Financial Highlights**

The 1992-93 total adopted budget is 21.2% (\$241,043) more than the 1991-92 adopted budget. The personnel increase of 20.5% (\$169,401) includes \$165,087 for one Judge, one Court Service Supervisor and two Court Service Representatives, \$3,700 for one Co-op student, \$4,808 for two position upgrades, and the elimination of \$17,850 for a temporary bailiff and secretary for the Driving Under the Influence (DUI) jury trial backlog. The contractual expenditures increase of 20.5% (\$55,293) includes \$52,480 for two contract Court Service Representatives, \$31,096 for one contract Security Officer, and the elimination of \$55,428 for a pro tempore judge and jury cost to address the DUI jury trial backlog.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	790,787	828,096	846,394	997,497
Contractual	197,671	269,520	303,260	324,813
Commodities	30,795	36,370	40,848	46,719
Capital Outlay	16,193	2,500	12,578	8,500
<b>Total</b>	<b>1,035,446</b>	<b>1,136,486</b>	<b>1,203,080</b>	<b>1,377,529</b>
<b>FUNDING SOURCES</b>				
General Fund	1,035,446	1,136,486	1,203,080	1,377,529
<b>POSITIONS</b>				
Full-time	23	23	23	27
Part-time				
Full-time Equivalent (FTE)	23	23	23	27

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows the City Court to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Maximum % of telephone callers to abandon (5%)	26%	21.5%	20%
% of telephone calls to answer within 1 minute (78%)	54%	55%	55%
Maximum % of cases dismissed per Rule 8 (ARC) (.1%)	.006%	.01%	.1%
% of assessed court fines/fees collected (through collections program only) (80%)	86%	80%	80%

**GENERAL GOVERNMENT  
Division Summary**

**Court**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
Court filings (excluding parking)	49,598	45,000	47,700
Court filings - parking	18,150	15,000	18,300
Number of new collection cases through collections program	3,939	4,682	4,700
Number of citizens waited on at Public Services counter	43,582	40,172	42,000
Number of Bench Trials held	333	486	500
Number of Jury Trials held	43	54*	60
Number of Civil Hearings held	745	600	700
Number of Pretrials held	N/A	4,744	4,800

\*Excluding jury trials held in third courtroom for jury trial blitz

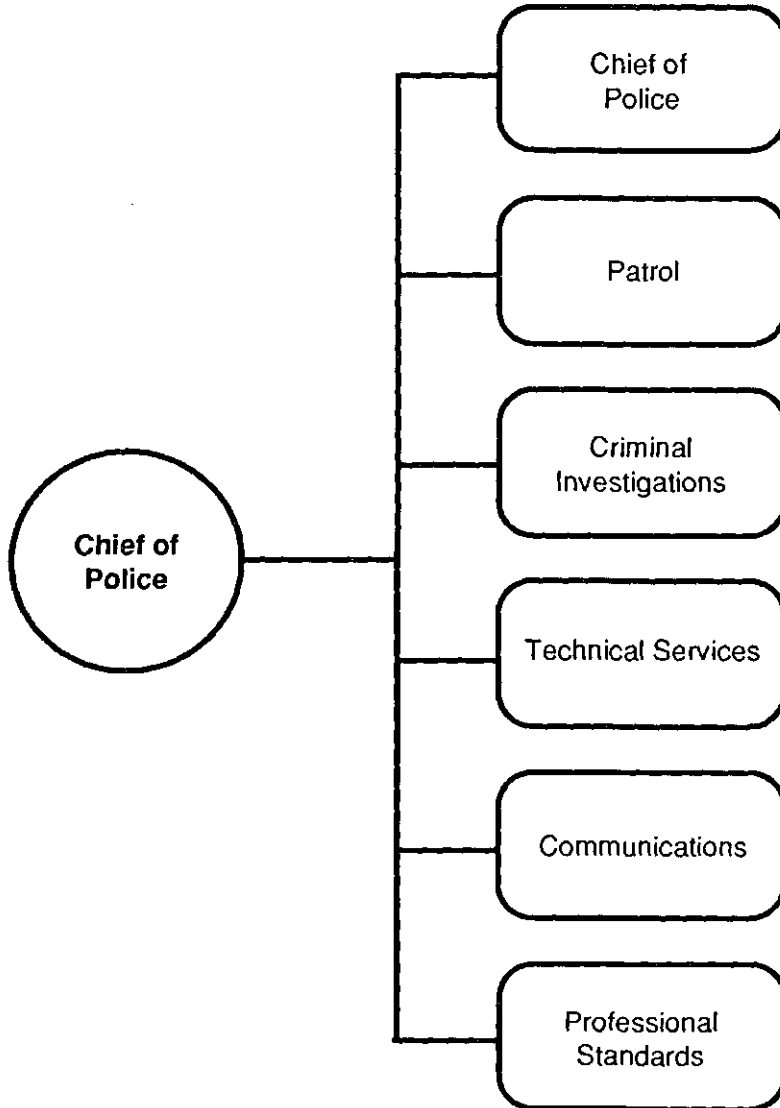
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Police



# POLICE DEPARTMENT

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



<b>Departmental Budget Trends</b>	<b>Actual 1990-91</b>	<b>Adopted 1991-92</b>	<b>Estimated 1991-92</b>	<b>Adopted 1992-93</b>
Expenditures	\$17,162,238	\$18,109,426	\$18,427,567	\$18,849,653
% of City's Operating Total	12.1%	12.1%	12.3%	11.7%

# POLICE

## Department Summary

### Financial Highlights

The 1992-93 total adopted budget is 4.1% (\$740,227) more than the 1991-92 adopted budget. The personnel increase of 4.1% (\$603,883) includes \$318,213 for nine positions approved during 1991-92 for the department reorganization, \$145,032 for three officer positions, \$45,687 for one asset forfeiture detective, and \$75,000 in overtime for the tactical team. The contractual expenditures increase .6% (\$16,368) including \$40,267 for the tactical team. The commodities expenditures increase of 32.5% (\$85,287) includes \$64,697 in Racketeering Influenced Corrupt Organizations (RICO) funded expenditures for the tactical team and \$27,863 associated with the nine positions approved during 1991-92 and the four positions approved for 1992-93. The capital expenditures increase of 40% (\$34,689) includes \$6,000 for a communications repeater, \$13,500 for vehicle tracking equipment, \$5,500 for a computer and \$9,585 in additional RICO funded expenditures for the tactical team.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	13,621,787	14,825,970	14,827,131	15,429,853
Contractual	2,849,667	2,933,856	2,948,813	2,950,224
Commodities	424,468	262,594	302,767	347,881
Capital Outlay	266,316	87,006	348,856	121,695
<b>Total</b>	<b>17,162,238</b>	<b>18,109,426</b>	<b>18,427,567</b>	<b>18,849,653</b>
<b>FUNDING SOURCES</b>				
General Fund	17,162,238	18,109,426	18,427,567	18,849,653
<b>POSITIONS</b>				
Full-time	300	303	312	316
Part-time	3	3	3	3
<b>Full-time Equivalent (FTE)</b>	<b>301.5</b>	<b>304.5</b>	<b>313.5</b>	<b>317.5</b>

# POLICE

## Department Summary

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### Issues Facing the Department

#### Chief of Police

**"Community Policing."** The department is committed to implement community-based policing. There will be many adjustments made in the way police personnel address issues within neighborhoods. This will be a time of change for both officers and for citizens.

**Americans With Disabilities Act** -- This legislation, effective July 1992, has resulted in modifications of job descriptions, possible building access modifications, and potential changes in police officer physical agility requirements. Arizona Law Enforcement Advisory Council (ALEOAC) is currently studying the impact of the legislation on police departments' physical agility testing procedures.

#### Patrol

**Northern Policing Needs.** There are more than 100 square miles to patrol north of Frank Lloyd Wright Boulevard. Although sparsely populated, development is underway and demands for police service are increasing. Three police officers are funded in this budget to improve service in this area.

**Alarm Ordinance Rewrite.** It is estimated that 17.5% of all calls for service are alarm related. During 1991, the Police Department responded to 14,704 alarm calls 14,606 of which were false alarms. A task force is currently preparing recommendations intended to require the improvement in reliability of these alarm systems.

**Civic Center Area Full-Service Facility.** In January of 1989, the police headquarters moved from the Civic Center facility (District 1) to the Via Linda location (District 2). As a result of the headquarters move, citizens living in the District 1 area have voiced concerns that they have been abandoned. Plans are underway to build a new combined city-county court/police complex just south of the existing District 1 police building. The Police Department will continue to decentralize, staffing the District 1 facility with a commander, office staff, detectives and crisis intervention personnel.

#### Criminal Investigations

**Tactical Team.** A Tactical team is currently in the development process with an activation target date of January 1993. The team will enhance the department's ability to respond to tactical situations. RICO funding in the amount of \$229,549 is included in the 1992-93 budget.

**Racketeering Influenced Corrupt Organizations (RICO).** Newly enacted mandatory forfeiture reporting procedures, plus a mandatory fee assessment on a yearly basis, has required a closer accounting of forfeiture actions, amounts, and tracking. An asset forfeiture detective is funded in this budget.

#### Technical Services

**Detention.** With the proposed opening of the District 1 police/court facility in 1993, dual jail management issues will need to be identified and resolved.

# **POLICE**

## **Department Summary**

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### **Issues Facing the Department (continued)**

#### **Technical Services (continued)**

**Records Management System.** This new computerized system is planned for implementation December 1992. Records management will allow for a one point entry system for department reports and data, increasing productivity and providing better service.

**Victim's Rights Legislation.** This past year, the Arizona Legislature enacted and then modified a comprehensive bill that asserts and protects the rights of a crime victim with additional rights for victims of domestic violence. In its present form, the law has already had significant impact on how the police, as well as the courts, conduct business. As yet, there is not enough history operating under the law to measure impact on service delivery. The Legislature has indicated it will revisit the law during its next session with the possibility of reinstating those elements of the original law dealing with redacting reports. Should that occur, additional staff may be required to comply with the law.

#### **Communications**

**Communications.** With the completion of the physical expansion of the Communications area and the training of the new positions, dispatching responsibilities will be reassigned based on districts. One radio dispatcher per district will allow more efficient dispatching of calls for service and a more efficient utilization of the 800 MHz Trunked Radio System.

#### **Professional Standards**

**Accreditation.** Accreditation is a program that ensures department policies and procedures conform to nationally accepted standards so that police employees properly and effectively perform their duties. It also provides a tangible external symbol of internal excellence which may result in decreased liability. Funding for this program is included in the budget.

**Drug Abuse Resistance Education (DARE).** With the approval of a federal grant, the DARE program will be implemented to instruct elementary school children about drugs and alcohol, the consequences of their use, and the skills necessary to resist the pressure to experiment with them.

# POLICE

## Department Summary

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### Department Goals & Objectives

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

**Patrol.** Handle general law enforcement responsibilities; complete initial criminal investigations; handle traffic-accident investigations and perform traffic-enforcement and control duties.

**Criminal Investigations.** Conduct follow-up investigations on reported crimes; proactively address criminal activity; assist victims and their families; coordinate the investigation of runaway juveniles; and provide referral information to persons experiencing problems in social situations. Criminal Investigations is a part of the Operations Bureau.

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

**Communications.** Responsible for responding to all citizen telephone calls for service and guaranteeing proper deployment and back-up of police units.

**Professional Standards.** Handles internal investigations and policy development; responsible for media contacts; the neighborhood watch program, the volunteer program, and the school resource officer program; guarantee compliance with all mandated training; and guarantee a qualified pool of applicants to fill existing vacancies.

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<b>EXPENDITURES BY AREA</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Chief of Police	1,167,957	1,199,345	1,432,339	783,954
Patrol Bureau	9,529,943	10,289,422	9,946,882	10,079,366
Criminal Investigations	3,405,809	3,581,519	3,804,601	3,830,479
Technical Services				1,875,451
Communications	3,058,529	3,039,140	3,243,745	1,333,632
Professional Standards				946,771
<b>Total</b>	<b>17,162,238</b>	<b>18,109,426</b>	<b>18,427,567</b>	<b>18,849,653</b>

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**POLICE  
Division Summary**

**Chief of Police**

**Financial Highlights**

The 1992-93 total adopted budget is 34.6% (\$415,391) less than the 1991-92 adopted budget. The personnel decrease of 35.7% (\$262,424) is due to the transfer of thirteen positions to the newly formed Professional Standards. The contractual expenditures decrease of 21.8% (\$84,241) is mainly due to the transfer of training, travel and a portion of fleet expenditures to the Professional Standards. The commodities expenditures decrease of 88.7% (\$68,726) is due to the transfer of operating supply expenditures to the Professional Standards.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	664,839	734,680	957,405	472,256
Contractual	391,200	387,168	393,762	302,927
Commodities	111,918	77,497	81,172	8,771
Capital Outlay				
<b>Total</b>	<b>1,167,957</b>	<b>1,199,345</b>	<b>1,432,339</b>	<b>783,954</b>
<b>FUNDING SOURCES</b>				
General Fund	1,167,957	1,199,345	1,432,339	783,954
<b>POSITIONS</b>				
Full-time	12	13	7	7
Part-time				
Full-time Equivalent (FTE)	12	13	7	7

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow the Office of the Chief to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
# and % of formal reports completed on schedule (100%)	10/100%	15/100%	15/100%
% variance between year-end expenditure forecast and actual expenditure amounts	3%	1%	1%
<b>Workload Measure</b>			
# of budget expenditures reports produced	0	4	4

**POLICE**  
**Division Summary**

**Patrol**

**Financial Highlights**

The 1992-93 total adopted budget is 2% (\$210,056) less than the 1991-92 adopted budget. The personnel decrease of .5% (\$41,117) is due to a decrease in overtime and a mid-year reorganization. The additional three police officers approved for 1992-93 in conjunction with the mid-year reorganization increases the patrol division by one position compared to the 1991-92 adopted budget. The contractual expenditures decrease of 11.5% (\$184,498) is due to a \$76,840 reduction in property and liability and a \$105,648 reduction in fleet rates. The commodities expenditures increase of 32% (\$8,559) includes \$12,939 for clothing expenditures transferred from the Chief of Police and the Communications and the reduction of \$4,380 for small tools and equipment. The capital expenditures increase of \$7,000 is for the purchase of two in-car cameras.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	7,848,362	8,654,468	8,306,943	8,613,351
Contractual	1,657,721	1,608,234	1,609,796	1,423,736
Commodities	23,860	26,720	30,143	35,279
Capital Outlay				7,000
<b>Total</b>	<b>9,529,943</b>	<b>10,289,422</b>	<b>9,946,882</b>	<b>10,079,366</b>
<b>FUNDING SOURCES</b>				
General Fund	9,529,943	10,289,422	9,946,882	10,079,366
<b>POSITIONS</b>				
Full-time	172	171	169	172
Part-time	3	3	3	3
Full-time Equivalent (FTE)	173.5	172.5	170.5	173.5

**SERVICE LEVEL CHANGES.** With the addition of three police officers, the percentage of officers' time available for community policing and preventive patrol is estimated to increase from 26% to 27%

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Average response time to emergency calls (6 min.)	4.0	3.9	3.9
Average # of minutes spent on calls for service	52 min.	51 min.	53 min.

**POLICE  
Division Summary**

**Patrol**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures (continued)</b>			
% of officers' time not committed and available for community based policing and preventive patrol (33%)	26%	26%	27%
% of crime scenes responded to within 3 hours (80%)	N/A	70.6%	70.6%
% of hit and run accidents cleared (69%)	58%	69%	69%
# and % of pursuits complying with department policy (100%)	21/95%	21/95%	22/100%
<b>Workload Measures</b>			
# of reports generated by patrol personnel	21,323	22,270	23,249
# of moving/non-moving citations issued	40,371	41,355	42,347
# of parking citations issued	17,036	17,320	17,597
# of Driving Under the Influence (DUI) sobriety checkpoints (3)	N/A	3	3
# of Driving Under the Influence (DUI) arrests as compared to alcohol related accidents	18:1	18:1	20:1
# of moving citations issued as compared to # of accidents	9:1	6:1	7:1
# of hit and run accidents	900	870	850
# of patrol assists by canine service calls	342	250	350
# of dispatched calls for services	75,107	89,592	93,175



**POLICE  
Division Summary**

**Criminal Investigations**

**Financial Highlights**

The 1992-93 total adopted budget is 7% (\$248,960) more than the 1991-92 adopted budget. The personnel increase of 2% (\$61,299) includes \$45,687 for one asset forfeiture detective, \$75,000 for the Tactical Team overtime and the reduction of \$59,458 due to employee turnover. The contractual expenditures increase of 18.3% (\$91,018) includes \$40,267 in additional RICO funded expenditures for the Tactical Team and \$36,096 in increased fleet rates for three additional vehicles. The commodities expenditures increase of 429.2% (\$63,218) is due to RICO funded expenditures for the Tactical Team. Capital expenditures increase of 299% (\$33,425) includes \$6,000 for a communications repeater, \$13,500 for vehicle tracking equipment, \$5,500 for a computer, and \$9,585 in additional RICO funded expenditures for the tactical team.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	2,872,121	3,048,733	3,168,065	3,110,032
Contractual	368,117	496,785	508,235	587,803
Commodities	122,167	19,201	37,056	82,419
Capital Outlay	43,404	16,800	91,245	50,225
<b>Total</b>	<b>3,405,809</b>	<b>3,581,519</b>	<b>3,804,601</b>	<b>3,830,479</b>
<b>FUNDING SOURCES</b>				
General Fund	3,405,809	3,581,519	3,804,601	3,830,479
<b>POSITIONS</b>				
Full-time	55	56	56	57
Part-time				
Full-time Equivalent (FTE)	55	56	56	57

**SERVICE LEVEL CHANGES.** With the approval of the asset forfeiture detective, the position will specifically address the issues of increased workload and increased liability when seizing assets.

A Tactical team is currently in the development process with an activation target date of January 1993. The team will enhance the department's ability to respond to tactical situations.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
% of homicides cleared (74.5%)**	*	71%	70%
% of robberies cleared (30%)**	44%	30%	32%
% of sexual assaults cleared (43%)**	77%	75%	75%

\*No homicides occurred in 1990-91

**POLICE  
Division Summary**

**Criminal Investigations**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures (continued)</b>			
% of burglaries cleared (11%)**	11%	14%	12%
% of identified Repeat Criminal Offenders successfully entered into the Repeat Offender Program (95%)	90%	95%	95%
% of thefts cleared (22%)**	18%	18%	20%
% of auto thefts cleared (12%)**	27%	20%	18%
% of citizen reports of narcotic activity responded to within 2 days (Standard: 95%)	100%	95%	95%
% of pawned items checked for stolen within 10 days (100%)	45%	100%	100%

\*\*The standard is last year's actual results for the average of Arizona Law Enforcement agencies. These are used as benchmarks against which to compare performance of Scottsdale PD and are not intended to be projections.

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**POLICE**  
**Division Summary**

**Technical Services**

**Financial Highlights**

The 1992-93 total adopted budget expenditures and positions were transferred from Communications as part of the police departmental reorganization.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel				1,480,643
Contractual				242,562
Commodities				147,246
Capital Outlay				5,000
<b>Total</b>				<b>1,875,451</b>
<b>FUNDING SOURCES</b>				
General Fund				1,875,451
<b>POSITIONS</b>				
Full-time				42
Part-time				
Full-time Equivalent (FTE)				42

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Technical Services to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
% of arrest packages processed within 72 hours (100%)	100%	100%	100%
% of time impounded property is available for citizen pick-up within 10 working days of impound or case officer release (100%)	100%	100%	100%
% of time major case call reports are submitted within 3 working days after completion of crime scene investigation (100%)	95%	90%	100%
% of arrested persons fingerprint cards accepted by Department of Public Safety/Federal Bureau of Investigation (DPS/FBI) (Detention Techs only) (100%)	82%	90%	90%
% of latent print evidence processed and compared within 3 days (100%)	98%	35%	35%

**POLICE  
Division Summary**

**Communications**

**Financial Highlights**

The 1992-93 total adopted budget is 56.1% (\$1,705,508) less than the 1991-92 adopted budget. The budget reduction in all expenditure categories is due to the transfer of these funds to the Technical Services as part of the police department reorganization.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	2,236,465	2,388,089	2,394,718	1,026,677
Contractual	432,629	441,669	437,020	245,555
Commodities	166,523	139,176	154,396	3,130
Capital Outlay	222,912	70,206	257,611	58,270
<b>Total</b>	<b>3,058,529</b>	<b>3,039,140</b>	<b>3,243,745</b>	<b>1,333,632</b>

<b>FUNDING SOURCES</b>				
General Fund	3,058,529	3,039,140	3,243,745	1,333,632

<b>POSITIONS</b>				
Full-time	61	63	67	25
Part-time				
Full-time Equivalent (FTE)	61	63	67	25

**SERVICE LEVEL CHANGES.** With the approval of two communications dispatchers mid-year, both performance measures listed below will increase to 99% and 98% respectively.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
% of 911 calls answered within 3 rings (100%)	98%	98%	99%
% of non-emergency calls answered within 3 minutes (100%)	97%	97%	98%

**POLICE  
Division Summary**

**Professional Standards**

**Financial Highlights**

The 1992-93 total adopted budget expenditures and positions were transferred from the Chief of Police as part of the police department reorganization.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel				726,894
Contractual				147,641
Commodities				71,036
Capital Outlay				1,200
<b>Total</b>				<b>946,771</b>
<b>FUNDING SOURCES</b>				
General Fund				946,771
<b>POSITIONS</b>				
Full-time				13
Part-time				
Full-time Equivalent (FTE)				13

**SERVICE LEVEL CHANGES.** The adopted budget will allow Professional Standards to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
# and % of requests for crime prevention/public education appearances completed (175/100%)	137/100%	175/100%	200/100%
% of citizen complaints resolved within 30 days (100%)	N/A	90%	100%
# and % of formal citizen complaints sustained	9/19%	9/19%	9/20%
% of police officers receiving 16 hours of training per year, excluding firearms training (100%)	85%	100%	100%
# and % of officers hired from protected classes (35%)	11/33%	11/35%	11/60%
% of officers hired with college coursework (100%)	44%	75%	75%
% of Scottsdale households in neighborhood watch programs (2%)	1%	2%	2%

**POLICE  
Division Summary**

**Professional Standards**

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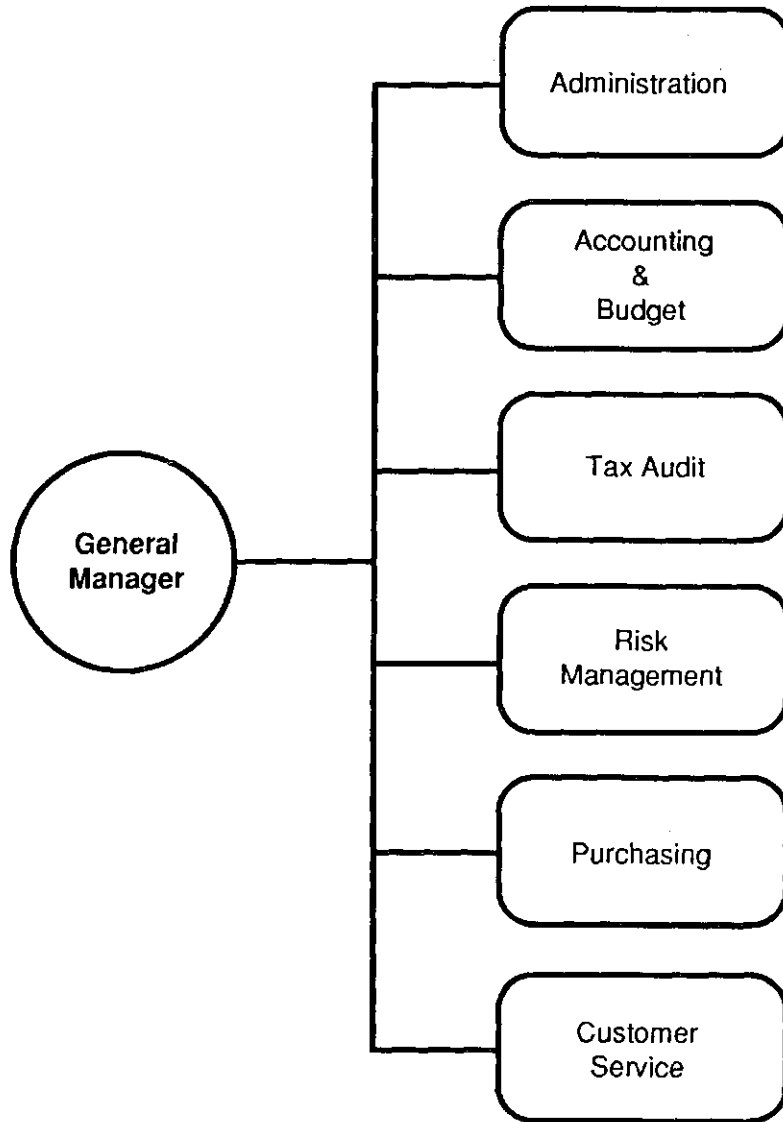
<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
# of formal citizen complaints per year	46	50	50

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Financial Services

# FINANCIAL SERVICES DEPARTMENT

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



<b>Departmental Budget Trends</b>	<b>Actual 1990-91</b>	<b>Adopted 1991-92</b>	<b>Estimated 1991-92</b>	<b>Adopted 1992-93</b>
Expenditures	\$6,978,032	\$7,003,225	\$6,659,120	\$6,892,013
% of City's Operating Total	4.9%	4.7%	4.4%	4.3%



# FINANCIAL SERVICES

## Department Summary

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### Financial Highlights

The 1992-93 total adopted budget is 1.6% (\$111,212) less than the 1991-92 adopted budget. Personnel increases of 3.3% (\$126,377) include a transfer of two positions from Organizational Effectiveness to Accounting & Budget due to a reorganization and a new position in Customer Service. The contractual decreases of 8.5% (\$259,459) include decreases of \$375,582 in the funding of the contribution to the Risk Management Trust Fund and \$29,000 in insurance premiums and an increase of \$87,000 for the City's self-insured claims.

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<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	3,552,526	3,878,283	3,821,630	4,004,660
Contractual	3,253,145	3,067,454	2,711,640	2,807,995
Commodities	62,494	42,888	76,207	57,036
Capital Outlay	109,867	14,600	49,643	22,322
<b>Total</b>	<b>6,978,032</b>	<b>7,003,225</b>	<b>6,659,120</b>	<b>6,892,013</b>
<b>FUNDING SOURCES</b>				
General Fund	3,825,146	3,992,316	3,569,321	3,789,276
Water & Sewer Fund	781,164	814,025	842,663	818,433
Sanitation Fund	177,106	191,124	195,624	207,702
Self Insurance Fund	2,194,616	2,005,760	2,051,512	2,076,602
<b>POSITIONS</b>				
Full-time	102	103	104	107
Part-time	6	6	5	5
<b>Full-time Equivalent (FTE)</b>	<b>105</b>	<b>106</b>	<b>106.5</b>	<b>109.5</b>

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# FINANCIAL SERVICES

## Department Summary

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### Issues Facing the Department

#### Administration

**Internal Financial Controls.** By continually improving internal controls, the City establishes effective guidelines to achieve its objectives. Additionally, effective internal controls provide a measure of consistency in changing environments and establish accountability throughout the organization.

#### Accounting & Budget

**Hardware Conversion.** MSA, the software currently used for the financial accounting system, is written for IBM hardware. The City's hardware, however, is Unisys. Therefore, the City is not able to take advantage of software enhancements that are available to IBM users. Unisys has given the City a three year notice that it will no longer be maintaining the City's MSA software applications. Therefore, Financial Services needs to position itself to change from the Unisys hardware to either an IBM or an IBM-compatible computer, utilizing our existing MSA software. Staff is currently working with OMS to develop an action plan to address this issue.

**Automated Arbitrage Liability Calculation.** The budget does not contain money to purchase software for the arbitrage liability or to pay for a consultant service to perform this work. This liability calculation involves significant payments to the Internal Revenue Service, so to ensure the City's accountability, it will be necessary to make a recommendation whether to do this with purchased software using in-house staff, or with a paid consultant performing the entire task. This calculation is currently done with in-house staff.

#### Tax Audit

**Revenue Expansion and Protection.** The City is very dependent on the revenue produced by privilege tax collections. In the past three years, the Legislature has precluded the City from taxing certain transactions, (i.e., portions of telecommunications, professional sports, etc.). It is critical that the City provide for its future by having adequate sources of revenue as well as avoid any further preemption of its privilege tax base.

#### Risk Management

**Safety Inspections.** The CIP program involves construction of numerous transportation related projects and additional City facilities, thereby, increasing the number and cost of safety inspections. Risk Management will monitor this issue closely to complete necessary inspections and minimize liability claims.

**Liability Exposure.** The newly passed Americans With Disabilities Act and the Civil Rights Act of 1991 may result in increased liability exposure. Risk Management will monitor this issue closely to proactively address any need to augment funding for liability claims.

# FINANCIAL SERVICES

## Department Summary

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### Risk Management (continued)

**Environmental Mandates.** Federal and state governmental agencies have initiated a number of referendums requiring the City to be environmentally responsible. These referendums which include testing of landfills, ground water and water supply systems, and waste disposal facilities, will require close monitoring by the Risk Management division.

### Purchasing

**Environmental Impact.** Purchasing is responsible for reviewing all purchase requisitions and bid specifications for environmental impact. To maintain a high level of responsiveness and meet the demand of increased bids, a contract bid and contract clerical position has been added.

**Bid Protests.** The uncertain economy produces increased protests in competition for City purchases and contract. Protest resolution takes time and may cause the City to incur additional expenses.

### Customer Service

**Customer Service.** The City's utility account base continues to grow due to new construction. In addition, a new concept for goal billing is being implemented in third quarter 1991-92. Both issues are anticipated to increase the number of phone calls, walk-in customers and billing accounts.

**Tax and License Microfiche Conversion.** Tax and License began microfiche of sales tax returns in January, 1992. Microfiche will reduce storage requirements and make records more easily accessible, therefore reducing man hours to file and retrieve documents.

**Tax and License Collection.** Additional field support is needed to adequately monitor tax and license collections and compliance. Current staffing is insufficient to collect revenue owed the City. The addition of a Customer Service Representative/Research will generate approximately \$45,000 to \$50,000 revenue in the first year and over \$70,000 in subsequent years. The annual recurring cost for this position is approximately \$28,000

# FINANCIAL SERVICES

## Department Summary

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### Department Goals & Objectives

**Administration.** Coordinates the department's operations, manages the City's short- and long-term debts, and coordinates the financing of City projects.

**Accounting and Budget.** Responsible for the City's payroll; accounts payable; special assessments bond district billings; special, monthly, and annual financial reports; City cash deposits and investments; and external audits. Develops, implements, and monitors the City's financial plans, including the Five-Year Financial Forecast, the Financial Trends Report, the Citizen Service Level Report, and other financial/budget documents.

**Tax Audit.** Promotes accurate sales tax self-assessments by taxpayers through taxpayer education programs; and evaluates local economic strength through the interpretation of privilege tax collections.

**Risk Management.** Coordinates the City's safety and risk management function, including the procurement of insurance. Responsible for funding, investigation, and adjustment of claims in the areas of property loss, liability, workers' compensation, and unemployment compensation exposures. Prepares fiscal impact statements and negotiations in the area of employee health benefits.

**Purchasing.** Provides centralized procurement services for all equipment, materials, supplies, construction and services in a timely manner obtaining optimum value per dollar expended. Manages and maintains the integrity of the procurement function pursuant to the Procurement Code, Environmental Procurement Policy and all applicable regulations. Maintains and distributes an inventory of commonly used items; and provides and/or procures all graphics and mail services.

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

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<b>EXPENDITURES BY AREA</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Administration	208,803	224,526	213,993	197,341
Accounting & Budget	1,003,418	1,048,433	1,001,804	1,215,538
Tax Audit	426,537	481,583	475,814	465,521
Risk Management	2,194,616	2,005,760	2,051,512	2,076,602
Contribution to Risk Management	625,000	575,582	200,000	200,000
Purchasing	1,095,882	1,152,753	1,175,932	1,162,797
Customer Service	1,423,776	1,514,588	1,540,065	1,574,214
<b>Total</b>	<b>6,978,032</b>	<b>7,003,225</b>	<b>6,659,120</b>	<b>6,892,013</b>

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**FINANCIAL SERVICES  
Department Summary**

**Administration**

**Financial Highlights**

The 1992-93 total adopted budget is 12.1% (\$27,185) less than the 1991-92 adopted budget. Personnel decreases of 11% (\$21,142) include a \$14,445 transfer of overtime salaries to Accounting & Budget.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	168,087	193,032	176,962	171,890
Contractual	35,708	26,431	31,968	20,138
Commodities	5,008	5,063	5,063	5,313
Capital Outlay				
<b>Total</b>	<b>208,803</b>	<b>224,526</b>	<b>213,993</b>	<b>197,341</b>
<b>FUNDING SOURCES</b>				
General Fund	208,803	224,526	213,993	197,341
<b>POSITIONS</b>				
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3	3	3	3

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Administration to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Respond to 100% of citizen inquiries within 10 days of receipt	100%	100%	100%
Maintain a rate of return for the City (C) that meets or exceeds the treasury bill (T) and average federal fund (F) rate	N/A	F: 5.6 T: 5.6 C: 6.9	Meet or exceed
<b>Workload Measures</b>			
Frequency of Citizens Bond Review Commission meetings	Quarterly	Monthly	Monthly
Publish the Investment Report	Monthly	Monthly	Monthly

**FINANCIAL SERVICES  
Department Summary**

**Administration**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures (continued)</b>			
# of debt obligations to administer:			
General Obligation Bonds	11	12	14
Revenue Bonds	6	7	8
Municipal Property Corporation Bonds	5	5	5
Contracts payable	15	6	6
Other liabilities	6	6	6
Special Assessment Bonds	16	19	21
Provide taxpayers the opportunity to protest their sales tax on an as needed basis. # of sales tax hearings	10	14	15

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**FINANCIAL SERVICES**  
**Division Summary**

**Accounting & Budget**

**Financial Highlights**

The 1992-93 total adopted budget is 15.9% (\$167,105) more than the 1991-92 adopted budget. Personnel increases of 16.7% (\$144,960) include a \$14,445 transfer of overtime salaries from Administration and a transfer of two positions from Organizational Effectiveness due to a reorganization. Contractual increases of 10.9% (\$18,525) include \$24,000 transferred from Organizational Effectiveness for printing various budget documents.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	795,082	865,994	820,698	1,010,954
Contractual	161,773	170,189	166,127	188,714
Commodities	13,808	12,250	14,279	15,870
Capital Outlay	32,755		700	
<b>Total</b>	<b>1,003,418</b>	<b>1,048,433</b>	<b>1,001,804</b>	<b>1,215,538</b>
<b>FUNDING SOURCES</b>				
General Fund	1,003,418	1,048,433	1,001,804	1,215,538
<b>POSITIONS</b>				
Full-time	22	22	22	24
Part-time	2	2	2	2
Full-time Equivalent (FTE)	23	23	23	25

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Accounting & Budget to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Publish and distribute annual financial report by September 30 each year	Sept. 24	Sept. 30	Sept. 30
Complete and file the RPTA audit, Expenditure Limitation Report and the Single Audit Report by September 30 each year	Sept. 30	Sept. 30	Sept. 30
<b>Workload Measures</b>			
Checks processed:			
Accounts Payable	31,378	32,000	34,000
Payroll	37,236	38,000	38,000

**FINANCIAL SERVICES  
Division Summary**

**Accounting & Budget**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures (continued)</b>			
# of improvement districts to administer Publish the Budget: Operating and Capital Improvements Plan (CIP): Annually	16 Annually	16 Annually	19 Annually
Hours of audit assistance provided to the external independent auditor	2,200	2,500	2,500

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**FINANCIAL SERVICES  
Division Summary**

**Tax Audit**

**Financial Highlights**

The 1992-93 total adopted budget is 3.3% (\$16,062) less than the 1991-92 adopted budget. The personnel decrease is 3.8% (\$16,496). Capital outlay is to fund the purchase of a personal computer.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	382,851	435,550	430,000	419,054
Contractual	38,198	40,112	39,701	35,956
Commodities	5,488	5,921	6,113	6,211
Capital Outlay				4,300
<b>Total</b>	<b>426,537</b>	<b>481,583</b>	<b>475,814</b>	<b>465,521</b>
<b>FUNDING SOURCES</b>				
General Fund	426,537	481,583	475,814	465,521
<b>POSITIONS</b>				
Full-time	10	10	10	10
Part-time	1	1	1	1
Full-time Equivalent (FTE)	10.5	10.5	10.5	10.5

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Tax Audit to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Audit a minimum of 3.3% of businesses annually	2.5%	3.3%	3.3%
Publish the Privilege Tax Report on or before the 10th of following month (100%)	100%	100%	100%
Maintain a minimum ratio of \$2.00 collected to every \$1.00 of cost	\$1.90:\$1.00	\$2.00:\$1.00	\$2.12:\$1.00
<b>Workload Measures</b>			
Privilege tax accounts	9,768	9,963	10,461
Business license accounts	4,458	4,793	5,137
Businesses audited for correct privilege taxes	221	250	265
Adjustments to privilege taxes paid as a result of audits	\$1,014,558	\$1,100,000	\$1,250,000

**FINANCIAL SERVICES**  
**Division Summary**

**Risk Management**

**Financial Highlights**

The 1992-93 total adopted budget is 3.5% (\$70,842) more than the 1991-92 adopted budget. Contractual increases of 3.4% (\$67,618) include an increase of \$87,000 for the City's self-insured claims and a decrease of \$29,000 in insurance premiums.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	245,538	252,044	247,441	255,368
Contractual	1,907,520	1,725,680	1,762,047	1,793,298
Commodities	39,322	28,036	42,024	27,936
Capital Outlay	2,236			
<b>Total</b>	<b>2,194,616</b>	<b>2,005,760</b>	<b>2,051,512</b>	<b>2,076,602</b>
<b>FUNDING SOURCES</b>				
Self Insurance Fund	2,194,616	2,005,760	2,051,512	2,076,602
<b>POSITIONS</b>				
Full-time	6	6	6	6
Part-time				
Full-time Equivalent (FTE)	6	6	6	6

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Risk Management to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Conduct a minimum of 20 safety meetings per year	22	30	32
Complete annual inspections of all major City buildings and bikepaths (100%)	100%	100%	100%
Conduct a minimum of one Accident Review Board meeting per month	11	12	12
<b>Workload Measures</b>			
# of claims investigated	348	335	320

**FINANCIAL SERVICES  
Division Summary**

**Risk Management**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures (continued)</b>			
Claims paid:			
Workers' compensation	101	100	95
Employee vehicle	91	85	80
Liability	156	145	140
# of insurance policies purchased	15	15	15

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**FINANCIAL SERVICES  
Division Summary**

**Contribution to Risk Management**

**Financial Highlights**

A contribution of \$200,000 into the Risk Management Trust Fund is proposed for 1992-93. This amount will assist the City in properly funding its Risk Management Self Insurance Reserve in accordance with the recommendation of its actuary. This firm utilizes mathematical analysis to recommend funding levels for losses, based on past claim experience.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel				
Contractual	625,000	575,582	200,000	200,000
Commodities				
Capital Outlay				
<b>Total</b>	<b>625,000</b>	<b>575,582</b>	<b>200,000</b>	<b>200,000</b>
<b>FUNDING SOURCES</b>				
General Fund	625,000	575,582	200,000	200,000

**POSITIONS**

Full-time  
Part-time

Full-time Equivalent (FTE)

**SERVICE LEVEL CHANGES.** None

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
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None

**FINANCIAL SERVICES**  
**Division Summary**

**Purchasing**

**Financial Highlights**

The 1992-93 total adopted budget is .9% (\$10,044) more than the 1991-92 adopted budget. Personnel decreases of .2% (\$2,518) include a full-time position transfer in and a part-time position transfer out to Municipal Services.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	999,499	1,070,880	1,094,887	1,068,362
Contractual	124,827	122,393	116,618	137,417
Commodities	(49,832)	(52,520)	(35,573)	(49,782)
Capital Outlay	21,388	12,000		6,800
<b>Total</b>	<b>1,095,882</b>	<b>1,152,753</b>	<b>1,175,932</b>	<b>1,162,797</b>
<b>FUNDING SOURCES</b>				
General Fund	1,095,882	1,152,753	1,175,932	1,162,797
<b>POSITIONS</b>				
Full-time	30	30	31	31
Part-time	1	1		
Full-time Equivalent (FTE)	30.5	30.5	31	31

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Purchasing to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
<b><u>Purchasing</u></b>			
90% of purchase orders placed within 3 days	92%	90%	90%
98% of solicitations issued within 4 weeks	Not measured	98%	98%
95% of vendor payments processed in 10 days	97%	97%	95%
<b><u>Warehouse</u></b>			
95% of materials received, inspected and delivered within 3 days	100%	100%	95%
100% of Stores Requisitions filled and delivered within 3 days	100%/2 days	100%/2 days	100%/3 days

**FINANCIAL SERVICES  
Division Summary**

**Purchasing**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
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**Performance Measures (continued)**

**Graphics**

95% Graphics Orders produced or placed within 3 days	99%	98%	95%
98% of Copy Orders produced within 1 day	98%	98%	98%

**Mail**

2% error rate sort and deliver incoming mail	3%	2%	2%
100% outgoing mail processed same day	100%	100%	100%
100% bulk mail processed within 3 days	100%/2 days	100%/2 days	100%/3 days

**Workload Measures**

**Purchasing**

# of purchase orders	19,375	21,500	22,000
# of solicitations	125	145	150
# of invoices	36,931	39,000	40,000

**Warehouse**

# of receipts	9,749	9,700	10,000
# of Stores Requisitions	3,915	4,100	4,500

**Graphics**

# of Graphics Orders	1,116	1,130	1,100
# of graph order impressions	3,490,170	3,510,000	3,500,000
# of copy orders	1,399	1,500	1,450
# of copy order impressions	3,122,502	3,500,000	3,500,000

**Mail**

# of incoming pieces	442,000	470,000	490,000
# of outgoing pieces	1,154,310	1,200,000	1,250,000

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**FINANCIAL SERVICES**  
**Division Summary**

**Customer Service**

**Financial Highlights**

The 1992-93 total adopted budget is 3.9% (\$59,626) more than the 1991-92 adopted budget. Personnel increases of 1.7% (\$18,249) includes a new Customer Service Representative position.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	961,469	1,060,783	1,051,642	1,079,032
Contractual	360,119	407,067	395,179	432,472
Commodities	48,700	44,138	44,301	51,488
Capital Outlay	53,488	2,600	48,943	11,222
<b>Total</b>	<b>1,423,776</b>	<b>1,514,588</b>	<b>1,540,065</b>	<b>1,574,214</b>
<b>FUNDING SOURCES</b>				
General Fund	465,506	509,439	501,778	548,079
Water & Sewer Fund	781,164	814,025	842,663	818,433
Sanitation Fund	177,106	191,124	195,624	207,702
<b>POSITIONS</b>				
Full-time	31	32	32	33
Part-time	2	2	2	2
Full-time Equivalent (FTE)	32	33	33	34

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Customer Service to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures (continued)</b>			
% of time that phone calls are answered within 30 seconds (90%):			
Utility Billing	82	90	84
Tax and License	94	94	93
Revenue Recovery	92	92	90
% of customers that receive bills at a minimum of 14 days prior to due date (98%)	99	99	99

**FINANCIAL SERVICES  
Division Summary**

**Customer Service**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
Hours open to the public (8 a.m.-5 p.m.)	8-5 p.m.	8-5 p.m.	8-5 p.m.
# of telephone calls received:			
Utility Billing	59,499	68,839	71,249
Tax and License	46,879	48,914	51,000
Revenue Recovery	22,302	22,000	24,000
# of water meters	46,335	47,911	49,397
# of applications received for City licensing	4,812	4,700	4,800
Average monthly # of delinquent accounts	7,215	7,100	7,000
Water meters read per day	2,574	2,662	2,745
Utility customers billed monthly	49,003	50,012	51,025
Ratio of delinquent dollars collected to cost	\$4.36:1	\$4.50:1	\$4.80:1

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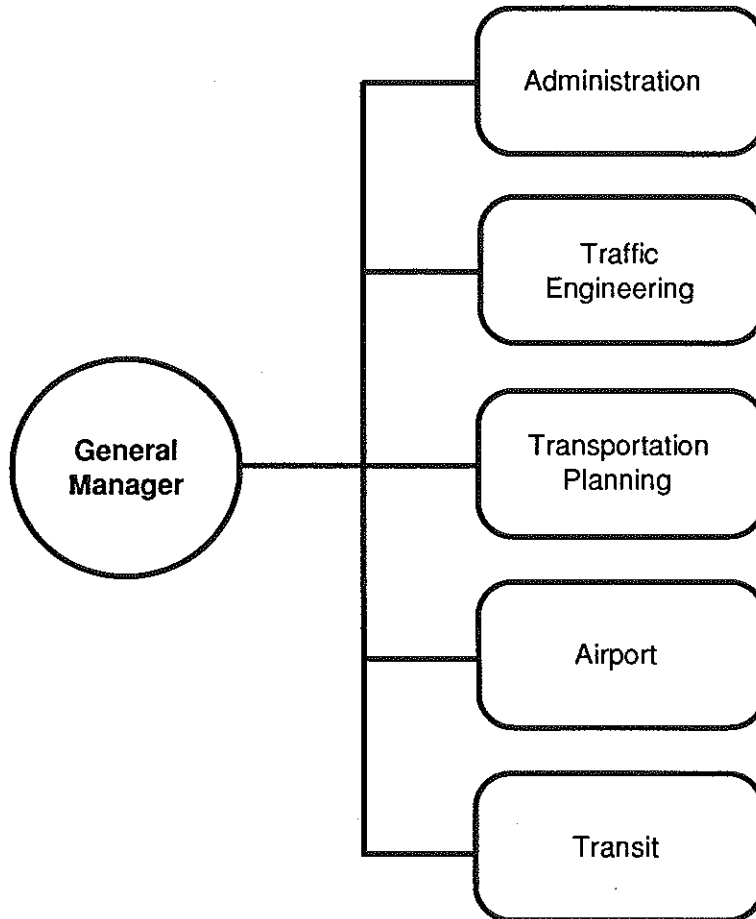




# TRANSPORTATION DEPARTMENT

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**Mission:** *To be a leader in the visionary planning and design of a comprehensive and integrated transportation system.*



<b>Departmental Budget Trends</b>	Actual 1990-91	Adopted 1991-92	Estimated 1991-92	Adopted 1992-93
Expenditures	\$2,878,683	\$2,975,837	\$2,976,778	\$3,182,793
% of City's Operating Total	2.0%	2.0%	2.0%	2.0%

# TRANSPORTATION

## Department Summary

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### Financial Highlights

The 1992-93 total adopted budget is 7.0% (\$206,956) more than the 1991-92 adopted budget. Personnel decreases of 3.1% (\$50,064) include a position transfer from Transportation Administration to Municipal Services due to a reorganization. Contractual increases of 23.0% (\$293,992) include \$175,000 to fund expanded bus routes and a reclassification of the City's grant match for the Airport which was budgeted for in capital in 1991-92 and is budgeted in contractual in 1992-93. The 1992-93 capital outlay budget of \$10,385 will be used to fund a computer for Traffic Engineering and radios for the Airport to communicate with the Police Department in cases of emergency.

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<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	1,416,180	1,603,595	1,483,782	1,553,531
Contractual	1,230,235	1,278,517	1,324,406	1,572,509
Commodities	58,435	39,447	56,527	46,368
Capital Outlay	173,833	54,278	112,063	10,385
<b>Total:</b>	<b>2,878,683</b>	<b>2,975,837</b>	<b>2,976,778</b>	<b>3,182,793</b>
<b>FUNDING SOURCES</b>				
HURF Fund	2,310,516	2,336,357	2,295,060	2,548,051
Airport Fund	568,167	639,480	681,718	634,742
<b>POSITIONS</b>				
Full-time	33	35	34	34
Part-time	6	5	5	5
Full-time Equivalent (FTE)	36.8	38	37	37

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# TRANSPORTATION

## Department Summary

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### Issues Facing the Department

#### Transportation Planning

**Street Widening.** Preliminary engineering plans will be developed in 1992-93 for the 64th Street and Pima Road widenings.

**Drainage Plans.** Master drainage plans will be prepared for the Reata/Beardsley and Rawhide washes to address Federal Emergency Management Administration (FEMA) recommendations for the area north of the CAP Canal.

**Building the Interim Outer Loop.** The City is responsible for \$5.2 million to fund the Interim Outer Loop construction program. A district will be formed to fund a portion of the City's share of funding toward an Interim Outer Loop project between Bell Road and Scottsdale Road.

**Studies.** Roadway capacity studies will continue on Shea Boulevard and the bridge crossings of the CAP Canal. A cooperative effort with the City of Phoenix will also be continued to address a two mile gap in the Interim Outer Loop between Scottsdale Road and 56th Street.

#### Airport

**Master Plan.** A long range plan will be developed to identify needs and opportunities in making the airport an effective and attractive City resource. The plan will include recommendations to assist the airport to move toward financial independence and to support appropriate levels of general aviation, business and scheduled service.

**Community Compatibility.** Efforts will continue to ensure airport compatibility with surrounding neighborhoods by educating residents and pilots on programs such as the national "Fly Quiet" recommendations.

#### Transit

**Continued Transit Plan Funding.** The City Council adopted the Citizen Committee Transit Plan in July 1990, which recommends a regional and/or local funding source to be provided no later than July 1991. The regional funding source is under consideration and will have to be voted on in a county-wide election that is not expected before the spring of 1993. There are two local funding options. One includes raising the local sales tax to fund the short-term (five-year) Transit Plan as follows: Years 1 and 2: \$3,835,829 each; Years 3 and 4: \$2,298,833 each; and Year 5: \$1,486,454. The second option includes no local sales tax increase, but rather doubling the existing Transit budget over the next five years. This would require approximately \$200,000 per year. Included in the 1992-93 budget is an additional \$175,000 as a result of implementation of the second option. Continued support of this option shall be required in future years barring availability of any other funding sources.

**Bicycle Improvements Study Recommendations.** A recently completed study identified needed improvements to the bicycle system. Staff is proceeding with an aggressive plan to implement this improvement program, which should help reduce the effect of past litigation on the City's budget. Funds have been allocated in the Capital Improvement Plan for these improvements.

# TRANSPORTATION

## Department Summary

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### Issues Facing the Department (continued)

#### Transit (continued)

**Commuter Bike Routes.** Scottsdale has the opportunity to be a leader in using the bicycle as an effective alternate mode of transportation by assessing our existing road network and identifying opportunities for an inter-connected bicycle commuter system.

**Americans With Disabilities Act (ADA).** ADA requires the City to provide paratransit (Dial-A-Ride) service on a complementary level with that of fixed route transit within five years of the date ADA becomes effective. During 1992-93 the City will be formulating its five-year plan. There will be no financial impact on the City in 1992-93.

**Travel Reduction.** Working in conjunction with the Maricopa County Travel Reduction Program, the city should develop its own ordinance establishing a Scottsdale Trip Reduction Program. The goal of this program is to obtain the best possible use from existing and future local and regional transportation facilities through a partnership among local government, building owners, the development industry, and employees; and to reduce traffic and air pollution impacts within the city and the region.

# TRANSPORTATION

## Department Summary

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### Department Goals & Objectives

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

**Traffic Engineering.** Responsible for the day-to-day operations of the City's roadway system, ensuring that traffic moves in the best manner possible. Provide roadway travelers with a safe and well-designed street system, by traffic signs and markings.

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

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

**Transit.** Coordinate various components comprising the City's mass transit system including the City's efforts in meeting compliance with clean-air and ADA legislation. Provide transit service either through intergovernmental agreement or by contracting directly with private service providers.

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<b>EXPENDITURES BY AREA</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Administration	409,606	414,422	378,650	360,214
Traffic Engineering	460,641	469,781	489,500	510,827
Transportation Planning	517,850	495,882	432,736	476,386
Airport	568,167	639,480	681,718	634,742
Transit	922,419	956,272	994,174	1,200,624
<b>Total</b>	<b>2,878,683</b>	<b>2,975,837</b>	<b>2,976,778</b>	<b>3,182,793</b>

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# TRANSPORTATION

## Division Summary

## Administration

### Financial Highlights

The 1992-93 total adopted budget is 13.1% (\$54,208) less than the 1991-92 adopted budget. Personnel decreases of 12.1% (\$42,771) include a position transfer to Municipal Services due to a reorganization. Contractual decreases of 23% (\$11,113) include a decrease in phone charges, which is also due to a reorganization.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	345,537	352,984	310,000	310,213
Contractual	45,884	48,072	49,436	36,959
Commodities	14,416	13,366	14,795	13,042
Capital Outlay	3,769		4,419	
<b>Total</b>	<b>409,606</b>	<b>414,422</b>	<b>378,650</b>	<b>360,214</b>
<b>FUNDING SOURCES</b>				
HURF Fund	409,606	414,422	378,650	360,214
<b>POSITIONS</b>				
Full-time	8	8	7	7
Part-time	1	1	1	1
Full-time Equivalent (FTE)	8.8	8.8	7.8	7.8

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Administration to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Respond to 95% of calls within 24 hours	NM	95%	95%
Resolve 90% of requests within 1 week	NM	90%	90%
Answer calls within an average time of 12 seconds	12.6 sec.	12.6 sec.	12.6 sec
<b>Workload Measures</b>			
Average # of calls answered per day	296	307	320
Average # of secretarial work requests completed per month	250	262	270
Average # of graphics work requests completed per month	62	65	70

**TRANSPORTATION  
Division Summary**

**Traffic Engineering**

**Financial Highlights**

The 1992-93 total adopted budget is 8.7% (\$41,046) more than the 1991-92 adopted budget. The personnel increase is 1.8% (\$6,640). Contractual increases of 31% (\$28,036) are mainly due to the increased cost of phone line charges for the signal system. Capital outlay will be used to purchase a personal computer.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	365,542	376,146	380,000	382,786
Contractual	92,761	90,137	105,502	118,173
Commodities	2,338	1,998	3,098	4,568
Capital Outlay		1,500	900	5,300
<b>Total</b>	<b>460,641</b>	<b>469,781</b>	<b>489,500</b>	<b>510,827</b>
<b>FUNDING SOURCES</b>				
HURF Fund	460,641	469,781	489,500	510,827
<b>POSITIONS</b>				
Full-time	8	8	8	8
Part-time				
Full-time Equivalent (FTE)	8	8	8	8

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Traffic Engineering to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
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**Performance Measures**

Frequency to evaluate traffic control:			
Minor streets (semi-annually)	Annually	Annually	Semi-annually
Major streets (Quarterly)	Annually	Annually	Quarterly
Prepare traffic volume maps and accidents rate tables (bi-annually: even numbered years)	Yes	No	Yes
Prepare level-of-service map (bi-annual: odd numbered years)	No	Yes	No



# TRANSPORTATION Division Summary

## Traffic Engineering

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<i>PERFORMANCE INDICATORS</i>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
# of signalized intersections	162	170	170
# of signalized intersections on the intertie system	144	156	156
# of speed limit studies	20	10	20
# of signal warrant studies	15	12	12
# of signal removal studies	0	7	6
# of major studies	2	3	2
# of minor studies	10	20	15

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**TRANSPORTATION  
Division Summary**

**Transportation Planning**

**Financial Highlights**

The 1992-93 total adopted budget is 3.9% (\$19,496) less than the 1991-92 adopted budget. Personnel decreases of 4.2% (\$18,048) include charges to improvement districts.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	333,844	427,732	350,000	409,684
Contractual	118,585	66,000	66,271	64,552
Commodities	14,024	2,150	10,485	2,150
Capital Outlay	51,397		5,980	
<b>Total</b>	<b>517,850</b>	<b>495,882</b>	<b>432,736</b>	<b>476,386</b>
<b>FUNDING SOURCES</b>				
HURF Fund	517,850	495,882	432,736	476,386
<b>POSITIONS</b>				
Full-time	10	10	10	10
Part-time				
Full-time Equivalent (FTE)	10	10	10	10

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Transportation Planning to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
# of Drainage & Transportation Planning Studies	N/A	4	6
# of Improvement Districts Studies	N/A	6	5
# of In-house Task Force Studies	N/A	3	5
# of Public Meetings (public attendance)	39/(845)	32/(754)	41/(590)

# TRANSPORTATION Division Summary

Airport

## Financial Highlights

The 1992-93 total adopted budget is .7% (\$4,738) less than the 1991-92 adopted budget. Contractual increases of 13% (\$38,696) are net of a \$42,500 decrease in consultants and a reclassification of the City's grant match from capital in 1991-92 to contractual in 1992-93. The 1992-93 proposed grant match is \$85,000, which includes \$55,000 for the maintenance of the Airport's taxiway and runway paving and \$30,000 to replace the runway lights. The 1992-93 Capital budget of \$5,085 will be used to fund radios for the Airport to communicate with the Police Department in cases of emergency.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	208,870	267,782	267,782	268,390
Contractual	226,852	298,255	288,916	336,951
Commodities	22,919	20,665	26,498	24,316
Capital Outlay	109,526	52,778	98,522	5,085
<b>Total</b>	<b>568,167</b>	<b>639,480</b>	<b>681,718</b>	<b>634,742</b>
<b>FUNDING SOURCES</b>				
Airport Fund	568,167	639,480	681,718	634,742
<b>POSITIONS</b>				
Full-time	4	6	6	6
Part-time	4	3	3	3
Full-time Equivalent (FTE)	6	7.5	7.5	7.5

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow the Airport to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Inspect aircraft operations area every 12 hours	Weekly	Daily	12 Hours
Respond to noise complaints within 8 hours	12	12	8
Control ground traffic in aircraft operations area at all times	60%	75%	90%
Inspect hazardous material storage areas on a quarterly basis	Quarterly	Quarterly	Quarterly
Minimize airport closure time:			
Total hours	440	300	275
Daylight hours	75	15	15

# TRANSPORTATION Division Summary

Airport

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<i>PERFORMANCE INDICATORS</i>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
Acres to maintain:			
Airside	277	277	277
Landside	5	5	5
Noise complaints to respond to	951	749	700
Tenant complaints to respond to	75	85	105
Aircraft landings and takeoffs	265,819	239,414	250,000
# of emplanements per year	11,690	12,200	13,500
# of federal/state grants to administer	1	1	4
# of leases/contracts to administer	74	78	83
# of hours of community presentation/education	10	30	30

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**TRANSPORTATION  
Division Summary**

**Transit**

**Financial Highlights**

The 1992-93 total adopted budget is 25.6% (\$244,352) more than the 1991-92 adopted budget. The personnel increase is 2% (\$3,507). The contractual increase of 30.9% (\$239,821) includes \$175,000 for expanded bus routes, \$25,000 in additional charges for transit services, \$6,600 for bus shelter maintenance and \$12,250 for parking shuttle service.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	162,387	178,951	176,000	182,458
Contractual	746,153	776,053	814,281	1,015,874
Commodities	4,738	1,268	1,651	2,292
Capital Outlay	9,141		2,242	
<b>Total</b>	<b>922,419</b>	<b>956,272</b>	<b>994,174</b>	<b>1,200,624</b>
<b>FUNDING SOURCES</b>				
HURF Fund	922,419	956,272	994,174	1,200,624
<b>POSITIONS</b>				
Full-time	3	3	3	3
Part-time	1	1	1	1
Full-time Equivalent (FTE)	3.7	3.7	3.7	3.7

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Transit to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Annual miles of bus service:			
Inter-City	398,000	402,814	471,639
Intra-City	137,057	137,057	130,757
Bus service days	306	306	306
Dial-A-Ride service hours: (7:30 a.m. to 6:30 p.m.)	M-F	M-F	M-F
Trolley days of service	177	142	177
Firebird games/trolley service days	0	11	22
Dial-A-Ride service days	254	254	254

**TRANSPORTATION  
Division Summary**

**Transit**

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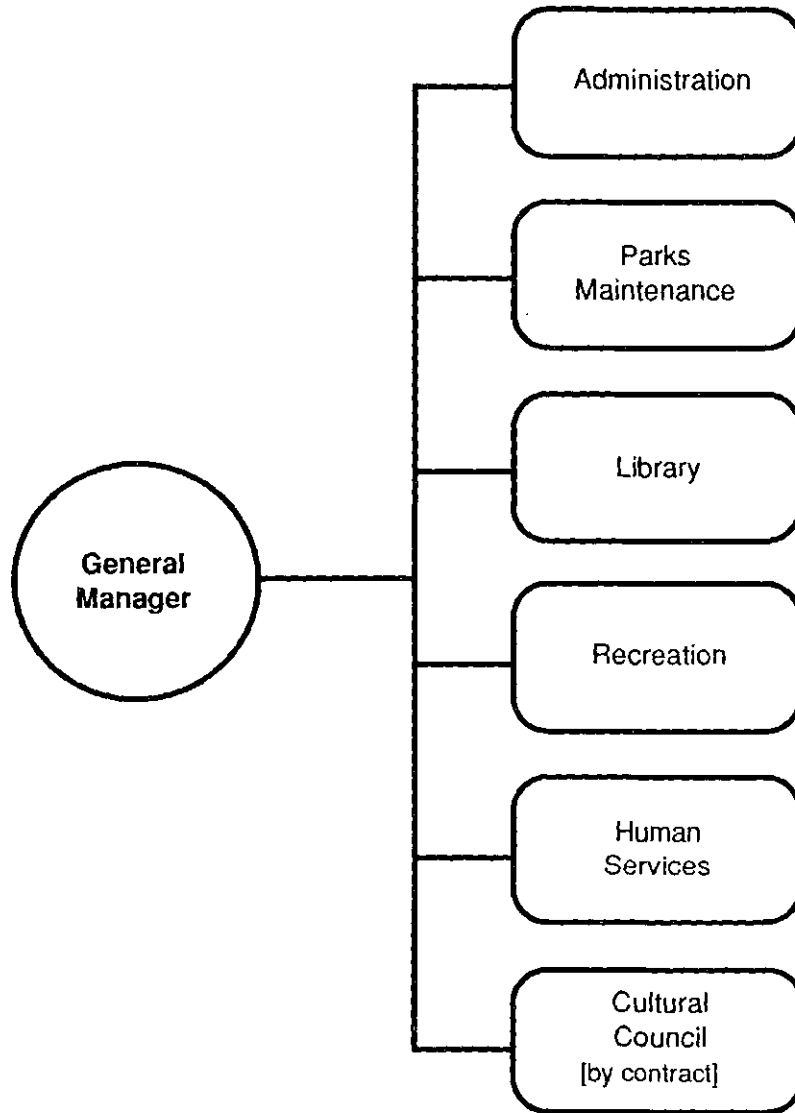
<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
Transit ridership:			
Intra-City (Scottsdale Connection)	100,816	105,850	111,142
Inter-City (Phoenix-RPTA)	670,488	704,012	814,212
Trolley	31,147	15,000	31,000
Dial-A-Ride	38,430	40,000	42,000
Special Event Shuttles	N/A	3,000	10,000
<b>Total</b>	<b>840,881</b>	<b>867,862</b>	<b>1,008,354</b>
Farebox recovery (net of UMTA funding)	21%	22%	22%

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# COMMUNITY SERVICES DEPARTMENT

**Mission:** *To improve and preserve Scottsdale's quality of life through the development and maintenance of imaginative and creative facilities, programs, and services by focusing on the needs and wants of our citizens, and to conduct a wide variety of Recreation, Parks, Human Services, Library programs and contract activities which are cost effective and responsive to citizen input.*



<b>Departmental Budget Trends</b>	<b>Actual 1990-91</b>	<b>Adopted 1991-92</b>	<b>Estimated 1991-92</b>	<b>Adopted 1992-93</b>
Expenditures	\$13,858,732	\$14,220,597	\$14,374,410	\$14,918,799
% of City's Operating Total	9.8%	9.5%	9.6%	9.3%



# COMMUNITY SERVICES

## Department Summary

### Financial Highlights

The 1992-93 total adopted budget is 4.9% (\$698,202) more than the 1991-92 adopted budget. The personnel increase is 3.6% (\$301,315). Increases include increased costs to provide personnel for major community events which require City assistance, full year salaries for stadium personnel (versus six months in 1991-92), increased part-time hours and personnel costs in Recreation, and additional part-time hours for a Youth Employment Specialist in Human Services. Contractual increases of 7.3% (\$328,343) include costs for increased use of the stadium by additional leagues, maintenance of Cholla Park, increased circulation at the Library, services provided through Vista Del Camino and Youth Services and an increase in the Cultural Council contract. Commodities and capital increased 3.4% (\$44,686) and 56.4% (\$23,858) respectively. Increases include pool and ballfield maintenance items.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	7,982,072	8,338,951	8,417,163	8,640,266
Contractual	4,307,659	4,520,990	4,489,889	4,849,333
Commodities	1,441,818	1,318,350	1,411,579	1,363,036
Capital Outlay	127,183	42,306	55,779	66,164
<b>Total</b>	<b>13,858,732</b>	<b>14,220,597</b>	<b>14,374,410</b>	<b>14,918,799</b>
<b>FUNDING SOURCES</b>				
General Fund	13,858,732	14,220,597	14,374,410	14,918,799
<b>POSITIONS</b>				
Full-time	157	178	178	178
Part-time	259	246	246	246
Full-time Equivalent (FTE)	287.8	295.0	300.4	301.4

# COMMUNITY SERVICES

## Department Summary

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### Issues Facing the Department

**New Facilities.** The Community Services Department manages recreational, human services and public library facilities; over 500 acres of developed park land; and 20 miles of equestrian trails. Each year, more facilities are brought on line, existing facilities are expanded and new programs are begun to meet the needs of our growing citizen population. With thousands of people utilizing our facilities and participating in programs each week, we need to continue to maintain a high level of maintenance, supervision, and customer service.

#### Administration

**Special Events Centralization.** Special community events take place regularly throughout the community. These events are handled by several City departments. Centralization of all functions and ordinance development which have to do with community special events is an organizational challenge which will result in better service to the event organizer and citizen.

#### Parks Maintenance

**Stadium.** The move of the Firebirds franchise to the new Scottsdale Stadium will impact the facility budget both in terms of revenues and expenditures. There will also be increased usage of the Civic Center Library parking structure and the Scottsdale Mall during the Firebirds home games.

#### Library

**Civic Center Library Expansion.** Civic Center Library will be under construction in 1992-93, with completion planned for 1993-94. This expansion will result in the doubling of the size of the Civic Center Library and will provide a community-wide reference resource center for citizens. The transition year is being planned carefully so there will be minimal negative service impact.

#### Recreation

**Americans With Disabilities Act.** This legislation provides that governmental entities provide equal services and accessibility to facilities for people with disabilities. To comply with these requirements, the City will need to change some operations and provide reasonable accommodation to the disabled. This Act could have major budgetary impact in the future. A City-wide task force is currently developing a process for self-evaluation and transition plan of facilities and services as required by ADA.

**Older Facilities.** As Park and Recreational facilities age, the City needs to be proactive in keeping its facilities in good repair. Routine maintenance of some items such as court resurfacing have been put on a schedule and are budgeted each year. Some maintenance and replacement of facilities and equipment have been deferred to future budget years.

**Paiute Park Facilities.** The need for a small community center and additional recreational amenities at Paiute Park has been identified in the Capital Improvement Plan in 1992-93 with operation budget impact in 1993-94.

# COMMUNITY SERVICES

## Department Summary

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### Issues Facing the Department (continued)

#### Human Services

**Financial Problems for Service Providers.** With more social service agencies going to the private sector for funding, there are less dollars available to individual agencies. As population increases, more demands are being made for services without the resources to make the services available. In an effort to avoid eliminating services, more agencies are looking to cities to assist with funding.

# COMMUNITY SERVICES

## Department Summary

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### Department Goals & Objectives

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

**Parks Maintenance.** Oversees the general management of the division. Coordinates park development and acquisition. Oversees daily maintenance to assure that all parks are in safe and usable condition; maintains swimming pools, fountains and pumps. Repairs and remodels existing park facilities. Maintains equestrian trails and coordinates the trail plan including acquisitions and easements.

**Library.** Provides a full range of public library services to the citizens of Scottsdale by the Civic Center and Mustang Libraries. Facilitates a reciprocal borrowing agreement which makes services available to registered borrowers of other Maricopa County library systems. Participates in a partnership program through Scottsdale Library Link with the Scottsdale School District libraries, Scottsdale Community College, and Thunderbird Academy. Maintains an efficient circulation of materials. Provides diverse and balanced books, periodicals, and materials collection in two libraries. Answers all reference/information questions in a timely manner from both public and City staff. Provides children's and adult education programs and lifelong learning and community involvement opportunities.

**Recreation.** Plans, coordinates, and supervises recreational programs, including Aquatics, Sports, Neighborhood Parks, Special Interest Classes, and Community Center programs. Makes quality leisure services available to all segments of the population. Promotes community wellness through positive use of leisure activities.

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

**Cultural Council.** Provides, under contract to the City, all cultural activities and manages the Center for the Arts.

**COMMUNITY SERVICES**  
**Department Summary**

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<b>EXPENDITURES BY AREA</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Administration	393,904	579,405	409,461	546,960
Parks Maintenance	3,080,811	3,310,028	3,380,538	3,697,853
Library	3,682,863	3,667,568	3,734,152	3,717,305
Recreation	3,951,680	3,901,288	4,084,102	4,095,265
Human Services	862,663	969,984	973,833	1,015,322
Cultural Council	1,886,811	1,792,324	1,792,324	1,846,094
<b>Total</b>	<b>13,858,732</b>	<b>14,220,597</b>	<b>14,374,410</b>	<b>14,918,799</b>

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**COMMUNITY SERVICES**  
**Division Summary**

**Administration**

**Financial Highlights**

The 1992-93 total adopted budget is 5.6% (\$32,445) less than the 1991-92 adopted budget. The personnel increase of 6.2% (\$20,158) covers salaries necessary for major community events which require City assistance. The contractual decrease of 21.6% (\$53,853) is due to a one time expense for the Frank Lloyd Wright Exhibit.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	340,907	322,755	322,755	342,913
Contractual	38,522	249,300	80,000	195,447
Commodities	5,555	7,350	6,706	8,600
Capital Outlay	8,920			
<b>Total</b>	<b>393,904</b>	<b>579,405</b>	<b>409,461</b>	<b>546,960</b>
<b>FUNDING SOURCES</b>				
General Fund	393,904	579,405	409,461	546,960
<b>POSITIONS</b>				
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3	3	3	3

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Administration to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Respond to all contract administration inquiries within 1 working day	N/A	98%	100%
Handle all customer complaints within 3 working days	N/A	98%	100%
<b>Workload Measures</b>			
Hours spent administering contracts	550	550	600
Hours spent with event facilitation	300	350	350
# of facility tours	25	36	40
# of events provided with services	15	15	15

**COMMUNITY SERVICES  
Division Summary**

**Parks Maintenance**

**Financial Highlights**

The 1992-93 total adopted budget is 11.7% (\$387,825) more than the 1991-92 adopted budget. The personnel increase of 4% (\$83,145) is due primarily to full year salaries for the stadium personnel. (The multi-use stadium was operational only six months of 1991-92). The contractual increase is 29.5% (\$254,499). This provides a contract Parks Maintenance Worker for Cholla Park which is scheduled to be complete September 1992; two contract Parks Laborers to cover additional stadium use, mowing for both areas, and cleanups for the stadium. The commodities increase of 6.7% (\$23,877) includes the supplies required for the additional leagues booked at the stadium. Capital outlay increases by \$26,304 and includes replacement of starting blocks for two pools.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	1,873,766	2,077,173	2,082,173	2,160,318
Contractual	802,754	862,069	915,980	1,116,568
Commodities	349,068	357,186	368,785	381,063
Capital Outlay	55,223	13,600	13,600	39,904
<b>Total</b>	<b>3,080,811</b>	<b>3,310,028</b>	<b>3,380,538</b>	<b>3,697,853</b>
<b>FUNDING SOURCES</b>				
General Fund	3,080,811	3,310,028	3,380,538	3,697,853
<b>POSITIONS</b>				
Full-time	53	60	60	60
Part-time	5	6	6	6
Full-time Equivalent (FTE)	55.5	62.2	62.2	62.2

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows full year operation of the Scottsdale Stadium including use by the Firebirds, Winter League and Men's Senior League. It also allows for maintenance of Cholla Park.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Mow turf 38 times per year	32	35	38
Frequency to over seed and mow professional athletic fields (52 times/year)	49	52	52
Clean litter in parks 5 times per week	5/week	5/week	5/week

**COMMUNITY SERVICES**  
**Division Summary**

**Parks Maintenance**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures (Continued)</b>			
Apply herbicide and insecticide 2 times per year	1	2	2
Clean and maintain equestrian trails twice annually	4	4	4
Perform safety checks on all playgrounds 3 times/week	3/week	3/week	3/week
Replant annual planter beds twice annually	2	2	2
Fertilize all trees once per year	1	.05	1
% of registered voters satisfied with Parks and Recreation services based on the annual citizen survey	95%	94%	95%
<b>Workload Measures</b>			
# of parks to maintain	28	28	30
# of pools to maintain	3	3	3
# of fountains to maintain	12	17	17

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**COMMUNITY SERVICES  
Division Summary**

**Library**

**Financial Highlights**

The 1992-93 total adopted budget is 1.4% (\$49,737) more than the 1991-92 adopted budget. The majority of the increase is in contractual. This 7.1% (\$32,188) increase is due to Library subscription price increases and contract costs for two part-time pages to handle the increased circulation. Capital expenditures remain similar to 1991-92 to continue replacement for ATLAS public access equipment.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	2,503,628	2,569,459	2,569,459	2,584,073
Contractual	456,933	453,553	480,789	485,741
Commodities	687,592	621,066	661,904	624,531
Capital Outlay	34,710	23,490	22,000	22,960
<b>Total</b>	<b>3,682,863</b>	<b>3,667,568</b>	<b>3,734,152</b>	<b>3,717,305</b>
<b>FUNDING SOURCES</b>				
General Fund	3,682,863	3,667,568	3,734,152	3,717,305
<b>POSITIONS</b>				
Full-time	62	62	62	62
Part-time	38	38	38	38
Full-time Equivalent (FTE)	87.5	87.5	87.5	87.5

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows the continuing increases in circulation to be better serviced. Demands for most all Library services continue to increase.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
To provide 3.5 books per capita	2.8	2.8	2.8
Provide 72 hours of operational hours at Civic Center Library	64	64	64
Provide 68 hours of operational hours at Mustang Library	60	60	60
Average of 4 days to enter books into collection	10	8	7
Place 90% of storytime applicants in the program	88%	82%	80%
% of registered voters satisfied with library services based on the annual citizen survey	83%	89%	89%

**COMMUNITY SERVICES**  
**Division Summary**

**Library**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
# of information questions	810,169	790,000	810,000
External circulation of materials	1,306,397	1,535,000	1,800,000
Citizen contacts	1,606,430	1,110,500	1,166,000

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**COMMUNITY SERVICES  
Division Summary**

**Recreation**

**Financial Highlights**

The 1992-93 total adopted budget is 5% (\$193,977) more than the 1991-92 adopted budget. The majority of the increase is in Personnel which rose 6.1% (\$167,585). The increase includes additional part-time hours needed to provide current programs and benefit costs of the 14 positions moved from part-time to full-time in 1991-92, but not funded at that time. Commodities increase of 5.4% (\$17,805) includes purchase of replacement items for Special Interest programs.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	2,652,143	2,729,248	2,795,823	2,896,833
Contractual	886,553	851,128	910,094	862,351
Commodities	384,654	315,696	358,006	332,781
Capital Outlay	28,330	5,216	20,179	3,300
<b>Total</b>	<b>3,951,680</b>	<b>3,901,288</b>	<b>4,084,102</b>	<b>4,095,265</b>
<b>FUNDING SOURCES</b>				
General Fund	3,951,680	3,901,288	4,084,102	4,095,265
<b>POSITIONS</b>				
Full-time	26	40	40	40
Part-time	206	192	192	192
Full-time Equivalent (FTE)	123.7	124.2	129.6	130.2

**SERVICE LEVEL CHANGES.** A year-round teen drop-in program will be held at Vista Del Camino. Youth Sports Camps will be made available to 4th - 7th graders.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Fill 100% of registration slots per youth and adult sports leagues, Cactus fitness camps	N/A	100%	100%
Respond to 100% of messages left with the facility reservation office within 24 hours	N/A	80%	100%
Accept 100% of eligible registration requests, adaptive recreation activities	N/A	99%	100%
Fill 80% of class slots for:			
Summer fun factories	N/A	87%	80%
Tennis lessons, leagues, (IPSP, SRP)	N/A	84%	80%

**COMMUNITY SERVICES**  
**Division Summary**

**Recreation**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures (continued)</b>			
Maintain an 18% annual profit margin, McCormick Snackstop Concession	N/A	29%	18%
Fill 60% of class slots, special interest class program	N/A	52%	60%
% of registered voters satisfied with Parks and Recreation services based on the annual citizen survey	95%	94%	95%
<b>Workload Measures</b>			
<b>Adult and Youth Sports, Leagues, and Tournaments:</b>			
# of adult teams	826	840	808
# of youth teams	146	146	146
<b>Special Interest Program:</b>			
# of classes offered	820	841	841
<b>Aquatics, 3 pools:</b>			
# of public swim hours:	2,100	2,100	2,100
# of lap swim hours	4,100	4,100	4,100
<b>Community Center facilities, 4:</b>			
# of hours of operation	16,328	16,328	16,224
<b>Scottsdale Ranch, Indian School parks:</b>			
# of tennis lesson classes and leagues	942	965	975
<b>McCormick and Cactus parks, Club SAR:</b>			
# of hours of operation	9,967	9,967	9,967
<b>Neighborhood parks, summer activities:</b>			
# of hours supervised programming (after school, No. 1 Clubs, fun factories)	4,683	4,683	4,683
<b>Special Interest program:</b>			
# of class registrants	5,880	6,230	6,230
<b>Community Center facilities, 4:</b>			
# of citizen contacts	1,370,180	1,377,380	1,391,150
<b>Total recreation programs:</b>			
# of citizen contacts	3,008,914	3,084,137	3,161,240

**COMMUNITY SERVICES**  
**Division Summary**

**Human Services**

**Financial Highlights**

The 1992-93 total adopted budget is 4.7% (\$45,338) more than the 1991-92 adopted budget. The personnel increase of 2.5% (\$15,813) is due in part to additional part-time hours for a Youth Employment Specialist. Contractual increases 9.8% (\$30,516) primarily to allow contract workers to provide increased services through Vista Del Camino and Youth Services.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	611,628	640,316	646,953	656,129
Contractual	236,086	312,616	310,702	343,132
Commodities	14,949	17,052	16,178	16,061
Capital Outlay				
<b>Total</b>	<b>862,663</b>	<b>969,984</b>	<b>973,833</b>	<b>1,015,322</b>
<b>FUNDING SOURCES</b>				
General Fund	862,663	969,984	973,833	1,015,322
<b>POSITIONS</b>				
Full-time	13	13	13	13
Part-time	10	10	10	10
Full-time Equivalent (FTE)	18.1	18.1	18.1	18.5

**SERVICE LEVEL CHANGES.** The 1992-93 budget provides for an additional bilingual Human Services Specialist, increased hours for a Youth Employment Specialist, and additional funding (\$5,900) for the grants and subsidies program.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Provide 204 intake interviews each month, Vista Social Services	N/A	399	294
Provide clothing bank and emergency financial assistance services to 100% of eligible clients, Vista Social Services	N/A	100%	100%
Provide teen employment services to 100% of applicants within five (5) working days of request, youth and family services	N/A	0%	50%

**COMMUNITY SERVICES**  
**Division Summary**

**Human Services**

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures (continued)</b>			
Average 15 registrants each educational training session, youth and family services	N/A	16	15
Fill 70% of class slots, Senior Center operation	N/A	65%	70%
Average 45 participants each health screening opportunity, Senior Center	N/A	50	45
% of registered voters satisfied with Social Services based on the annual citizen survey (in 1991-92, 42% had no opinion)	38%	55%	60%
<b>Workload Measures</b>			
<b>Senior Center:</b>			
# of hours of operation	4,498	4,498	4,498
# of social service agencies available	21	20	20
<b>Youth and Family Services:</b>			
employment program match rate (some applicants "matched" with more than one job)	116%	140%	140%
# of workshops and classes offered	80	80	80
<b>Vista Social Services:</b>			
# of hours food bank operation	2,080	2,080	2,080
# of hours clothing bank operation	260	260	260
# of families "adopted"	761	931	1,000
<b>Youth and Family Services:</b>			
# of juvenile diversion program applicants	475	480	485
# of youth employment program applicants	623	620	620
<b>Vista Social Services:</b>			
# of social service applicants	2,660	2,800	3,000
<b>Total Human Services Programs:</b>			
# of citizen contacts	205,338	205,338	205,338

**COMMUNITY SERVICES**  
**Division Summary**

**Cultural Council**

**Financial Highlights**

The 1992-93 total adopted budget is 3% (\$53,770) more than the 1991-92 adopted budget. This is the City's allocation to the Scottsdale Cultural Council which provides a variety of art and cultural activities.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel				
Contractual	1,886,811	1,792,324	1,792,324	1,846,094
Commodities				
Capital Outlay				
<b>Total</b>	<b>1,886,811</b>	<b>1,792,324</b>	<b>1,792,324</b>	<b>1,846,094</b>
<b>FUNDING SOURCES</b>				
General Fund	1,886,811	1,792,324	1,792,324	1,846,094
<b>POSITIONS</b>				
Full-time				
Part-time				
Full-time Equivalent (FTE)				

**SERVICE LEVEL CHANGES.** The Cultural Council proposes to maintain current service levels and programming.

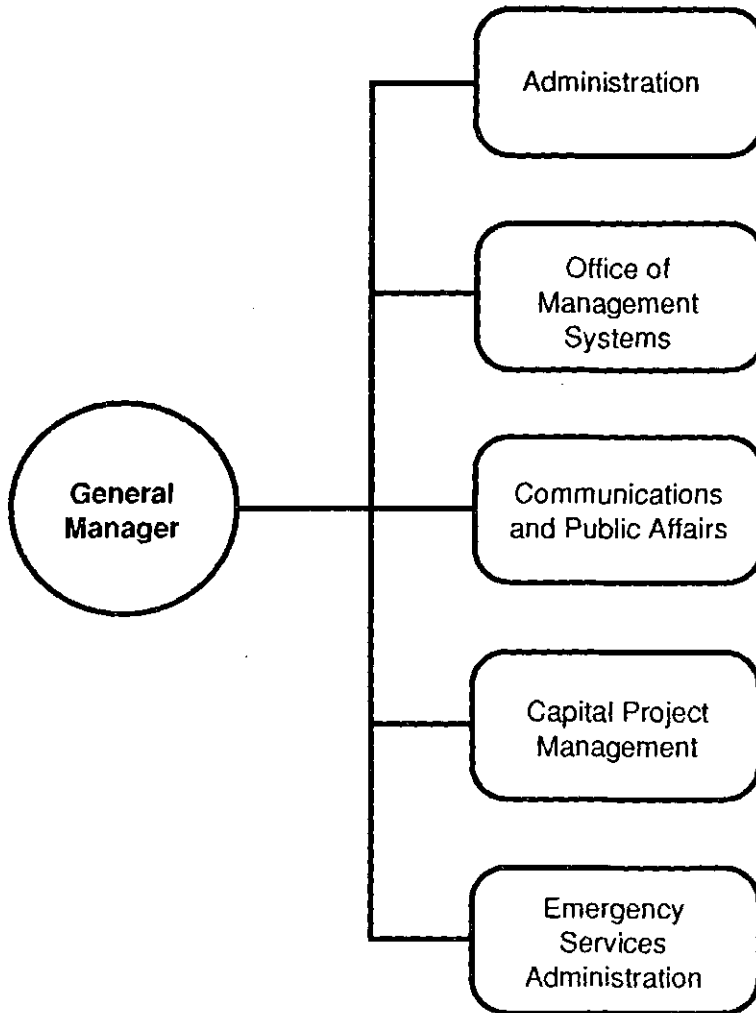
<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Performing arts:			
# of programs	168	192	157
attendance	149,500	120,000	137,000
Visual arts:			
# of exhibits	14	21	21
attendance	103,700	50,000	55,000
Education:			
# of programs	333	100	170
attendance	24,400	25,000	29,000
Arts festival:			
# of artist booths	116	116	116
# of food booths	30	40	40
attendance	77,500	75,000	76,000





# MANAGEMENT SERVICES DEPARTMENT

**Mission:** *To achieve excellence in the coordination and administration of approved capital projects, to assure the city remains on the leading edge in the application of technological innovations, to master the communication skills that promote effective internal and external communications, to excel in public and media relations and in the production of professional video presentations, and to achieve superior responsiveness in the administration of fire protection, emergency medical services, animal control and civil defense.*



<b>Departmental Budget Trends</b>	<b>Actual 1990-91</b>	<b>Adopted 1991-92</b>	<b>Estimated 1991-92</b>	<b>Adopted 1992-93</b>
Expenditures	\$4,366,610	\$4,588,871	\$4,616,936	\$4,818,879
% of City's Operating Total	3.1%	3.1%	3.1%	3.0%

# MANAGEMENT SERVICES

## Department Summary

### Financial Highlights

The 1992-93 total adopted budget is 5% (\$230,008) more than the 1991-92 adopted budget. Contractual increases by 13.6% (\$180,750). The increase includes expanded publications and related printing costs, the addition of an Annual Downtown Holiday Event and cable monitoring service, and the transfer of the Animal Control contract. Commodities increases of 12% (\$24,780) include automation related costs for supplies and software. Capital decreases by 27.9% (\$13,898); budgeted items will provide continued support for the Communications systems.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	2,707,885	3,000,218	2,865,836	3,038,594
Contractual	1,346,812	1,332,211	1,421,823	1,512,961
Commodities	181,797	206,543	226,922	231,323
Capital Outlay	130,116	49,899	102,355	36,001
<b>Total</b>	<b>4,366,610</b>	<b>4,588,871</b>	<b>4,616,936</b>	<b>4,818,879</b>
<b>FUNDING SOURCES</b>				
General Fund	4,366,610	4,588,871	4,616,936	4,818,879
<b>,POSITIONS</b>				
Full-time	79	81	81	81
Part-time	3	3	3	3
<b>Full-time Equivalent (FTE)</b>	<b>80.4</b>	<b>82.4</b>	<b>82.4</b>	<b>82.6</b>

# MANAGEMENT SERVICES

## Department Summary

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### Issues Facing the Department

#### Office of Management Systems

**Five-Year Plan for Technology.** Progress is evidenced by the planned 1992-93 implementation of new computer applications in the "open systems" environment. Applications include billings and sales tax, police records management, and City Clerk's record retrieval and archival. A fiber optics network will be designed for implementation beginning in 1993-94.

**Microwave Radio Telecommunications.** The microwave system is scheduled to be installed and ready for use by June, 1992. The system will replace leased telephone lines used for communications between the City's downtown and Corporation Yard facilities. This is expected to save the city approximately \$105,000 annually while providing twice the growth capacity.

**Financial System Migration.** Growth and support issues have triggered an evaluation of alternative computer applications for the City's financial applications. In 1992-93, the city will initiate migration toward a financial system that will protect the existing investment in acquired skills, maintain an effective and improved service level, and will fit the planned direction for technology.

**Geographic Information Systems Support.** A Geographic Information System (GIS) is an automated information system that links data with computerized maps and geographic pictures, providing the user with graphic pictures to better assimilate information for business decisions. A GIS Management Plan will be prepared and completed for the 1993-94 budget planning process. The successful city-wide implementation of GIS will require organizational commitment.

**Voice Mail.** The implementation of voice mail during 1992-93 will replace the Unisys VIPS systems whose support will be discontinued on December 31, 1992. Approximately 12,500 calls monthly will be transferred to the new system.

**Computer Virus Protection.** With the emergence of "open systems" in the city and staff's growing computer literacy, opportunities for introducing computer viruses into the city databases are increasing. Computer viruses destroy computer files, databases, and software. The city will implement policies and procedures that will properly balance the need to protect the city's computer and electronic assets with the city's innovative spirit toward using advanced technology.

#### Communications and Public Affairs

**Film and Commercial Photography Marketing Strategy.** Communications and Public Affairs will be working with the Scottsdale Chamber of Commerce to identify funding sources as proposed in Scottsdale's Film & Commercial Photography Marketing Strategy. This strategy was developed with funding by the City's Hospitality Commission and should result in further advancement of an existing industry.

**TV35, Scottsdale Municipal Television Reassessment.** TV35 increased its production schedule by nearly 25% during 1991-92, with existing staff. To address this increase in demand, and to provide additional video coverage and assistance to the community and organization, TV35's programming schedule and video production needs will require reassessment in 1992-93.

# MANAGEMENT SERVICES

## Department Summary

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### Issues Facing the Department (continued)

#### Communications and Public Affairs (continued)

**Citizen Communications Expansion.** With the completion of Scottsdale's Visioning Process targeted for late 1992, CAPA staff will prepare to address communications needs identified as a part of this process. The evaluation of communications vehicles and revision and creation of new communications programs will continue, reflecting the informational needs of citizens.

**Develop an International Focus.** An ad-hoc citizens committee on International Relations was appointed in 1992. Its charge is to assist City staff in evaluating new opportunities, developing short- and long-term strategies and identifying future resources that will be needed to increase Scottsdale's ability to effectively compete in the international marketplace.

#### Capital Project Management

**Five-Year CIP Program.** One hundred and one projects will be actively managed during 1992-93. Key projects to be completed this year include: West Couplet - Indian School to Camelback; Pima Road - Shea Boulevard to Frank Lloyd Wright Boulevard; McDowell Road - Miller Road to Scottsdale Road; Scottsdale Road - Lincoln Drive to Indian Bend, including drainage improvements; Scottsdale Road - Shea Loop including drainage and waterline improvements; Thomas Road - Hayden to Pima; Indian School Road East Storm Drain; Virginia-Oak waterline; and Zone 9 Tank-Pump upgrades.

Construction will start on the following major projects: Cactus Road - 60th St. to Scottsdale Road; Camelback Road - 68th Street to Scottsdale Road; Frank Lloyd Wright Boulevard - Sweetwater to Altadena; Frank Lloyd Wright Boulevard - Transmission Main Phase 2; McDowell Road - Granite Reef to Pima Road; Civic Center Library Expansion, including the Civic Center restrooms; and the city/county Police-Court Building, and Police/Fire Training Facility.

**Indian Bend Wash Development.** Capital Project Management will administer the development of the remaining public lands in the Indian Bend Wash, between McDonald and Indian Bend, intended for golf course development.

#### Emergency Services

**Computer Aided Dispatch.** Rural Metro has implemented its new Computer Aided Dispatch System, which will provide the City with additional information on response times for emergency incidents and equipment throughout the City. Emergency Services will therefore be establishing new systems to track performance of both fire and emergency ambulance services and to more accurately forecast trends and future needs.

**New Fire Stations.** During this fiscal year, a new fire station will open in the vicinity of Shea Boulevard and 74th Place. Simultaneously, the airport station at Scottsdale and Thunderbird Roads will close, and equipment will be moved to a new station at the airport runway, midfield. A third station is planned to open during 1993-94 in the vicinity of 132nd Street and Shea, serving the Mayo Clinic area.

# MANAGEMENT SERVICES

## Department Summary

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### Department Goals & Objectives

**Administration.** Provides professional management and coordination of the divisions within the department and provides leadership and direction to effectively implement City goals and policies.

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

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

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

**Emergency Services Administration.** Provides effective administration of the City's contracts with three private ambulance companies, and Rural Metro Fire, for the provision of emergency services. Ensures fiscal accountability and contract compliance; manages the City's contracts with Maricopa County for Civil Defense and Animal Control; and provides management oversight of the City's Fire Support Program.

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<b>EXPENDITURES BY AREA</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Administration	143,679	134,755	136,358	196,275
Office of Management Systems	3,021,644	3,130,521	3,114,072	3,134,631
Communications & Public Affairs	540,340	561,748	625,915	622,972
Capital Project Management	500,281	575,430	548,506	545,514
Emergency Services Admin.	160,666	186,417	192,085	319,487
<b>Total</b>	<b>4,366,610</b>	<b>4,588,871</b>	<b>4,616,936</b>	<b>4,818,879</b>

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**MANAGEMENT SERVICES**  
**Division Summary**

**Administration**

**Financial Highlights**

The 1992-93 total adopted budget is 45.7% (\$61,520) more than the 1991-92 adopted budget. Personnel increases of 58.5% (\$65,410) reflect increased funding to provide for management of contracts and investments in the Reach II (Federal land) area.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	116,330	111,839	112,667	177,249
Contractual	26,208	21,316	22,105	17,022
Commodities	1,141	1,600	1,586	2,004
Capital Outlay				
<b>Total</b>	<b>143,679</b>	<b>134,755</b>	<b>136,358</b>	<b>196,275</b>
<b>FUNDING SOURCES</b>				
General Fund	143,679	134,755	136,358	196,275
<b>POSITIONS</b>				
Full-time	2	2	2	2
Part-time				
Full-time Equivalent (FTE)	2	2	2	2

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Administration to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Citizen inquiries responded to within 24 hours	90%	93.5%	95%
Requests and inquiries resolved within 7 working days	92%	98%	98%
Internal inquiries (staff and Council) responded to within 24 hours	90%	92.5%	95%
Actual expenditures to approved budget	98%	98%	98%
Departmental employee performance reviews completed on time	N/A	88%	97%

# MANAGEMENT SERVICES

## Division Summary

## Office of Management Systems

### Financial Highlights

The 1992-93 total adopted budget is .1% (\$4,110) more than the 1991-92 adopted budget. Contractual costs have been contained due to active negotiations and the switch to in-house PC maintenance during 1991-92. The Commodities increase reflects costs of printing supplies and forms for City departments. Capital decreases 27.9% (\$13,898); items budgeted this year support the City's Five Year Plan for Computers and Telecommunications.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	1,787,989	1,956,164	1,847,867	1,959,357
Contractual	1,003,460	945,244	1,001,600	944,499
Commodities	135,923	179,214	189,094	194,774
Capital Outlay	94,272	49,899	75,511	36,001
Total	3,021,644	3,130,521	3,114,072	3,134,631

### FUNDING SOURCES

General Fund	3,021,644	3,130,521	3,114,072	3,134,631
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### POSITIONS

Full-time	41	43	43	43
Part-time	2	1	1	1
Full-time Equivalent (FTE)	41.9	43.4	43.4	43.4

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will enable OMS to maintain current service levels.

### PERFORMANCE INDICATORS

	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
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#### Performance Measures

% of computer availability ("Uptime" = 95%)	99.8%	98%	98%
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#### Workload Measures

Requests for service (telephone and computers)	2,450	2,900	3,470
Major computer applications to maintain	21	22	24
PC software products supported	62	70	95
Number of training courses provided	31	38	44

# MANAGEMENT SERVICES

## Division Summary

## Communications & Public Affairs

### Financial Highlights

The 1992-93 total adopted budget is 10.9% (\$61,224) more than the 1991-92 adopted budget. Contractual increases of 28.5% (\$51,233) consist of increases in publications and related printing costs, addition of an Annual Downtown Holiday Event, and a Cable monitoring service.

<i>EXPENDITURE CATEGORY</i>	<i>ACTUAL 1990-91</i>	<i>ADOPTED 1991-92</i>	<i>ESTIMATED 1991-92</i>	<i>ADOPTED 1992-93</i>
Personnel	334,919	364,928	364,928	366,388
Contractual	147,201	179,716	212,719	230,949
Commodities	24,697	17,104	21,852	25,635
Capital Outlay	33,523		26,416	
Total	540,340	561,748	625,915	622,972
<b>FUNDING SOURCES</b>				
General Fund	540,340	561,748	625,915	622,972
<b>POSITIONS</b>				
Full-time	9	9	9	9
Part-time		1	1	1
Full-time Equivalent (FTE)	9	9.5	9.5	9.5

**SERVICE LEVEL CHANGES.** An annual Holiday Event will be held in downtown Scottsdale in November, drawing an estimated 20,000 persons.

<i>PERFORMANCE INDICATORS</i>	<i>ACTUAL 1990-91</i>	<i>ESTIMATED 1991-92</i>	<i>ADOPTED 1992-93</i>
<b>Performance Measures</b>			
City Hall Information Center Desk hours: (8 a.m. - 5 p.m.)	M-F	M-F	M-F
Respond to complaints about cable franchise (within 24 hours)	24 hrs.	24 hrs.	24 hrs.
Respond to media calls (within 1 hour)	1 hr.	1 hr.	1 hr.
<b>Workload Measures</b>			
# of TV-35 new programming hours produced	300	375	375
Citizen inquiries at Information Desk (telephone and walk-in)	36,193	33,000	35,000
Speaker Bureau requests	28	30	30
# of press contacts made	465	500	500



# MANAGEMENT SERVICES

## Division Summary

## Capital Project Management

### Financial Highlights

The 1992-93 total adopted budget is 5.2% (\$29,916) less than the 1991-92 adopted budget. Personnel decrease of 6.3% (\$31,881) is a result of projected attrition rates based on historical data; there have been no changes in staffing level.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	419,353	504,178	477,265	472,297
Contractual	71,258	65,142	64,606	66,007
Commodities	9,670	6,110	6,635	7,210
Capital Outlay				
Total	500,281	575,430	548,506	545,514
<b>FUNDING SOURCES</b>				
General Fund	500,281	575,430	548,506	545,514
<b>POSITIONS</b>				
Full-time	26	26	26	26
Part-time				
Full-time Equivalent (FTE)	26	26	26	26

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Capital Project Management to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
% of CIP projects completed within 60 days of schedule (95%)	90%	95%	95%
% of total CIP budget expended for all projects completed during fiscal year (95%)	94%	95%	95%
<b>Workload Measures</b>			
# of projects scheduled for completion	10	37	48
CIP budget for all projects completed this fiscal year (\$000's)	8,205	32,612	55,189

**MANAGEMENT SERVICES  
Division Summary**

**Capital Project Management**

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<i>PERFORMANCE INDICATORS</i>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures (continued)</b>			
# of active projects:			
1989-90 program	54	46	24
1990-91 program	29	28	21
1991-92 program	0	41	32
1992-93 program	0	0	24
Total active projects	83	115	101

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# MANAGEMENT SERVICES

## Division Summary

## Emergency Services Administration

### Financial Highlights

The 1992-93 total adopted budget is 71.4% (\$133,070) more than the 1991-92 adopted budget. The increase in contractual costs (\$133,691) reflects the increase in the Maricopa County Rabies/Animal Control contract, partially due to the timing of payments to the county. In prior years, payments were made after the county books were closed. This year's adopted budget includes the City's 1991-92 and 1992-93 share of county costs.

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<i>EXPENDITURE CATEGORY</i>	<i>ACTUAL 1990-91</i>	<i>ADOPTED 1991-92</i>	<i>ESTIMATED 1991-92</i>	<i>ADOPTED 1992-93</i>
Personnel	49,294	63,109	63,109	63,303
Contractual	98,685	120,793	120,793	254,484
Commodities	10,366	2,515	7,755	1,700
Capital Outlay	2,321		428	
Total	160,666	186,417	192,085	319,487

### FUNDING SOURCES

General Fund	160,666	186,417	192,085	319,487
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### POSITIONS

Full-time	1	1	1	1
Part-time	1	1	1	1

Full-time Equivalent (FTE)	1.5	1.5	1.5	1.7
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**SERVICE LEVEL CHANGES.** The 1992-92 total adopted budget will allow Emergency Services to maintain current service levels.

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<i>PERFORMANCE INDICATORS</i>	<i>ACTUAL 1990-91</i>	<i>ESTIMATED 1991-92</i>	<i>ADOPTED 1992-93</i>
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### Performance Measures

% of citizens satisfied with Fire Service	85%	85%	85%
% of citizens satisfied with Emergency Medical Services	78%	78%	78%
% of structural fire incidents and medical incidents tracked	100%	100%	100%
% of citizen inquiries responded to within 24 hours	100%	100%	100%

# MANAGEMENT SERVICES

## Division Summary

## Emergency Services Administration

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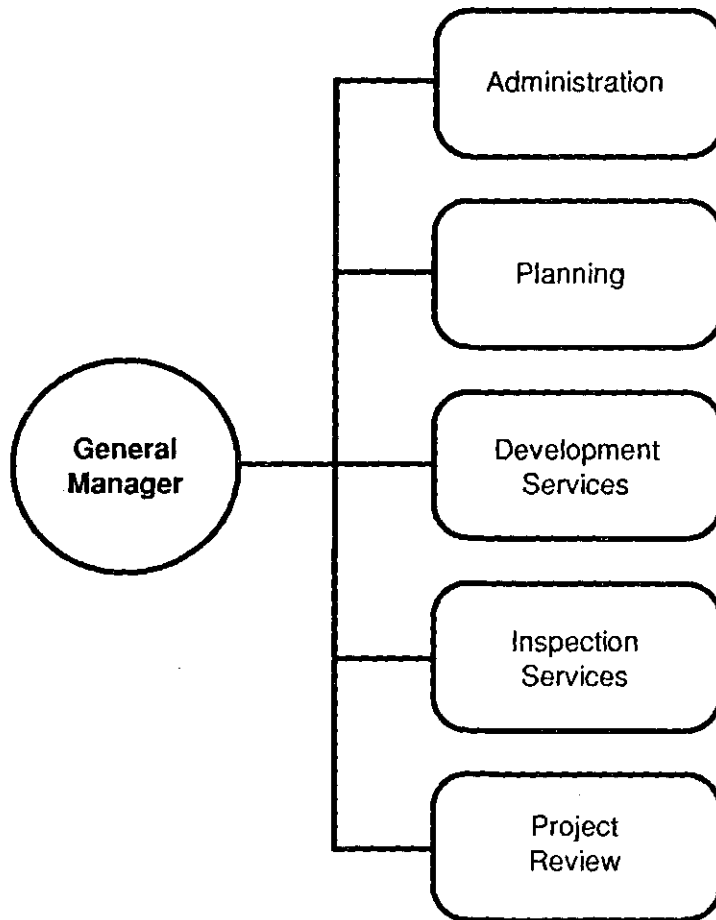
<i>PERFORMANCE INDICATORS</i>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
# fire incidents per year	173	166	175
# medical incidents per year	5,843	6,642	6,975
# of citizen inquires per year	53	60	60
# of contracts administered	6	6	8
<b>ANIMAL CONTROL</b>			
<b>Workload Measures</b>			
# of licenses issued	23,000	23,000	24,500
# of animals impounded	2,578	2,500	2,544
# of citations issued	245	245	245
# of reported rabies cases	0	0	0
# of animal bite reports	456	524	500

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# PLANNING & COMMUNITY DEVELOPMENT

**Mission:** *To build a better Scottsdale by helping the community focus on the future and to realize its vision.*



<b>Departmental Budget Trends</b>	<b>Actual 1990-91</b>	<b>Adopted 1991-92</b>	<b>Estimated 1991-92</b>	<b>Adopted 1992-93</b>
Expenditures	\$6,049,024	\$5,540,400	\$6,000,217	\$5,482,816
% of City's Operating Total	4.3%	3.7%	4.0%	3.4%

# PLANNING & COMMUNITY DEVELOPMENT

## Department Summary

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### Financial Highlights

The 1992-93 total adopted budget is 1% (\$57,584) less than the 1991-92 adopted budget. Personnel decreases of 2.9% (\$123,061) are net of changes in benefit rates, position reclassifications, and an increase in charges to various capital improvement projects by Inspection Services. The contractual increases of 5.1% (\$61,638) are mainly due to an increase in professional services for contract building inspectors. Capital expenditures decreased 87.2% (\$14,325).

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	3,688,357	4,243,465	4,160,434	4,120,404
Contractual	2,172,592	1,200,886	1,673,439	1,262,524
Commodities	102,786	79,624	114,027	97,788
Capital Outlay	85,289	16,425	52,317	2,100
<b>Total</b>	<b>6,049,024</b>	<b>5,540,400</b>	<b>6,000,217</b>	<b>5,482,816</b>
<b>FUNDING SOURCES</b>				
General Fund	5,399,069	5,540,400	6,000,217	5,482,816
HURF Fund	649,955	0	0	0
<b>POSITIONS</b>				
Full-time	103	104	104	104
Part-time	2	4	4	4
<b>Full-time Equivalent (FTE)</b>	<b>104.5</b>	<b>107.1</b>	<b>107.1</b>	<b>107.1</b>

# PLANNING & COMMUNITY DEVELOPMENT

## Department Summary

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### Issues Facing the Department

#### Administration

**Increased Workload.** The premise statistics anticipate a 22% increase in residential units. The greatest impact of this anticipated growth will be felt in Project Review and Inspection Services. Financial resources necessary to meet this growth have been identified, and upon demonstration of need, will be funded from contingency.

#### Planning

**Canal Bank Master Development Plan.** Staff is preparing for the first implementation phase of the City Council approved canal bank master development plan. This project will serve as a catalyst to encourage private development on a strategic city-owned site at Scottsdale Road and the Arizona Canal.

**Area Studies.** These are being emphasized as a means to remain in front of emerging planning issues.

**Visioning Implementation.** Creation of the City's Vision will occur in early 1992-93. The major focus will be implementation of the Vision through a cooperative effort between the city and private organizations.

**Neighborhood Enhancement Program.** In March 1991, the City Council created the Neighborhood Enhancement Advisory Committee and in September, the city's first Neighborhood Coordinator was hired. The program is designed to foster neighborhood pride, thereby stimulating private investment. The Neighborhood Enhancement Program will focus on three implementation strategies: neighborhood plans, a neighborhood notebook, and housing demonstration projects.

#### Development Services

**Geographic Information System (GIS).** The GIS implementation will focus city-wide efforts on the practical applications for this project. City departments will begin the storage, analysis, retrieval, and sharing of geographic based information to provide improved service. This project remains consistent with the city-wide five-year master plan for technology.

#### Project Review

**Federal and State Requirement.** These new rules and regulations are having a significant impact on the processing of development cases. Examples include new environment and energy related regulations, and the Americans With Disabilities Act.

**Private Development Activity.** The projected increase in activity combined with the new federal and state regulation will result in a significant increase in workload.



# PLANNING & COMMUNITY DEVELOPMENT

## Department Summary

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### Department Goals & Objectives

#### Administration

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

#### Planning

Carefully plans the growth of the community and manages City-owned real estate assets. Ensures that downtown retains economic viability and continues to serve as the cultural focus and symbolic center of the community. Administers the Community Development Block Program to comply with federal guidelines and serves the low-moderate income population of the community.

#### Development Services

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

#### Inspection Services

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

#### Project Review

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

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<b>EXPENDITURES BY AREA</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Administration	204,372	205,522	222,935	198,919
Planning	1,170,202	986,618	1,253,376	1,003,018
Development Services	1,144,939	1,072,623	1,129,347	1,094,561
Inspection Services	1,338,161	1,465,226	1,484,451	1,464,065
Project Review	2,191,350	1,810,411	1,910,108	1,722,253
<b>Total</b>	<b>6,049,024</b>	<b>5,540,400</b>	<b>6,000,217</b>	<b>5,482,816</b>

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**PLANNING & COMMUNITY DEVELOPMENT**  
**Division Summary**

**Administration**

**Financial Highlights**

The 1992-93 total adopted budget is 3.2% (\$6,603) less than the 1991-92 adopted budget. Contractual decreases of 25.7% (\$7,180) is due to a decrease in property and liability rates.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	155,096	175,235	173,135	175,612
Contractual	31,567	27,887	41,718	20,707
Commodities	14,085	2,400	8,082	2,600
Capital Outlay	3,624			
<b>Total</b>	<b>204,372</b>	<b>205,522</b>	<b>222,935</b>	<b>198,919</b>

<b>FUNDING SOURCES</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
General Fund	204,372	205,522	222,935	198,919

<b>POSITIONS</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3	3	3	3

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Administration to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
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**Performance Measures**

Respond to 95% of requests within 24 hours	N/A	95%	95%
Resolve 95% of requests within 1 week	N/A	95%	95%

**Workload Measures**

Coordinate and staff meetings/(year)			
Planning Commission	24	24	24
Development Review Board	24	24	24
Board of Adjustment	12	12	12
Board of Appeals	12	12	12

**PLANNING & COMMUNITY DEVELOPMENT**  
**Division Summary**

**Planning**

**Financial Highlights**

The 1992-93 total adopted budget is 1.7% (\$16,400) more than the 1991-92 adopted budget. Contractual increases of 6.6% (\$16,252) include funding \$10,000 for neighborhood design assistance and \$7,500 for neighborhood enhancement awareness.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	643,917	723,770	713,770	718,683
Contractual	500,442	245,473	516,624	261,725
Commodities	18,936	11,575	17,182	20,510
Capital Outlay	6,907	5,800	5,800	2,100
<b>Total</b>	<b>1,170,202</b>	<b>986,618</b>	<b>1,253,376</b>	<b>1,003,018</b>
<b>FUNDING SOURCES</b>				
General Fund	1,170,202	986,618	1,253,376	1,003,018
<b>POSITIONS</b>				
Full-time	15	16	16	16
Part-time				
Full-time Equivalent (FTE)	15	16	16	16

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Planning to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Update one general plan element each year	1	2	1
Complete two area studies per year	2	2	2
Complete two neighborhood plans annually	N/A	1	1
Complete eight housing rehabilitations per month	N/A	8	8

# PLANNING & COMMUNITY DEVELOPMENT

## Division Summary

## Development Services

### Financial Highlights

The 1992-93 total adopted budget is 2% (\$21,938) more than the 1991-92 adopted budget. Personnel increases of 1.9% (\$15,969) includes adjustments for some positions.

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<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	920,767	862,092	858,092	878,061
Contractual	186,747	177,209	227,140	181,189
Commodities	26,238	30,122	37,904	35,311
Capital Outlay	11,187	3,200	6,211	
Total	1,144,939	1,072,623	1,129,347	1,094,561

### FUNDING SOURCES

General Fund	1,144,939	1,072,623	1,129,347	1,094,561
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### POSITIONS

Full-time	23	23	23	23
Part-time	1	2	2	2
Full-time Equivalent (FTE)	23.75	24.5	24.5	24.5

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**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Development Services to maintain current service levels.

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
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### Performance Measures

Process 98% of liquor license applications within 50 days	100%	100%	100%
Achieve 95% voluntary compliance on zoning cases within 30 days	98%	98%	98%
Process 2,700 zoning enforcement cases per FTE	2,399	2,770	3,300
Return 95% of phone calls within 24 hours	95%	95%	95%
Review 95% sign permit applications within 5 working days	43%	65%	98%
Issue 95% of standard building plans on same day requested	97%	100%	100%

# PLANNING & COMMUNITY DEVELOPMENT

## Division Summary

## Development Services

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<i>PERFORMANCE INDICATORS</i>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
# of customer phone calls received:			
One Stop Shop	51,831	58,176	61,084
Records	23,173	15,080	15,834
# of building permits issued:			
Residential units permitted	1,626	2,250	2,750
Other residential (patio additions, room enclosures, etc.)	840	793	850
Non-residential	1,050	1,144	1,200
# of encroachment permits issued:			
(road, water, sewer)	359	408	425
# of sign permits issued	391	384	460

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# PLANNING & COMMUNITY DEVELOPMENT

## Division Summary

## Inspection Services

### Financial Highlights

The 1992-93 total adopted budget is \$1,161 less than the 1991-92 adopted budget. Personnel decreases of 7.9% (\$73,796) include an increase in charges to various capital improvement projects. Contractual increases of 14.1% (\$71,795) include \$45,057 for increases in professional services for contract building inspectors and an increase of \$19,776 for fleet rates.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	846,080	939,803	884,072	866,007
Contractual	441,235	510,696	559,398	582,491
Commodities	13,851	14,727	16,082	15,567
Capital Outlay	36,995		24,899	
Total	1,338,161	1,465,226	1,484,451	1,464,065
<b>FUNDING SOURCES</b>				
General Fund	1,338,161	1,465,226	1,484,451	1,464,065
<b>POSITIONS</b>				
Full-time	29	29	29	29
Part-time	1	1	1	1
Full-time Equivalent (FTE)	29.8	29.8	29.8	29.8

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Inspection Services to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
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### Performance Measures

Issue 95% Certificates of Occupancy/Letters of Acceptance and utilities cleared within 24 hours of final acceptance	99.8%	99.8%	99%
Complete 95% of building code inspections within 24 hours of request	99.9%	99.9%	95%
Complete 2,000 construction materials tests per FTE	1,658	3,000	3,000
Complete 1,500 public works inspections per FTE	1,096	1,557	2,042

**PLANNING & COMMUNITY DEVELOPMENT**  
**Division Summary**

**Inspection Services**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
# of customer assistance/inquiry requests	46,840	58,550	67,333
# of Certificates of Occupancy issued	2,185	2,731	3,583
# of Letters of Acceptance issued	194	243	318

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**PLANNING & COMMUNITY DEVELOPMENT**  
**Division Summary**

**Project Review**

**Financial Highlights**

The 1992-93 total adopted budget is 4.9% (\$88,158) less than the 1991-92 adopted budget. The personnel decrease is 3.9% (\$60,524). Contractual decreases of 9.7% (\$23,209) are mainly due to a decrease in property and liability rates.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	1,122,497	1,542,565	1,531,365	1,482,041
Contractual	1,012,601	239,621	328,559	216,412
Commodities	29,676	20,800	34,777	23,800
Capital Outlay	26,576	7,425	15,407	
<b>Total</b>	<b>2,191,350</b>	<b>1,810,411</b>	<b>1,910,108</b>	<b>1,722,253</b>
<b>FUNDING SOURCES</b>				
General Fund	1,541,395	1,810,411	1,910,108	1,722,253
HURF Fund	649,955			
<b>POSITIONS</b>				
Full-time	33	33	33	33
Part-time		1	1	1
Full-time Equivalent (FTE)	33	33.8	33.8	33.8

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Project Review to maintain current service levels.

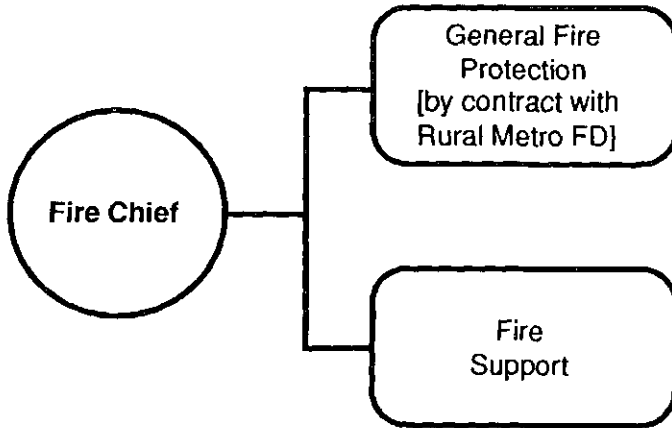
<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Coordinate 70 cases (zoning, use permits, Board of Adjustments, DRB) per FTE	74	65	73
Answer 80% of calls within 20 seconds	80%	79%	80%
Complete 90% of all plan reviews within 5 working days of submittal	90%	90%	90%
<b>Workload Measures</b>			
# of calls received through reception desk	85,367	82,656	95,054
# of cases coordinated:			
Zoning and use permits	129	120	145
Development Review Board	205	162	190
Board of Adjustment	38	26	30
# of plan sheets reviewed	35,769	48,580	71,400



Fire

# FIRE DEPARTMENT

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



<b>Departmental Budget Trends</b>	Actual 1990-91	Adopted 1991-92	Estimated 1991-92	Adopted 1992-93
Expenditures	\$5,849,172	\$6,213,331	\$6,231,641	\$6,630,499
% of City's Operating Total	4.1%	4.2%	4.2%	4.1%

# FIRE

## Department Summary

### Financial Highlights

The 1992-93 total adopted budget is 6.7% (\$417,168) more than the 1991-92 adopted budget. The contractual expenditures increase of 7% (\$416,383) includes \$79,887 in operating cost for a new fire station to be located at 74th and Shea, and a \$418,072 increase for the Fire Protection Contract which includes the transfer in of \$55,000 in utility cost from City accounts to the Fire Protection Contract.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	166,783	235,608	215,608	236,493
Contractual	5,619,993	5,932,673	5,933,718	6,349,056
Commodities	37,833	45,050	58,995	44,950
Capital Outlay	24,563		23,320	
<b>Total</b>	<b>5,849,172</b>	<b>6,213,331</b>	<b>6,231,641</b>	<b>6,630,499</b>
<b>FUNDING SOURCES</b>				
General Fund	5,849,172	6,213,331	6,231,641	6,630,499
<b>POSITIONS</b>				
Full-time				
Part-time*	40	40	40	40
Full-time Equivalent (FTE)*				

\*Fire support positions are filled only by regular, full- and part-time City employees. These positions are not included in the City's part-time position total.

# **FIRE**

## **Department Summary**

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### **Issues Facing the Department**

**Training.** The need for a modern, environmentally sound, integrated Police/Fire Training Facility in the City continues to grow. Updated firefighter safety and training standards emphasize the importance of constant training for all personnel.

**Public Education.** Public education continues with CPR training and Drowning prevention classes. With the efforts of the Fountain Hills Kiwanis and donations from the City, RMFD and others, an Exit Drills In The Home trailer was built. This trailer allows children to practice EDITH drills, thus greatly increasing their safety awareness. The program is expanding at a rapid rate, and requests for training dates are straining current resources.

**Fire Support.** The focus will be to keep the program fully staffed and to continue the training of all Fire Support personnel to State Certified Fire Fighter II level.

**Fire Suppression.** The biggest issue is keeping up with the expanding needs of a growing city. Presently the CIP is moving forward with the building of a new Station at 74th Street and Shea Boulevard. The CIP is also moving forward with a temporary station in the Mayo Clinic area that should open in 1993-94.

# FIRE

## Department Summary

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### Department Goals & Objectives

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

**Fire Support.** In conformance with the contract between the City of Scottsdale and Rural Metro, Fire Support Services is comprised of forty full-time and part-time City employees to supplement the regular firefighting personnel. All support personnel are trained to Arizona State Firefighter 1 & 2 certifications.

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<b>EXPENDITURES BY AREA</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
General Fire Protection	5,607,225	5,923,782	5,939,632	6,344,765
Fire Support	241,947	289,549	292,009	285,734
<b>Total</b>	<b>5,849,172</b>	<b>6,213,331</b>	<b>6,231,641</b>	<b>6,630,49</b>

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**FIRE DEPARTMENT  
Division Summary**

**General Fire Protection**

**Financial Highlights**

The 1992-93 total adopted budget is 7.1% (\$420,983) more than the 1991-92 adopted budget. The contractual expenditures account for the total increase. These expenditures include \$79,887 in operating cost for a new fire station to be located at 74th and Shea, and a \$418,072 increase for the Fire Protection Contract which includes the transfer in of \$55,000 in utility cost from City accounts to the Fire Protection Contract.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel				
Contractual	5,584,641	5,892,882	5,894,427	6,313,865
Commodities	22,584	30,900	44,064	30,900
Capital Outlay			1,141	
<b>Total</b>	<b>5,607,225</b>	<b>5,923,782</b>	<b>5,939,632</b>	<b>6,344,765</b>
<b>FUNDING SOURCES</b>				
General Fund	5,607,225	5,923,782	5,939,632	6,344,765

**POSITIONS**

Full-time  
Part-time

Full-time Equivalent (FTE)

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows the Fire Protection program to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
% of building plans reviewed within 5 days (99%)	99%	99%	99%
% of all home safety inspection requests which are responded to within 2 days (100%)	100%	100%	100%
% of City Certificate of Occupancy requests which are responded to within 24 hours (99%)	100%	100%	100%
Average response time to emergency calls	4:07	4:00	4:00

**FIRE DEPARTMENT  
Division Summary**

**General Fire Protection**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures (continued)</b>			
Average number of firefighters per fire call	13	13	13
% of firefighters with State EMT certification (100%)	100%	100%	100%
% of firefighters with State EMT-Defibrillation certification (100%)	N/A	100%	100%
Maintain fire department paramedic service to the Desert Mountain response area (100%)	100%	100%	100%
% of fire hydrants inspected and tested annually (100%)	110%	90%	90%
% of K-3 graders in Scottsdale schools instructed in the "Learn Not To Burn" program (100%)	98%	98%	98%
<b>Workload Measures</b>			
# of calls for service responded to	17,710	18,600	19,500
Number of inspection requests performed	8,703	9,200	9,600
Number of commercial buildings inspected annually (includes engine company safety surveys)	7,872	8,266	8,679

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**FIRE DEPARTMENT  
Division Summary**

**Fire Support**

**Financial Highlights**

The 1992-93 total adopted budget is 1.3% (\$3,815) less than the 1991-92 adopted budget.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	166,783	235,608	215,608	236,493
Contractual	35,352	39,791	39,291	35,191
Commodities	15,249	14,150	14,931	14,050
Capital Outlay	24,563		22,179	
<b>Total</b>	<b>241,947</b>	<b>289,549</b>	<b>292,009</b>	<b>285,734</b>
<b>FUNDING SOURCES</b>				
General Fund	241,947	289,549	292,009	285,734
<b>POSITIONS</b>				
Full-time				
Part-time	40	40	40	40

Full-time Equivalent (FTE)

\*Fire support positions are filled only by regular, full- and part-time City employees. These positions are not included in the City's part-time position total.

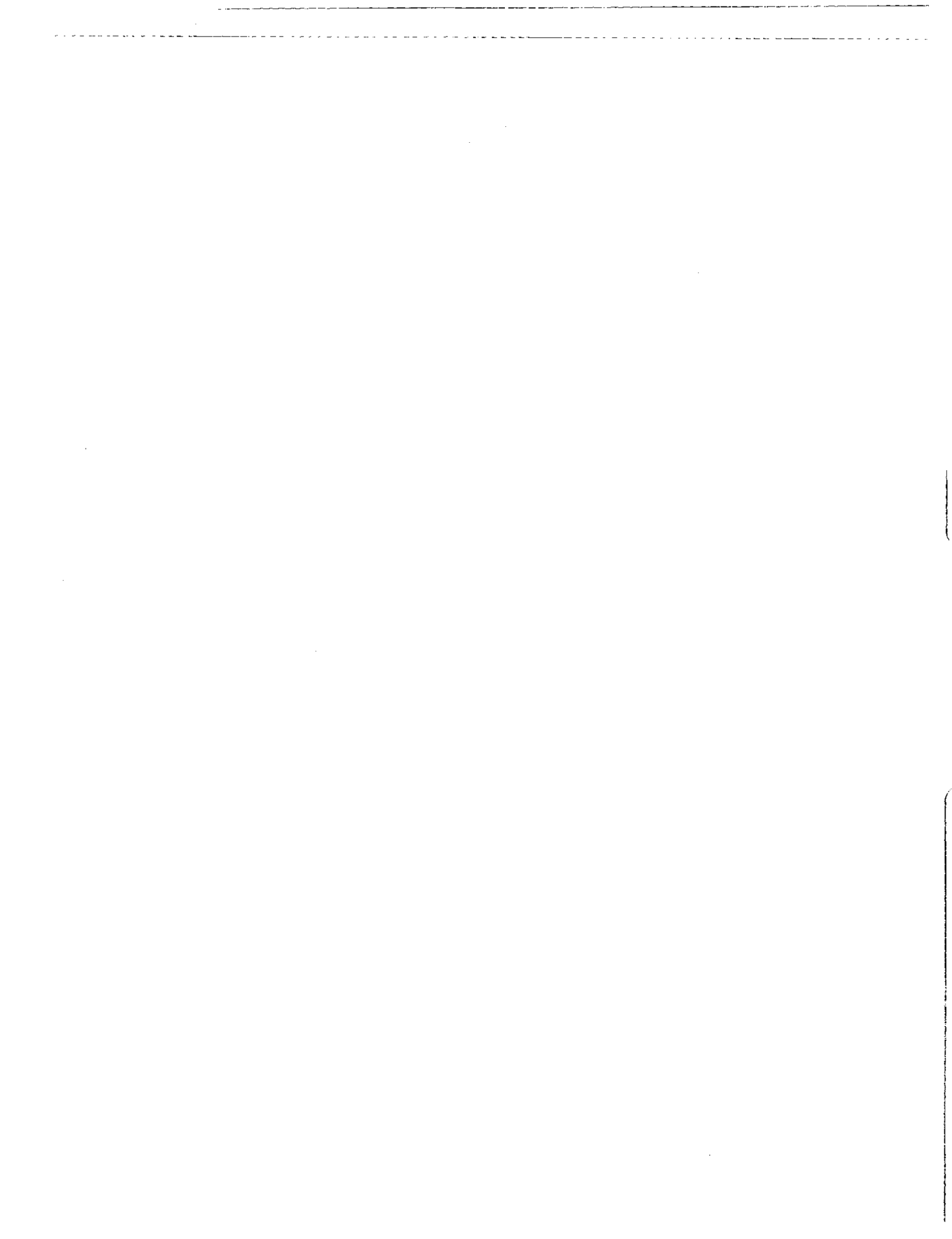
**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows the Fire Support program to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
% of Fire Support personnel arriving at scene within 15 minutes of page out: (90%)	Not measured	90%	90%
Average # of Fire Support personnel responding to call outs: (10)	10	10	10
% of Firefighter I certified crew members (90%)	90%	90%	90%
% of Firefighter II certified crew members as per contract (100%)	N/A	100%	100%

**Workload Measures**

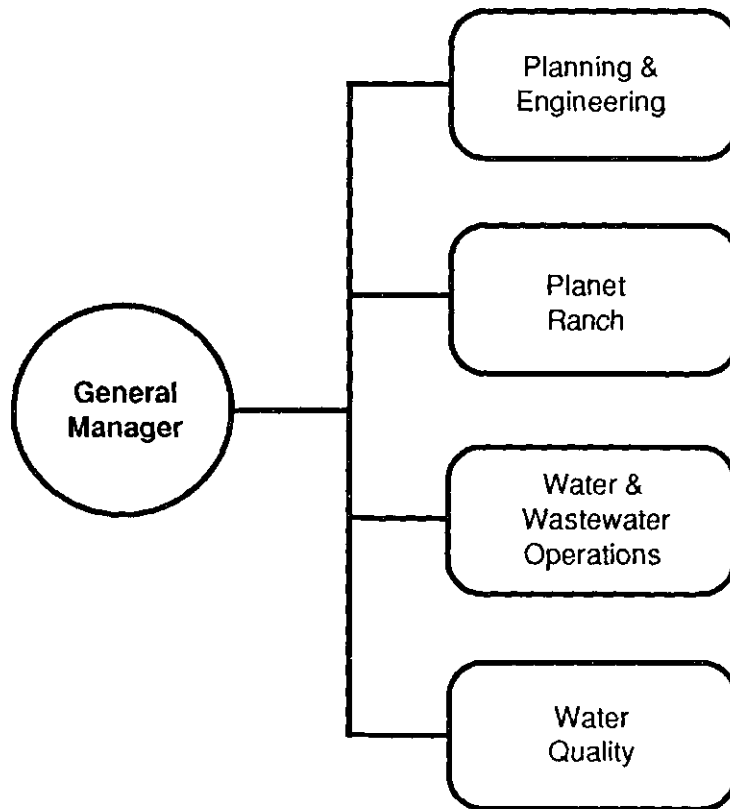
# of incidents responded to	99	81	99
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# WATER RESOURCES DEPARTMENT

**Mission:** *To provide Scottsdale citizens with a safe, reliable water supply and wastewater reclamation system. The Department consists of four divisions: Planning & Engineering, Planet Ranch, Water & Wastewater Operations, and Water Quality.*



<b>Departmental Budget Trends</b>	Actual 1990-91	Adopted 1991-92	Estimated 1991-92	Adopted 1992-93
Expenditures	\$16,832,570	\$17,996,977	\$18,343,416	\$19,561,350
% of City's Operating Budget	11.9%	12.0%	12.2%	12.2%

# WATER RESOURCES

## Department Summary

### FINANCIAL HIGHLIGHTS

The 1992-93 total adopted budget is 8.7% (\$1,564,373) more than the 1991-92 adopted budget. Contractual increases of 20.4% (\$1,646,267) are primarily due to increased operating costs at the 91st Avenue Wastewater Treatment Facility (\$353,042); increased debt service (\$248,610); increased electricity costs due to consumption and rate changes (\$639,535); increased costs for sampling and testing of water and wastewater per state and federal regulations related to the Federal Clean Water Act, Federal Safe Drinking Water Act, the Superfund cleanup agreement, industrial pretreatment requirements, and stormwater management (\$248,392); and underground storage tank site remediation (\$108,113). Commodities increases of 2.3% (\$149,316) are primarily due to additional purchased water costs for the Reclaimed Water Distribution System (\$154,872) which will be offset by corresponding water sale revenues. Capital outlay decreases of 63.7% (\$198,350) are primarily the result of transferring (\$171,500) to purchase water meters costing less than \$1,000 from Capital Outlay to Commodities.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	2,694,934	3,110,747	3,075,994	3,077,887
Contractual	7,859,932	8,083,908	8,329,369	9,730,175
Commodities	6,121,351	6,490,722	6,830,364	6,640,038
Capital Outlay	156,353	311,600	107,689	113,250
<b>Total</b>	<b>16,832,570</b>	<b>17,996,977</b>	<b>18,343,416</b>	<b>19,561,350</b>
<b>FUNDING SOURCES</b>				
Water and Sewer Fund	16,832,570	17,996,977	18,343,416	19,561,350
<b>POSITIONS</b>				
Full-time	66	70	70	70
Part-time	11	11	11	11
Full-time Equivalent (FTE)	77	81	81	80.8

# WATER RESOURCES

## Department Summary

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### Issues Facing the Department

**Groundwater Management Act (GMA).** The GMA requires that no more groundwater be withdrawn than is naturally or artificially replaced. Compliance with this requirement means using more expensive surface water, recycling effluent, and obtaining additional non-groundwater supplies. The adopted budget includes funding for purchase and treatment of Central Arizona Project (CAP) surface water, purchase and delivery of non-potable water to north area golf courses, and operation of Planet Ranch to protect the City's surface water rights. The operating costs for the non-potable water system will be recovered from the golf course operators, and will not affect rates paid by other water customers.

**Federal and State Permits.** Water Resources must obtain Federal National Pollutant Discharge Elimination System (NPDES) permits for wastewater treatment and stormwater quality compliance with NPDES conditions. In addition, new state surface water quality standards will require increased operating and capital costs for wastewater disposal at the 91st Avenue Treatment Plant, particularly if the plan to recharge effluent by 1996 is not implemented. Additional funding will be required in the future to comply with wastewater, stormwater, and drinking water treatment and disposal requirements.

### Planning & Engineering

**Water Conservation.** Planning and Engineering will be finalizing development and implementation of the goal billing system, promoting landscape conversion and rebate programs, and responding to information requests and billing inquiries related to the water conservation program. The budget includes funding for this program.

**Assured water supply.** Planning and Engineering needs to ensure we have a future water supply, while complying with State water laws requiring reduction of groundwater consumption. Acquisition and augmentation of future water supplies to meet our citizens' water needs and to comply with state law are being addressed through participation in a groundwater replenishment district, if established, Indian water rights leasing or CAP reallocation. The budget includes funding to address this issue.

### Planet Ranch

**Water Rights.** Planet Ranch must continue the farming operation in order to protect water rights associated with the Ranch property.

**New Legislation.** Proposed state riparian protection legislation may have an impact on operations and water rights associated with Planet Ranch.

### Water and Wastewater Operations

**Water Service Replacement.** Galvanized steel and plastic water service lines to existing homes have experienced breaks at a faster rate than scheduled replacement. The budget includes funding to continue to replace the leaking services as they occur.

# WATER RESOURCES

## Department Summary

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### Issues Facing the Department (continued)

#### Water and Wastewater Operations (continued)

**91st Avenue Wastewater Treatment Facility.** Federal Clean Water Act and Arizona Surface Water Quality Standards will require additional treatment facilities and accompanying operational cost increases at 91st Avenue. Current estimates are that the City's share of increased annual operating costs will be between \$1.1 and \$1.7 million.

#### Water Quality

**Safe Drinking Water Act.** Amendments to the Safe Drinking Water Act require more extensive programs to monitor lead, copper, organic chemicals, and radioactive element (radon and uranium) contents in our water supplies. The City's participation with local Superfund sites will require construction and operation of cleanup facilities, as well as additional testing to determine treatment performance. Several City sites contaminated by leaking underground fuel storage tanks require clean-up. The budget includes funding to meet the required testing and cleanup costs for these programs.

**Federal Clean Water Act.** Federal Clean Water Act requires additional stormwater runoff testing and a more extensive wastewater pretreatment program. Water Quality is currently in compliance with Phase I of the stormwater permit process. The budget includes funding to meet current program requirements. Additional funding for Phase II compliance will require additional funding in 1993-94.

**Industrial Pretreatment.** The Environmental Protection Agency (EPA) requires the members of the Sub-Regional Operating Group, of which Scottsdale is a member, to have an industrial pretreatment program for removal of potential industrial pollutants at industrial sites prior to disposal into the sewer system. The EPA has required the City to develop local limits for disposal of industrial waste. The budget includes funding to develop and enforce this program.

# WATER RESOURCES

## Department Summary

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### Department Goals & Objectives

**Planning & Engineering.** Advises Management on water resources and wastewater issues; coordinates water conservation programs; formulates and updates user charge systems for water and wastewater; develops water system and wastewater system master plans; prepares and administers 5-year water/wastewater CIP plan; and develops short- and long-term water resources and wastewater planning.

**Planet Ranch.** Protects and maximizes the 13,500 acre-feet of City water rights through continued Planet Ranch farming operations.

**Water and Wastewater Operation.** Maintains, operates and repairs the water and wastewater systems; produces water that is free of health hazards, aesthetically acceptable, and meets or exceeds all EPA standards.

**Water Quality.** Insures that drinking water produced and delivered, wastewater treated, water recharged, aquifer protection and cleanup programs are in full compliance with applicable Federal, State and County environmental regulations.

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<b>EXPENDITURES BY AREA</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Planning & Engineering	1,250,786	1,375,157	1,704,758	1,002,423
Planet Ranch	1,403,496	1,536,364	1,501,364	1,516,135
Water & Wastewater Operations	14,178,288	15,085,456	15,137,294	16,318,959
Water Quality				723,833
<b>Total</b>	<b>16,832,570</b>	<b>17,996,977</b>	<b>18,343,416</b>	<b>19,561,350</b>

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**WATER RESOURCES  
Division Summary**

**Planning & Engineering**

**Financial Highlights**

The 1992-93 total adopted budget is 27.1% (\$372,734) less than the 1991-92 adopted budget. Personnel decreases of 25.0% (\$185,185) includes the transfer of four full-time positions to Water Quality. Contractual decreases of 28.6% (\$166,934) are primarily the result of the transfer of \$144,330 to the new Water Quality Division. Commodities decreases of 31.3% (\$12,115) reflect eliminating one-time purchases for new positions added in 1991-92 and the transfer of \$5,000 to the new Water Quality Division. Capital expenditures of \$5,000 include design costs to convert the turf to Xeriscape around the Water Resources building.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	631,798	740,232	755,612	555,047
Contractual	507,646	582,745	858,690	415,811
Commodities	42,616	38,680	48,256	26,565
Capital Outlay	68,726	13,500	42,200	5,000
<b>Total</b>	<b>1,250,786</b>	<b>1,375,157</b>	<b>1,704,758</b>	<b>1,002,423</b>

<b>FUNDING SOURCES</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Water & Sewer Fund	1,250,786	1,375,157	1,704,758	1,002,423

<b>POSITIONS</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Full-time	12	14	15	11
Full-time Equivalent (FTE)	12	14	15	11

**SERVICE LEVEL CHANGES.** The 1991-92 adopted budget will allow Planning and Engineering to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Groundwater/surface water ratio (calendar year)	36/64	26/74	20/80
Gallon per capita per day goal (Calendar year)			
Maximum goal	272	272	**
Actual/estimate*	267	267	**

\*Calculated pursuant to the first Arizona Department of Water Resources modification agreement.

\*\*Pending results of administrative review submitted to Arizona Department of Water Resources, regarding goals established in the second Management Plan.

**WATER RESOURCES**  
**Division Summary**

**Planning & Engineering**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
Total # of active CIP projects by FY	25	40	33
Total # of customer accounts maintained (including bill adjustments)	46,696	47,890	49,510
# of new customer accounts processed	1,194	1,620	1,500
# of non-residential sewer account special reads	2,530	2,600	2,600
# of non-residential water use audits	0	58	0
# of distribution microbiological tests	1,440	1,500	1,500

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**WATER RESOURCES  
Division Summary**

**Planet Ranch**

**Financial Highlights**

The 1992-93 total adopted budget is 1.3% (\$20,229) less than the 1991-92 adopted budget. Personnel decreases of 6.4% (\$35,421) include the transfer of one full-time position to Water Quality and one part-time position in 1991-92 to Water and Wastewater Operations. Contractual increases of 9.5% (\$46,559) include increased in-lieu property taxes to La Paz and Mohave counties and increases in electricity costs due to usage and rate increases. Commodities increases of 5.7% (\$23,633) include increased costs for agricultural chemicals and increased costs to maintain and repair equipment. Capital expenditures of \$15,000 reflect purchases of equipment necessary to continue operation.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	484,803	557,317	490,000	521,896
Contractual	443,496	491,917	526,984	538,476
Commodities	441,210	417,130	469,380	440,763
Capital Outlay	33,987	70,000	15,000	15,000
<b>Total</b>	<b>1,403,496</b>	<b>1,536,364</b>	<b>1,501,364</b>	<b>1,516,135</b>
<b>FUNDING SOURCES</b>				
Water & Sewer Fund	1,403,496	1,536,364	1,501,364	1,516,135
<b>POSITIONS</b>				
Full-time	8	8	7	7
Part-time	11	11	10	10
Full-time Equivalent (FTE)	19	19	17	17

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Planet Ranch to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
Produce, harvest and market alfalfa to preserve 13,500 acre-feet of water rights	200,664 bales	200,000 bales	200,000 bales
Acres in production	2,250	2,250	2,250

# WATER RESOURCES

## Division Summary

## Water & Wastewater Operations

### Financial Highlights

The 1992-93 total adopted budget is 8.2% (\$1,233,503) more than the 1991-92 adopted budget. Personnel decreases of 1.3% (\$23,252) includes the transfer of one part-time position from Planet Ranch. Contractual increases of 18.1% (\$1,268,027) include increased operating costs at the 91st Avenue Wastewater Treatment Facility (\$353,042), increased debt service (\$248,610), and increased electricity costs due to consumption and rate changes (\$684,000). Commodities increases of 2.2% (\$132,328) is primarily the result of additional cost to purchase water for the Reclaimed Water Distribution System (\$154,872). Capital decreases of 63.0% (\$143,600) reflect an accounting change to charge water meters costing less than \$1,000 to commodities.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	1,578,333	1,813,198	1,830,382	1,789,946
Contractual	6,908,790	7,009,246	6,943,695	8,277,273
Commodities	5,637,525	6,034,912	6,312,728	6,167,240
Capital Outlay	53,640	228,100	50,489	84,500
Total	14,178,288	15,085,456	15,137,294	16,318,959
<b>FUNDING SOURCES</b>				
Water & Sewer Fund	14,178,288	15,085,456	15,137,294	16,318,959
<b>POSITIONS</b>				
Full-time	46	48	48	48
Part-time				1
Full-time Equivalent (FTE)	46	48	48	48.75

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Water and Wastewater Operations to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Respond to all emergency water line breaks within 24 hours of notification	100%	100%	100%
Inspect all wells and booster stations daily	100%	100%	100%

**WATER RESOURCES**  
**Division Summary**

**Water & Wastewater Operations**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
# of emergency line breaks	1,065	1,234	1,500
# of wells and booster stations	98	101	118
# of reservoirs	28	28	30
# of water service accounts	49,826	51,326	53,000
Miles of water pipe	925	968	1,000
Miles of sewer pipe	682	700	725
Average water production (million gallons per day)	40.0	42.0	44.1

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**WATER RESOURCES**  
**Division Summary**

**Water Quality**

**Financial Highlights**

The 1992-93 total adopted budget is \$723,833. This budget combines existing water quality programs previously located in Planning and Engineering and new water quality programs mandated by the state and federal governments. Personnel expenditures include four positions transferred from Planning & Engineering. Contractual expenditures (\$498,615) include the transfer of \$144,330 from Planning and Engineering, and additional costs to sample and test water and wastewater per state and federal regulations related to the Federal Clean Water Act, the Superfund cleanup agreement, industrial pretreatment requirements, stormwater management, and underground storage tank site remediation.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel				210,998
Contractual				498,615
Commodities				5,470
Capital Outlay				8,750
Total				723,833

**FUNDING SOURCES**  
 Water & Sewer Fund

**POSITIONS**

Full-time				4
Part-time				
Full-time Equivalent (FTE)				4

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Water Quality to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Monitor City-owned underground storage tanks	Annually	Annually	Annually
<b>Workload Measures</b>			
Conduct a minimum of sixteen 24 hour samplings at each categorical industrial pre-treatment site annually	6 sites	6 sites	6 sites

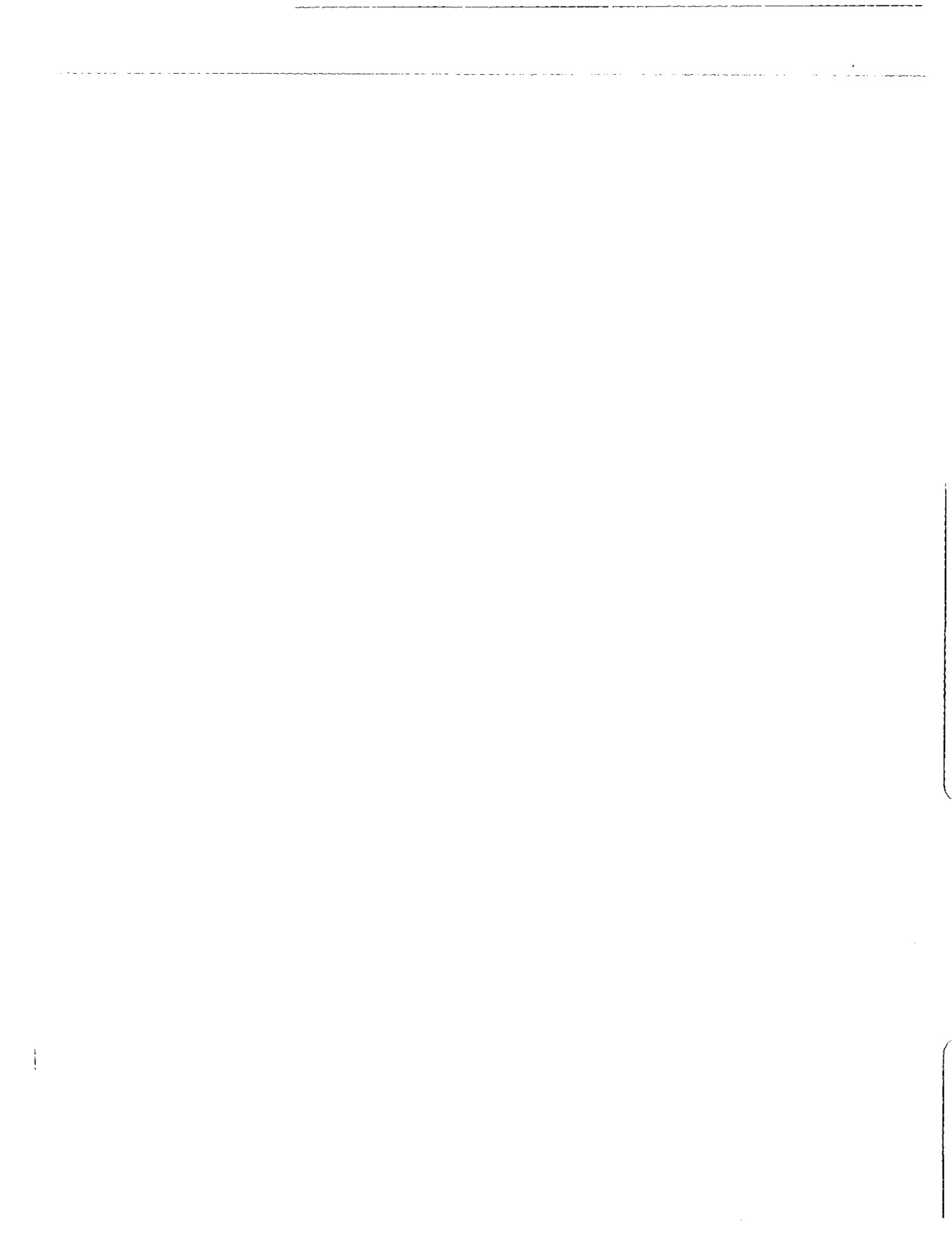
**WATER RESOURCES**  
**Division Summary**

**Water Quality**

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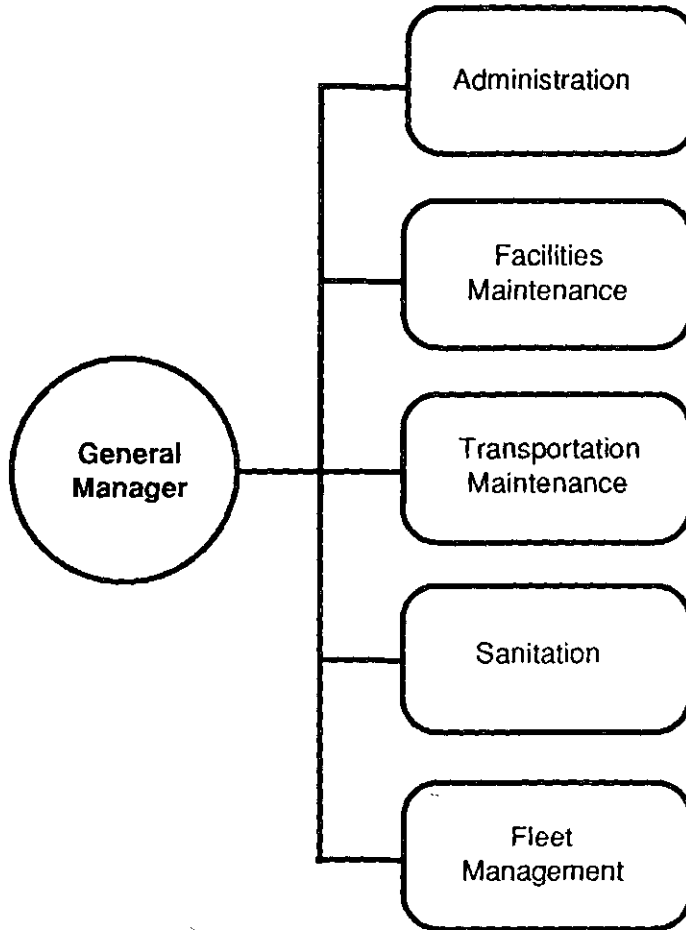
<i>PERFORMANCE INDICATORS</i>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures (continued)</b>			
Conduct a minimum of four 24 hour samplings at each significant industrial users discharge sites annually	10 sites	10 sites	10 sites
# of City wells tested for water quality	28	31	33
# of industrial pre-treatment sites	11	11	11
# of City-owned underground storage tanks	61	60	58

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# MUNICIPAL SERVICES DEPARTMENT

**Mission:** *To maintain and repair: the City's street system; City-owned buildings, structures and vehicles; and to provide citizens with effective and efficient refuse disposal and recycling programs.*



<b>Departmental Budget Trends</b>	<b>Actual 1990-91</b>	<b>Adopted 1991-92</b>	<b>Estimated 1991-92</b>	<b>Adopted 1992-93</b>
Expenditures	\$20,828,837	\$22,383,675	\$23,135,562	\$24,697,795
% of City's Operating Total	14.7%	15.0%	15.4%	15.4%

# MUNICIPAL SERVICES

## Department Summary

### Financial Highlights

The 1992-93 total adopted budget is 10.3% (\$2,314,120) more than the 1991-92 adopted budget. Personnel decreases of 2.3% (\$164,910) include the transfer in of one full-time secretary position from the Transportation Department and one part-time position from Purchasing, the transfer out of one full-time position to Purchasing and one part-time position to the City Clerk. Contractual increases of 14.3% (\$1,267,384) are primarily due to increases in landfill costs (\$697,863), utilities (\$193,309), and building and equipment maintenance (\$198,203). Commodities increases of 11.2% (\$483,510) reflect the transfer of \$549,000 for projects previously budgeted as CIP but are maintenance costs and are now part of the operating budget. Capital increases of 37.1% (\$728,136) reflect the purchase of replacement equipment, two new fire trucks, one new tactical team truck, and five vehicles for the Police Department.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	6,634,485	7,260,885	7,140,800	7,095,975
Contractual	7,754,859	8,845,197	9,066,644	10,112,581
Commodities	4,150,225	4,316,479	4,126,110	4,799,989
Capital Outlay	2,289,268	1,961,114	2,802,008	2,689,250
<b>Total</b>	<b>20,828,837</b>	<b>22,383,675</b>	<b>23,135,562</b>	<b>24,697,795</b>
<b>FUNDING SOURCES</b>				
General Fund	4,929,304	5,142,250	5,254,879	5,443,026
HURF	5,089,191	5,922,812	5,970,149	6,573,253
Sanitation Fund	4,922,921	5,234,620	5,205,402	5,975,228
Motor Pool Fund	5,887,421	6,083,993	6,705,132	6,706,288
<b>POSITIONS</b>				
Full-time	191	199	199	199
Part-time	1	3	3	3
<b>Full-time Equivalent (FTE)</b>	<b>191.5</b>	<b>200.5</b>	<b>200.5</b>	<b>200.5</b>



# MUNICIPAL SERVICES

## Department Summary

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### Issues Facing the Department

#### Administration

**Solid Waste.** Expanded participation in regional activities will be required to address the entire scope of solid waste issues during 1992-93.

**Performance Budgeting.** Continued effort will be given to revise and update Municipal Service Maintenance Management System (Performance Budgeting) for all Municipal Services programs.

#### Facilities Maintenance

**Security.** Building security issues are reflected in Facilities Maintenance's current budget request. The division has established a separate program for contract security services. Included in the new program is funding for the contracts for the Corporation Yard and campus area security, and a security lock-up route for restrooms at unattended parks.

#### Transportation Maintenance

**Clean Air.** Guidelines proposed by the EPA may impact the City's maintenance of approximately 200 plus lane miles of dirt roads and 100 miles of dirt alleys. More stringent regulations may require increased dust control applications, and in some cases, paving. This would result in increases in future budgets.

#### Sanitation

**Landfill Fees.** Disposal fees at the Tri-City Landfill will take a significant increase in July, 1992. The current price of \$7.55 per ton will increase to \$13.80 per ton. This increase is necessary due to the funds required to close the existing landfill by October, 1993, and the opening of a new state-of-the-art landfill that will meet new EPA regulations. Funds required for increased disposal fees are included in the 1992-93 operating budget.

**Recycling Program.** The City's recycling program, which started in 1988, continues to grow in popularity and participation. The tonnage collected has risen from 35 tons in 1988-89 to an estimated 825 to 850 tons for 1991-92. As this popularity continues, the markets for disposal continue to be very unstable. Due to the unstable market conditions, Sanitation will continue with its current recycling programs (aluminum, newspaper, old appliances, move-in boxes, glass), and not expand or add additional programs for 1992-93. Continued efforts will be made to expand the market for recyclables by our support of and involvement in groups such as Solid Waste Association of North America, and Southwest Public Recycling Association.

**Regional Recycling.** For the past two years the East Valley Solid Waste Recycling Committee has been looking into regional recycling solutions. These studies recommend building a regional recycling center at the Tri-City Landfill site to be operated by the Indian Community. RFPs have been issued and there is a strong possibility a facility could be in operation in 18 months to two years. The City of Scottsdale's participation in the recycling facility would have an impact on rates and a possible impact on our collection procedures.

# MUNICIPAL SERVICES

## Department Summary

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### DEPARTMENT GOALS & OBJECTIVES

**Administration.** Provide leadership and management to ensure the most effective delivery of services by the Facilities Maintenance, Sanitation, Fleet Management, and Transportation Maintenance divisions.

**Facilities Maintenance.** Provide all maintenance and repair related activities on city-owned facilities and structures, thereby maintaining a healthy, clean and safe environment in all city-owned buildings.

**Transportation Maintenance.** Maintains the City's roadway system; ensure safe, public travel for vehicular and pedestrian traffic.

**Sanitation.** Provide healthy, aesthetic and timely refuse collection service to the residents and businesses within the City of Scottsdale; and maintain an effective and efficient system to collect and dispose of recyclable waste and household hazardous waste.

**Fleet Management.** Provide ongoing preventive maintenance, refurbishment of existing equipment, emergency repair of City vehicles, administration of the fleet rental system. Specify and procure additional or replacement equipment for the City.

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<b>EXPENDITURES BY AREA</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Administration	204,519	167,283	165,477	158,578
Facilities Maintenance	4,724,785	4,974,967	5,089,402	5,284,448
Transportation Maintenance	5,089,191	5,922,812	5,970,149	6,573,253
Sanitation	4,922,921	5,234,620	5,205,402	5,975,228
Fleet Management	5,887,421	6,083,993	6,705,132	6,706,288
<b>Total</b>	<b>20,828,837</b>	<b>22,383,675</b>	<b>23,135,562</b>	<b>24,697,795</b>

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**MUNICIPAL SERVICES**  
**Division Summary**

**Administration**

**Financial Highlights**

The 1992-93 total adopted budget is 5.2% (\$8,705) less than the 1991-92 adopted budget. Contractual decreases of 36.3% (\$16,244) reflect lower liability rates. Commodities remain the same for 1992-93.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	132,682	117,999	120,233	125,538
Contractual	45,530	44,717	40,952	28,473
Commodities	6,777	4,567	4,292	4,567
Capital Outlay	19,530			
<b>Total</b>	<b>204,519</b>	<b>167,283</b>	<b>165,477</b>	<b>158,578</b>
<b>FUNDING SOURCES</b>				
General Fund	204,519	167,283	165,477	158,578
<b>POSITIONS</b>				
Full-time	2	2	2	2
Part-time				
Full-time Equivalent (FTE)	2	2	2	2

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows Administration to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Department sick rate no more than 2%	1.8%	2.0%	2.0%
Department direct/indirect labor ratio no more than 87:13%	90:10	87:13	87:13
Respond to 100% of citizen requests within 24 hours for the Municipal Services Department	98.6%	100%	100%

**MUNICIPAL SERVICES**  
**Division Summary**

**Facilities Maintenance**

**Financial Highlights**

The 1992-93 total adopted budget is 6.2% (\$309,481) more than the 1991-92 adopted budget. Personnel decreases of 2.2% (\$34,098) include the transfer in of one part-time position from Purchasing, the transfer out of one full-time position to Purchasing and one part-time position to the City Clerk. Contractual increases of 11.1% (\$343,132) include increased building and machinery maintenance costs, and increases in utility costs. Commodities remain virtually unchanged, with an increase of 0.2% (\$447).

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	1,430,009	1,573,840	1,554,048	1,539,742
Contractual	2,900,736	3,103,073	3,215,082	3,446,205
Commodities	385,447	298,054	320,272	298,501
Capital Outlay	8,593			
<b>Total</b>	<b>4,724,785</b>	<b>4,974,967</b>	<b>5,089,402</b>	<b>5,284,448</b>
<b>FUNDING SOURCES</b>				
General Fund	4,724,785	4,974,967	5,089,402	5,284,448
<b>POSITIONS</b>				
Full-time	46	50	49	49
Part-time	1	1	1	1
Full-time Equivalent (FTE)	46.5	50.5	50.5	50.5

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows Facilities Maintenance to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Inspect 33% of the City's doors annually	3.9%	24.5%	33.0%
Paint 18% of the City's interior walls annually	16.8%	17.0%	18.0%
Paint 20% of the City's exterior walls annually	18.7%	18.9%	20.0%
Inspect the City's roofs 1.5 times annually (150%)	100%	150%	150%

**MUNICIPAL SERVICES**  
**Division Summary**

**Facilities Maintenance**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures (continued)</b>			
Sq. footage of custodial cleaning daily (15,500 sq.ft. per FTE)	15,495 sq.ft./ FTE	16,066 sq.ft./ FTE	16,119 sq.ft./ FTE
Preventive maintenance coolers 2 times annually	2 times each	2 times each	2 times each
Preventive maintenance plumbing fixtures in city buildings 2 times annually	2 times	2 times	2 times
<b>Workload Measures</b>			
Roof square footage	756,746 sq.ft.	758,246 sq.ft.	766,246 sq.ft.
Square footage of buildings to be cleaned	387,395 sq.ft.	401,600 sq.ft.	419,100 sq.ft.
# of city buildings	100	105	106
# of service requests	3,181	4,148	5,100
# of coolers	100	103	103

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**MUNICIPAL SERVICES**  
**Division Summary**

**Transportation Maintenance**

**Financial Highlights**

The 1992-93 total adopted budget is 11.0% (\$650,441) more than the 1991-92 adopted budget. Personnel decreases of 2.2% (\$44,157) include the transfer in of one full-time secretary from the Transportation Department. Contractual increases of 7.1% (\$141,057) are primarily due to increased landfill costs, utility costs, and the transfer of operating costs from the Transportation Department as a result of realigning Transportation Maintenance with Municipal Services. Commodities increase of 29% (\$547,541) over the 1991-92 adopted budget is the result of moving \$549,000 in resurfacing from the CIP to the operating budget. Capital expenditures of \$8,500 include the purchase of two pieces of equipment to drive posts and break pavement.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	1,857,733	2,040,211	2,040,211	1,996,054
Contractual	1,416,339	1,994,069	2,105,669	2,135,126
Commodities	1,804,744	1,886,032	1,821,769	2,433,573
Capital Outlay	10,375	2,500	2,500	8,500
<b>Total</b>	<b>5,089,191</b>	<b>5,922,812</b>	<b>5,970,149</b>	<b>6,573,253</b>
<b>FUNDING SOURCES</b>				
Sanitation Fund	5,089,191	5,922,812	5,970,149	6,573,253
<b>POSITIONS</b>				
Full-time	55	56	56	57
Part-time				
Full-time Equivalent (FTE)	55	56	56	57

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget allows Transportation Maintenance to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Blade gravel shoulders 2 times annually	0.4 times	2.2 times	2.0 times
Blade gravel roads 4 times annually	3.0 times	4.2 times	4.0 times
Repair washes 1 time annually	0.9 times	0.6 times	1.0 times
Sweep curb miles 18.5 times annually	18.5 times	18.5 times	18.5 times
Major median maintenance, 66 times annually	66 times	66 times	66 times
Minor median maintenance, 12 times annually	9.2 times	7.2 times	12 times
Provide bike path maintenance, 12 times annually	N/A	9.5 times	12 times
Restripe 100% of roadway miles annually	74%	100%	100%

**MUNICIPAL SERVICES**  
**Division Summary**

**Transportation Maintenance**

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<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures (continued)</b>			
Sign maintenance - 50% annually	55%	50%	50%
Signal cabinet maintenance, 2 times annually	1.4 times	2.0 times	2.0 times
Signal pole maintenance, 1 time annually	0.6 times	1.0 times	1.0 times
<b>Workload Measures</b>			
# of gravel shoulder miles to maintain	200	200	200
# of gravel road miles to maintain	226	226	226
# of major washes to maintain	680	680	680
# of curb miles to sweep	2,018	2,018	2,022
# of median acres to maintain	107	137	145
# of bike path miles to maintain	N/A	38	38
# of roadway miles to maintain	1,295	1,295	1,295
# of signs to maintain	49,343	56,387	59,187
# of signal cabinets to maintain	167	165	168
Tons of asphalt used for patching	1,267	1,581	1,880
# of signal poles to maintain	1,013	1,029	1,047

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**MUNICIPAL SERVICES**  
**Division Summary**

**Sanitation**

**Financial Highlights**

The 1992-93 total adopted budget is 14.1% (\$740,608) more than the 1991-92 adopted budget. Contractual increases of 26.3% (\$799,366) are primarily due to increases in landfill costs and fleet costs. Commodities increases of 28.9% (\$52,432) are primarily due to the need to purchase additional residential containers to meet increased demand.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	1,779,492	1,933,033	1,863,196	1,898,967
Contractual	2,836,390	3,043,071	3,096,012	3,842,437
Commodities	170,347	181,392	202,294	233,824
Capital Outlay	136,692	77,124	43,900	
<b>Total</b>	<b>4,922,921</b>	<b>5,234,620</b>	<b>5,205,402</b>	<b>5,975,228</b>
<b>FUNDING SOURCES</b>				
Sanitation Fund	4,922,921	5,234,620	5,205,402	5,975,228
<b>POSITIONS</b>				
Full-time	51	52	52	52
Part-time		2	2	2
Full-time Equivalent (FTE)	51	53	53	53

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Sanitation to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Collect residential refuse twice weekly	2 times/week	2 times/week	2 times/week
Collect residential brush and bulk waste	3 times monthly	4 times monthly	4 times monthly
Collect commercial refuse as required	1-6 times/wk	1-6 times/wk	1-6 times/wk
Collect move-in boxes	Every Thurs.	Every Thurs.	Every Thurs.
Provide roll-off containers	1-6 times/wk	1-6 times/wk	1-6 times/wk
\$/ton - all recycling programs	\$149	\$159	\$150
\$/ton - solid waste	\$60	\$55	\$66
Household Hazardous Day	2 per year	1 per year	1 per year



**MUNICIPAL SERVICES**  
**Division Summary**

**Sanitation**

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<i>PERFORMANCE INDICATORS</i>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Workload Measures</b>			
Mobile recycling center locations	4 weekly	4 weekly	4 weekly
Provide and service stationary recycling containers	90	98	98
Tons of recyclable waste collected	493	790	860
Tons of refuse collected	100,048	105,654	111,059
# of residential services	40,989	42,089	44,152
# of commercial accounts	1,675	1,700	1,700

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**MUNICIPAL SERVICES**  
**Division Summary**

**Fleet Management**

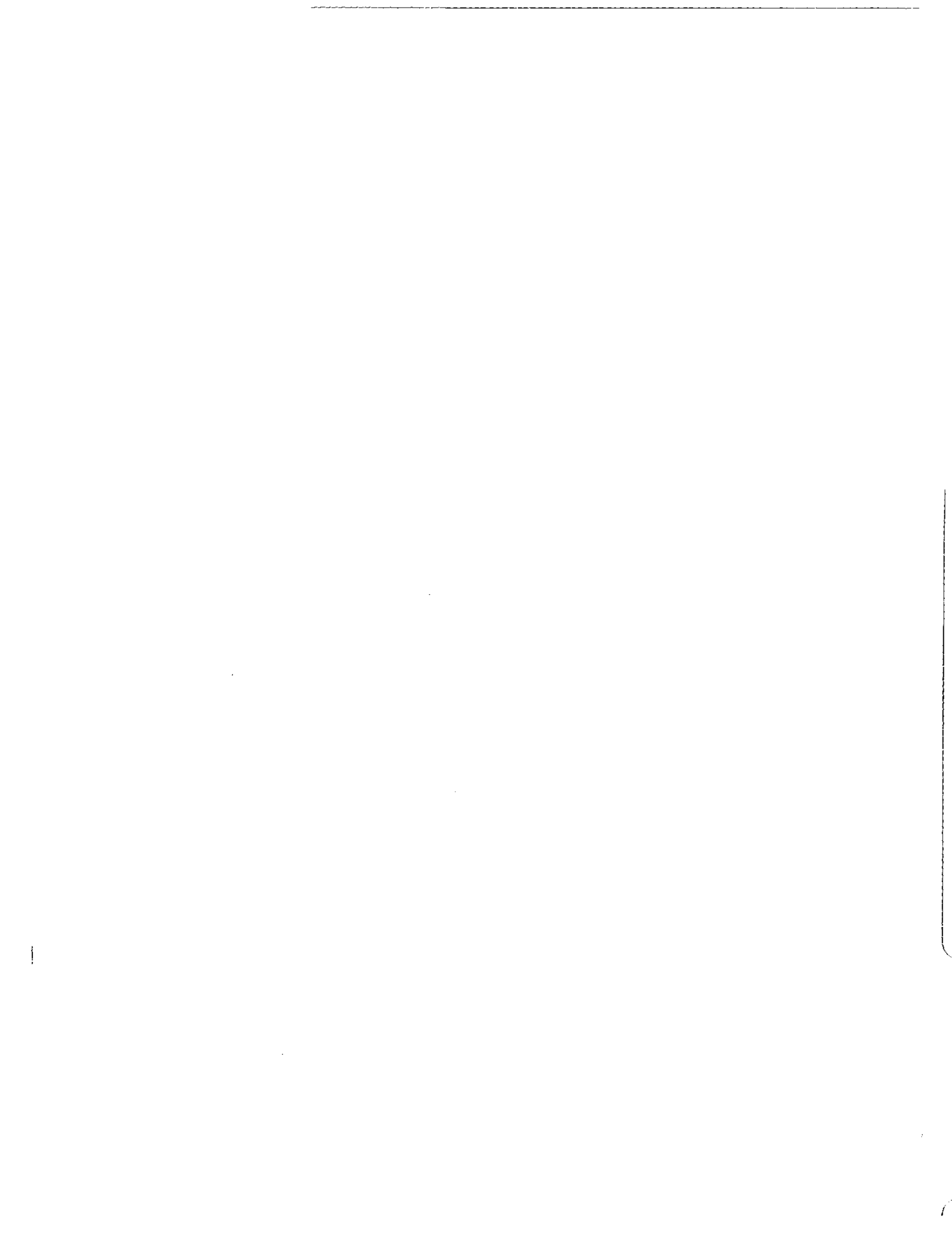
**Financial Highlights**

The 1992-93 total adopted budget is 10.2% (\$622,295) more than the 1991-92 adopted budget. Contractual expenditures will remain virtually unchanged, increasing only \$73. Commodities decreases of 6.0% (\$116,910) are due primarily to fuel and oil savings. The annual planned capital purchases have increased 42.5% (\$799,260) due primarily to the purchase of 64 replacement vehicles, two new fire trucks, one tactical team truck, two patrol vehicles, and three unmarked vehicles for Police.

<b>EXPENDITURE CATEGORY</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Personnel	1,434,569	1,595,802	1,563,112	1,535,674
Contractual	555,864	660,267	608,929	660,340
Commodities	1,782,910	1,946,434	1,777,483	1,829,524
Capital Outlay	2,114,078	1,881,490	2,755,608	2,680,750
<b>Total</b>	<b>5,887,421</b>	<b>6,083,993</b>	<b>6,705,132</b>	<b>6,706,288</b>
<b>FUNDING SOURCES</b>				
Motor Pool Fund	5,887,421	6,083,993	6,705,132	6,706,288
<b>POSITIONS</b>				
Full-time	37	39	39	39
Part-time				
Full-time Equivalent (FTE)	37	39	39	39

**SERVICE LEVEL CHANGES.** The 1992-93 adopted budget will allow Fleet Management to maintain current service levels.

<b>PERFORMANCE INDICATORS</b>	<b>ACTUAL 1990-91</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Performance Measures</b>			
Inventory turnover of parts room 3 times annually	3 Xs annually	3 Xs annually	3 Xs annually
Preventive maintenance rate. No less than 10%	10.2%	10.0%	10.0%
Equipment availability. No less than 97%	98.5%	97%	97%
User satisfaction cards. No less than 90% positive responses of cards received	85%	90%	90%
<b>Workload Measures</b>			
# of City vehicles	554	566	576
# of maintenance requests	15,150	15,500	15,800



## **Debt Service**

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Debt Service Funds are used to pay principal and interest on outstanding debt. The City's debt is divided into the following categories:

### **General Obligation Bonds**

Debt service costs for general obligation bonds increase 20.2% over the 1991-92 adopted budget. This increase is due to a planned bond issuance. The 1986 Water Acquisition Bonds that were issued as general obligation debt are being repaid from water system revenue and are not included in the property tax levy.

### **Revenue Bonds**

Revenue bond debt service costs increased 7.3% over the 1991-92 adopted budget. This increase is due to a planned bond issuance. These bonds are not a general obligation of the City but are repaid by a revenue source other than property taxes. The City currently has both highway user revenue bonds and water/sewer utility revenue bonds.

### **Municipal Property Corporation Bonds**

Municipal Property Corporation (MPC) bond debt service decreased 6.1% over the 1991-92 adopted budget as a result of a postponement of a new issue. The Municipal Property Corporation is a non-profit corporation established to finance City improvements. The debt the MPC incurs is City debt financed by pledged excise taxes to provide for debt repayment.

### **Contracts Payable**

Contracts payable debt service costs decreased 40.4% in 1992-93 as compared to the 1991-92 adopted budget. This decrease is due to contracts being paid off as their lease purchase term expires. There is no plan to establish any new contract payable debt in fiscal year 1992-93.

### **Other Liabilities**

Other liabilities include amounts required for the water and sewer system replacement and extension reserve, bond reserves, and contributions to the benefits trust. The 8.1% decrease over the 1991-92 adopted is caused by the change in replacement and extension reserve and bond reserve funding.

### **Special Assessment Bonds**

Special Assessment Bond debt service increased 4.1% as compared to the 1991-92 adopted budget. This debt is paid by the affected homeowners who are a part of each improvement district. The City does not provide any of the funds to repay this debt.

## Debt Management Policy

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On December 18, 1989, the City Council adopted a policy issue resolution which established a debt management policy for the City of Scottsdale.

The following policies are to be followed in all future City debt-related activities:

All future debt-related City activity should support the following mandates and should ensure that:

- debt service schedules are not excessively burdensome on operating expenditures and property taxpayers,
- the City's debt is proportionate in size and growth to the City's tax base, and
- the City's debt is not so high as to jeopardize the City's credit ratings.

The following goals have been established for implementing this debt management policy:

- the City should decrease its use of Municipal Property Corporation, contractual, and general revenue supported debt, unless a dedicated revenue source other than excise tax (e.g., sale of City real property), is used to pay debt service expenses,
- the City should increase its utilization of general obligation debt which is supported by property tax revenues which are growing in proportion to the City's increasing assessed valuation, and other forms of debt (e.g., water, sewer) which are supported by dedicated revenue sources (i.e., fees and water charges),
- the City should continue to maintain a ratio of current assets to current liabilities of at least 2:1,
- the City should continue to maintain a water and sewer utility revenue bond coverage rate in excess of the coverage rate required in the bond indenture (1.2 coverage rate),
- pay-as-you-go capital improvement projects should account for 25-33% of all capital improvement projects for each five-year capital planning period, and
- debt service costs should not exceed 25% of the City's operating budget.

The adoption of this debt management policy:

- ensures that future City debt-related activities will support the debt management goals of the City,
- protects the financial integrity of the City, and
- protects the City's excellent credit ratings.

## DEBT SERVICE SUMMARY

CATEGORY	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
General Obligation Bonds	9,085,696	10,157,117	9,940,217	12,211,389
Revenue Bonds	5,462,326	5,594,913	5,594,913	6,000,898
Municipal Property Corporation Bonds	11,010,213	11,718,291	11,002,616	10,999,230
Contracts Payable	4,202,413	2,158,980	2,158,980	1,287,474
Other Liabilities	1,094,777	1,392,854	1,392,854	1,280,115
Special Assessment Bonds	3,210,284	4,678,952	4,754,027	4,869,857
<b>Total</b>	<b>34,065,709</b>	<b>35,701,107</b>	<b>34,843,607</b>	<b>36,648,963</b>
<b>FUNDING SOURCES</b>				
Debt Service Fund	5,977,318	6,992,294	6,775,394	8,993,836
Water & Sewer Fund	7,644,336	7,224,397	7,224,397	7,495,855
Excise Debt Fund	11,010,213	11,718,291	11,002,616	10,999,230
General Fund	3,215,259	1,966,241	1,966,241	1,176,712
Highway User Revenue Fund	3,008,299	3,120,932	3,120,932	3,113,473
Special Assessment Fund	3,210,284	4,678,952	4,754,027	4,869,857

**DEBT SERVICE DEPARTMENT**  
**Debt Type by Fund**

<b>GENERAL OBLIGATION BONDS</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>Debt Service Fund:</b>				
1968 Civic Center	262,975	252,975	252,975	243,475
1984 Public Buildings Series A	1,987,920	1,882,800	1,882,800	1,774,800
1984 Parks & Recreation Series A	690,250	653,750	653,750	616,250
1984 Storm Sewer Series A	82,830	78,450	78,450	73,950
1985 Public Buildings Series B	223,857	11,250	11,250	123,750
1985 Parks & Recreation Series B	291,015	14,625	14,625	160,875
1985 Storm Sewer Series B	231,319	11,625	11,625	127,875
1989 Series A	2,035,080	2,035,080	2,035,080	2,035,080
1991 Series B		1,062,973	846,073	1,237,130
1991 Refunding	(20,600)	790,516	790,516	650,568
New Bonds				1,755,833
Fiscal Agent Fees	5,422	11,000	11,000	7,000
<b>Total Debt Service Fund</b>	<b>5,790,068</b>	<b>6,805,044</b>	<b>6,588,144</b>	<b>8,806,586</b>
<b>Water/Sewer Utility Fund:</b>				
<b>Water Bonds</b>				
1986 Water Acquisition	3,108,378	3,164,823	3,164,823	3,217,553
<b>Total Water/Sewer Utility Fund</b>	<b>3,108,378</b>	<b>3,164,823</b>	<b>3,164,823</b>	<b>3,217,553</b>
<b>Sinking Fund:</b>				
1973 Storm Sewer	187,250	187,250	187,250	187,250
<b>Total Sinking Fund</b>	<b>187,250</b>	<b>187,250</b>	<b>187,250</b>	<b>187,250</b>
<b>Total General Obligation Bonds</b>	<b>9,085,696</b>	<b>10,157,117</b>	<b>9,940,217</b>	<b>12,211,389</b>

**DEBT SERVICE DEPARTMENT**  
**Debt Type by Fund**

<b>REVENUE BONDS</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Highway User Revenue Fund:				
1984 HURF Series A	553,163	542,562	542,562	557,500
1985 HURF Series B	534,110	531,822	531,822	531,460
1987 HURF Series C	790,240	805,235	805,235	783,410
1989 HURF Refunding	1,127,771	1,237,513	1,237,513	1,237,903
Fiscal Agent Fees	3,015	3,800	3,800	3,200
<b>Total Highway User Fund</b>	<b>3,008,299</b>	<b>3,120,932</b>	<b>3,120,932</b>	<b>3,113,473</b>
Water/Sewer Utility Fund:				
Water Bonds				
1973 Utility Refunding	264,308	265,908	265,908	274,908
1977 Utility Refunding Series C	484,000	462,000	462,000	
1984 Utility Revenue	762,238	812,238	812,238	1,381,988
1989 Utility Series A	377,504	373,579	373,579	371,729
New Bonds				281,250
Fiscal Agent Fees	1,371	3,500	3,500	2,000
<b>Total Water Bonds</b>	<b>1,889,421</b>	<b>1,917,225</b>	<b>1,917,225</b>	<b>2,311,875</b>
Sewer Bonds				
1973 Utility Refunding	66,077	66,477	66,477	68,727
1977 Utility Refunding Series C	121,000	115,500	115,500	
1989 Utility Series A	377,504	373,579	373,579	371,729
New Bonds				133,594
Fiscal Agent Fees	25	1,200	1,200	1,500
<b>Total Sewer Bonds</b>	<b>564,606</b>	<b>556,756</b>	<b>556,756</b>	<b>575,550</b>
<b>Total Water/Sewer Utility Fund</b>	<b>2,454,027</b>	<b>2,473,981</b>	<b>2,473,981</b>	<b>2,887,425</b>
<b>Total Revenue Bonds</b>	<b>5,462,326</b>	<b>5,594,913</b>	<b>5,594,913</b>	<b>6,000,898</b>



**DEBT SERVICE DEPARTMENT**  
**Debt Type by Fund**

<b>MPC BONDS</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Excise Debt Fund:				
Asset Transfer	4,198,332	4,198,283	4,198,283	4,197,902
Golf Course	1,566,598	1,564,663	1,564,663	1,563,713
Arts Building, Parking Garage	683,530	683,420	683,420	681,960
Street Improvements	185,355	189,465	189,465	189,465
Underpass, Library, Police, Horseworld	4,329,945	4,334,785	4,334,785	4,334,190
New Bonds		715,675		
Fiscal Agent Fees	46,453	32,000	32,000	32,000
<b>Total Excise Debt Fund</b>	<b>11,010,213</b>	<b>11,718,291</b>	<b>11,002,616</b>	<b>10,999,230</b>
<b>Total MPC Bonds</b>	<b>11,010,213</b>	<b>11,718,291</b>	<b>11,002,616</b>	<b>10,999,230</b>

**DEBT SERVICE DEPARTMENT**  
**Debt Type by Fund**

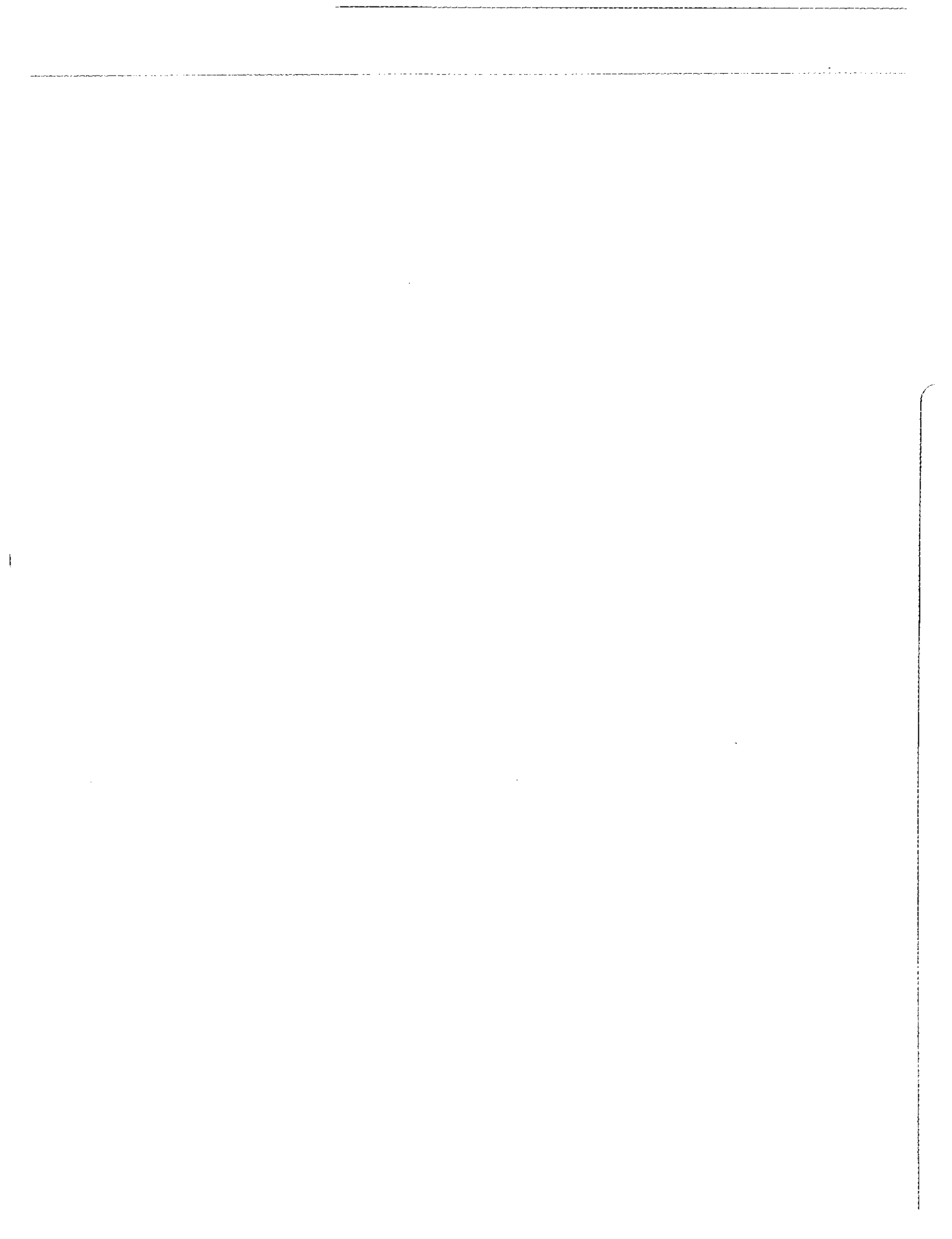
<b>CONTRACTS PAYABLE</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>General Fund:</b>				
Computer Aided Dispatch	330,609			
Computer Phase III	76,788			
Computer Phase IVA (Update)	97,709	26,565	26,565	
Computer Phase IVB	973,050	972,517	972,517	105,000
Ladder Truck	88,407	87,728	87,728	87,428
Pepperwood	41,118	41,118	41,118	41,118
Planet Ranch	783,750			
Scottsdale Plumbing/Downtown	82,991			
Telephone Phase II	34,575			
Telephone Phase III	118,838	59,814	59,814	
U.S. Corps Of Engineers -- IBW	282,547	231,166	231,166	231,166
West Couplet/Camelview		233,333	233,333	400,000
Fiscal Agent Fees	149			
<b>Total General Fund</b>	<b>2,910,531</b>	<b>1,652,241</b>	<b>1,652,241</b>	<b>864,712</b>
<b>Water/Sewer Utility Fund:</b>				
<b>Water Contracts</b>				
Allison Well	55,000			
Plan 6	580,344	506,739	506,739	422,762
State Land -- CAP Treatment Plant	454,373			
<b>Total Water Contracts</b>	<b>1,089,717</b>	<b>506,739</b>	<b>506,739</b>	<b>422,762</b>
<b>Sewer Contracts</b>				
State Land--Sewer Reclamation Pl.	202,165			
<b>Total Sewer Contracts</b>	<b>202,165</b>			
<b>Total Water/Sewer Utility Fund</b>	<b>1,291,882</b>	<b>506,739</b>	<b>506,739</b>	<b>422,762</b>
<b>Total Contracts Payable</b>	<b>4,202,413</b>	<b>2,158,980</b>	<b>2,158,980</b>	<b>1,287,474</b>

**DEBT SERVICE DEPARTMENT**  
**Debt Type by Fund**

<b>OTHER LIABILITIES</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
<b>General Fund:</b>				
Fiscal Agent Fees	4,728	14,000	14,000	12,000
Contributions to Benefits Trust	300,000	300,000	300,000	300,000
<b>Total General Fund</b>	<b>304,728</b>	<b>314,000</b>	<b>314,000</b>	<b>312,000</b>
<b>Water/Sewer Utility Fund:</b>				
Other Water Liabilities				
Required Contributions:				
Replacement & Ext. Reserve	511,715	569,260	569,260	581,160
Bond Reserve	75,501	179,097	179,097	111,539
<b>Total Other Water Liabilities</b>	<b>587,216</b>	<b>748,357</b>	<b>748,357</b>	<b>692,699</b>
Other Sewer Liabilities				
Required Contributions:				
Replacement & Ext. Reserve	127,332	151,400	151,400	174,500
Bond Reserve	75,501	179,097	179,097	100,916
<b>Total Other Sewer Liabilities</b>	<b>202,833</b>	<b>330,497</b>	<b>330,497</b>	<b>275,416</b>
<b>Total Water/Sewer Utility Fund</b>	<b>790,049</b>	<b>1,078,854</b>	<b>1,078,854</b>	<b>968,115</b>
<b>Total Other Liabilities</b>	<b>1,094,777</b>	<b>1,392,854</b>	<b>1,392,854</b>	<b>1,280,115</b>

**DEBT SERVICE DEPARTMENT**  
**Debt Type by Fund**

<b>SPECIAL ASSESSMENTS</b>	<b>ACTUAL 1990-91</b>	<b>ADOPTED 1991-92</b>	<b>ESTIMATED 1991-92</b>	<b>ADOPTED 1992-93</b>
Special Assessment Fund	3,210,284	4,678,952	4,754,027	4,869,857
<b>Total Special Assessments</b>	<b>3,210,284</b>	<b>4,678,952</b>	<b>4,754,027</b>	<b>4,869,857</b>
<b>Total Debt Service</b>	<b>34,065,709</b>	<b>35,701,107</b>	<b>34,843,607</b>	<b>36,648,963</b>



## Contingency

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Contingency funds are established to meet emergency needs and provide a means of funding unplanned expenditures. The City Council approves all appropriations from contingencies.

Operating contingency funds can be used for two purposes:

- additional funds are necessary to offset unexpected revenue shortfalls or expenditure increases so that budgeted citizen service levels can be maintained, and
- unanticipated and/or inadequately budgeted events threaten the public health or safety.

The Compensation Contingency will provide funding for compensation increases for City employees.

The Self Insurance Reserve is to provide claim payments in the event of a catastrophic loss.

The Solid Waste Management Reserve is being accumulated to cover costs associated with solid waste disposal.

## CONTINGENCY SUMMARY

EXPENDITURE CATEGORY	ACTUAL 1990-91	ADOPTED 1991-92	ESTIMATED 1991-92	ADOPTED 1992-93
Operating Contingency		1,500,000		1,500,000
Self Insurance Reserve	3,428,631	4,839,058	4,402,994	5,349,892
Sanitation Reserve			(40,959)	649,731
Compensation Contingency				2,500,000
Total	<u>3,428,631</u>	<u>6,339,058</u>	<u>4,362,035</u>	<u>9,999,623</u>
FUNDING SOURCES				
General Fund		1,500,000		3,465,250
Highway User Fund				162,000
Water & Sewer Fund				174,750
Airport Fund				13,000
Sanitation Fund			(40,959)	747,731
Motor Pool Fund				74,500
Self Insurance Fund	3,428,631	4,839,058	4,402,994	5,362,392





**CITY OF SCOTTSDALE  
OTHER FISCAL ACTIVITY  
FISCAL YEAR 1992-93**

**EXISTING EXPENDITURE AUTHORITY**

**REBUDGETED**

<b>CDBG</b>		<b>\$</b>	900,000
Grants			1,089,905
Trusts			181,000

<b>TOTAL EXISTING EXPENDITURE AUTHORITY</b>	<b>\$</b>	<b>2,170,905</b>
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**ANTICIPATED NEW EXPENDITURE AUTHORITY**

<b>RESIDENTIAL STREET LIGHT DISTRICTS</b>		<b>\$</b>	500,000
<b>CDBG</b>			957,537
Grants			455,455
Trusts			948,358

<b>TOTAL ANTICIPATED NEW EXPENDITURE AUTHORITY</b>	<b>\$</b>	<b>2,861,350</b>
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<b>TOTAL OTHER FISCAL ACTIVITY</b>	<b>\$</b>	<b>5,032,255</b>
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CITY OPERATING BUDGET	\$	172,046,550
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CITY CAPITAL BUDGET		299,989,400
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OTHER FISCAL ACTIVITY		5,032,255
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<b>TOTAL FISCAL ACTIVITY</b>	<b>\$</b>	<b>477,068,205</b>
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**City of Scottsdale**  
**1992-93**  
**Authorized Full-Time Positions**

General Government	98
Police	316
Financial Services	107
Transportation	34
Community Services	178
Management Services	81
Planning & Zoning	104
Water Resources	70
Municipal Services	199
<b>TOTAL AUTHORIZED FULL-TIME POSITIONS:</b>	<b>1,187</b>
Mayor and City Council	7

**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>GENERAL GOVERNMENT</b>		
These centers report to the City Manager and/or City Council:		
Legislative (01010)		
Executive Secretary	2	
Management Assistant	1	3
City Manager (01020)		
Assistant City Manager	2	
Assistant to the City Manager	1	
City Manager	1	
Endowment Officer	1	
Executive Assistant	1	
Executive Secretary	3	9
City Clerk (01030)		
Administrative Secretary	1	
City Clerk	1	
Customer Service Representative	1	
Deputy City Clerk	2	
Records Assistant	1	
Secretary	1	7
City Attorney (01050)		
Assistant City Attorney	6	
City Attorney	1	
City Prosecutor	1	
Clerk Typist	2	
Deputy City Attorney	1	
Office Coordination Manager	1	
Legal Secretary	3	
Prosecutor I	3	18
Intergovernmental Relations (01330)		
Assistant to the City Manager -- IGR	1	
Intergovernmental Coordinator	1	2

**City of Scottsdale**  
**Authorized Full-Time Positions**  
**1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>GENERAL GOVERNMENT (Continued)</b>		
Human Resources (01410)		
Benefits Coordinator	1	
Corporate Development Manager	1	
Employee Programs Manager	1	
Human Resources Analyst	4	
Human Resources Director	1	
Human Resources Manager	2	
Human Resources Representative	3	
Office Coordination Manager	1	
Undesignated	1	15
Quality Resource Management (01440)		
Organizational Effectiveness Administrator	1	
QRM Analyst	2	
QRM Manager	1	
Secretary	1	5
City Auditor (01500)		
Administrative Secretary	1	
Assistant City Auditor	2	
City Auditor	1	
Deputy City Auditor	1	
Internal Auditor	1	6
Office of Environmental Affairs (01700)		
Chief Environmental Officer	1	
Energy Conservation Coordinator	1	2
Economic Development (01810)		
Economic Development Director	1	
Economic Development Coordinator	1	
Economic Development Specialist	1	
Secretary	1	4
Court (01900)		
Administrative Secretary	1	
Associate City Judge	2	
City Judge	1	
Court Collections Investigator	1	

**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

<b>DEPARTMENT/CENTER CLASSIFICATION</b>	<b>AUTHORIZED POSITIONS</b>	<b>CENTER TOTAL</b>
<b>GENERAL GOVERNMENT (Continued)</b>		
Court (continued) (01900)		
Court Services Director	1	
Court Services Representative	14	
Court Services Supervisor	2	
Court Systems Analyst	1	
Senior Court Services Representative	4	27
<b>DEPARTMENT TOTAL</b>		<b>98</b>

**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>POLICE</b>		
Chief of Police (02300)		
Administrative Secretary	1	
Deputy Police Chief	2	
Police Analyst	2	
Police Chief	1	
Police Strategic Planning Officer	1	7
Patrol (02410)		
Clerk Typist	1	
Parking Control Checker	2	
Police Aide	18	
Police Captain	2	
Police Lieutenant	6	
Police Officer	124	
Police Sergeant	17	
Secretary	2	172
Criminal Investigations (02420)		
Clerk Typist	2	
Data Conversion Operator I	1	
Police Aide	2	
Police Captain	1	
Police Crisis Intervention Specialist	3	
Police Crisis Intervention Supervisor	1	
Police Intelligence Analyst	1	
Police Lieutenant	1	
Police Officer	38	
Police Sergeant	5	
Secretary	1	56
City RICO (02424)		
Police Officer	1	1
Technical Services (02530)		
Crime Laboratory Manager	1	
Criminalist I	2	
Criminalist II	3	
Criminalist III	1	
Fingerprint Technician	2	
Police Technical Services Manager	1	

City of Scottsdale  
 Authorized Full-Time Positions  
 1992-93

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>POLICE (Continued)</b>		
Technical Services (continued)		
(02530)		
Police Detention Manager	1	
Police Detention Technician	8	
Police Property & Evidence Custodian	2	
Police Property & Evidence Manager	1	
Police Records Manager	1	
Police Records Supervisor	1	
Police Support Specialist	15	
Senior Police Support Specialist	3	42
Communications		
(02540)		
Communications Dispatcher	19	
Communications Manager	1	
Communications Supervisor	5	25
Professional Standards		
(02550)		
Clerk Typist	1	
Police Lieutenant	1	
Police Officer	6	
Police Sergeant	2	
Polygraph Examiner	1	
Polygraph/Personnel Specialist	1	
Secretary	1	13
<b>DEPARTMENT TOTAL</b>		<b>316</b>

City of Scottsdale  
 Authorized Full-Time Positions  
 1992-93

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>FINANCIAL SERVICES</b>		
Financial Services Administration (03000)		
Administrative Secretary	1	
Financial Services Specialist	1	
General Manager Financial Services/ City Treasurer	1	3
Accounting & Budget (03100)		
Accountant	1	
Account Clerk	3	
Accounting Coordinator	1	
Accounting & Budget Director	1	
Accounting Leadworker	1	
Accounting Manager	1	
Accounting Supervisor	1	
Accounting Technician	4	
Budget Manager	1	
CIP Coordinator	1	
Payroll Manager	1	
Secretary	1	
Senior Account Clerk	7	24
Tax Audit (03200)		
Secretary	1	
Senior Tax Auditor	3	
Tax Audit Director	1	
Tax Audit Supervisor	1	
Tax Auditor	4	10
Risk Management (03300)		
Claims Manager	1	
Clerk Typist	1	
Loss Control Manager	1	
Risk Management Director	1	
Secretary	1	
Senior Account Clerk	1	6



**City of Scottsdale  
Authorized Full-Time Positions  
1992 - 93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>FINANCIAL SERVICES (Continued)</b>		
Purchasing		
(03410)		
Bid & Contract Assistant	1	
Bid & Contract Specialist	2	
Buyer	3	
Buyer Aide	1	
Purchasing Clerk	5	
Purchasing Director	1	
Purchasing Manager	1	
Purchasing Operations Manager	1	
Purchasing Technician	2	
Secretary	1	
Senior Buyer	1	19
Stores		
(03420)		
Lead Stock Clerk	2	
Purchasing Operations Manager	1	
Stock Clerk	2	5
Graphics		
(03430)		
Graphics Design Specialist	1	
Graphic Technician	1	
Purchasing Operations Manager	1	
Senior Graphics Technician	1	4
Mail		
(03440)		
Mail Service Courier	3	3
Tax and License Administration		
(03510)		
Customer Service Director	1	
Customer Service Manager	1	
Customer Service Representative	5	
Customer Service Technician	1	8
Revenue Recovery		
(03515)		
Customer Service Representative	3	
Revenue Collector	3	
Revenue Recovery Manager	1	
Senior Revenue Collector	1	8

**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

<b>DEPARTMENT/CENTER CLASSIFICATION</b>	<b>AUTHORIZED POSITIONS</b>	<b>CENTER TOTAL</b>
<b>FINANCIAL SERVICES (Continued)</b>		
Meter Reading (03550)		
Lead Water Meter Reader	1	
Meter Reader Manager	1	
Water Meter Reader	7	9
Utility Billing (03580)		
Customer Service Manager	1	
Customer Service Representative	5	
Customer Service Technician	1	
Secretary	1	8
<b>DEPARTMENT TOTAL</b>		<b>107</b>

**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>TRANSPORTATION</b>		
Transportation Administration (04000)		
Engineering Technician II	2	
General Manager Transportation	1	
Secretary	2	
Transportation Maintenance Director	1	
Office Coordination Manager	1	7
Traffic Engineering (04300)		
Senior Traffic Engineering Technician	1	
Signal Systems Analyst	1	
Signal Systems Specialist	1	
Traffic Engineering Director	1	
Traffic Engineering Analyst	2	
Traffic Engineering Technician	2	8
Transportation Planning (04400)		
Drainage Planner	3	
Public Works Project Coordinator	3	
Transportation Planner	3	
Transportation Planning Director	1	10
Airport (04550)		
Administrative Assistant	1	
Airport Maintenance Worker	2	
Airport Director	1	
Airport Operations Coordinator	1	
Secretary	1	6
Transit (04560)		
Transit Coordinator	1	
Transit Manager	1	
Transit Planner	1	3
<b>DEPARTMENT TOTAL</b>		<b>34</b>

**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>COMMUNITY SERVICES</b>		
Community Services Administration (05000)		
Administrative Secretary	1	
General Manager - Community Services	1	
Special Projects Manager	1	3
Parks Maintenance (05310)		
Administrative Secretary	1	
Equestrian Coordinator	1	
Equipment Operator II	1	
Management Analyst	1	
Parks Director	1	
Parks Facilities Construction Worker I	1	
Parks Facilities Construction Worker II	3	
Parks Maintenance Worker I	10	
Parks Maintenance Worker II	17	
Parks Maintenance Worker III	10	
Parks Manager	4	
Parks Water Systems Specialist	1	
Pump Service Worker	4	
Trades Supervisor	1	56
Stadium (05370)		
Parks Maintenance Worker II	3	
Stadium Coordinator	1	4
Library Director (05601)		
Administrative Secretary	1	
Library Director	1	2
Library Systems (05620)		
Account Clerk	1	
Clerk Typist	1	
Librarian	2	
Library Aide	3	
Library Assistant I	3	
Library Assistant II	1	
Library Coordinator	3	

**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>COMMUNITY SERVICES (Continued)</b>		
Library Systems (continued) (05620)		
Library Courier	1	
Library Manager	1	
Library Systems Analyst	1	
Secretary	1	
Senior Library Coordinator	1	19
Civic Center Library Services (05640)		
Librarian	5	
Library Aide	4	
Library Assistant I	7	
Library Assistant II	1	
Library Assistant III	2	
Library Coordinator	2	
Library Manager	1	
Library Media Specialist	1	
Secretary	1	24
Library Extension Services (05660)		
Librarian	4	
Library Aide	3	
Library Assistant I	6	
Library Assistant III	1	
Library Coordinator	1	
Library Manager	1	
Secretary	1	17
Recreation Administration (05705)		
Administrative Secretary	1	
Clerk Typist	1	
Recreation Operations Manager	1	3
Community Parks Manager (05730)		
Recreation Manager	1	1
Scottsdale Ranch Park (05735)		
Recreation Coordinator	1	
Recreation Leader III	1	2

City of Scottsdale  
 Authorized Full-Time Positions  
 1992-93

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>COMMUNITY SERVICES (Continued)</b>		
Special Area Manager (05740)		
Recreation Manager	1	1
McCormick - Home Program (05741)		
Senior Recreation Coordinator	1	
Recreation Leader III	1	2
McCormick - Train Maintenance (05742)		
Railroad Mechanic	1	
Railroad Service Worker	1	2
Mountain View - Home Program (05746)		
Recreation Coordinator	1	
Recreation Leader III	1	2
Indian School - Home Program (05750)		
Parks Maintenance Worker I	1	
Recreation Coordinator	1	
Recreation Leader III	1	3
Club SAR (05755)		
Recreation Coordinator	1	1
Special Interest - Home Program (05760)		
Recreation Leader III	2	
Senior Recreation Coordinator	1	3
Chaparral - Home Program (05766)		
Recreation Coordinator	1	
Recreation Leader III	1	2
Sports and Aquatics Manager (05770)		
Recreation Manager	1	1

**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>COMMUNITY SERVICES (Continued)</b>		
Eldorado - Home Program (05771)		
Facility Reservation Clerk	1	
Senior Recreation Coordinator	1	
Recreation Leader III	1	3
Vista Del Camino - Home Program (05776)		
Recreation Coordinator	1	
Recreation Leader III	1	2
Aquatics - Home Program (05780)		
Pool Manager	2	
Senior Recreation Coordinator	1	3
Cactus - Home Program (05789)		
Recreation Coordinator	1	
Recreation Leader III	1	2
Sports - Adults (05790)		
Recreation Coordinator	1	
Recreation Leader III	1	2
Sports - Liaison (05791)		
Senior Recreation Coordinator	1	1
Sports - Youth (05795)		
Recreation Coordinator	1	
Recreation Leader III	1	2
Small Parks - Home Program (05796)		
Recreation Leader III	1	
Senior Recreation Coordinator	1	2

**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>COMMUNITY SERVICES (Continued)</b>		
Human Services Administration (05805)		
Human Services & Recreation Administrator	1	1
Vista Del Camino Center (05810)		
Human Services Manager	1	
Human Services Specialist	2	
Information and Referral Worker	2	5
Senior Center (05830)		
Human Services Manager	1	
Human Services Specialist	1	
Recreation Coordinator	1	
Secretary	1	4
Youth Services (05840)		
Human Services Manager	1	
Human Services Specialist	1	
Secretary	1	3
<b>DEPARTMENT TOTAL</b>		<b>178</b>



**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>MANAGEMENT SERVICES</b>		
Management Services Administration (06000)		
Administrative Secretary	1	
General Manager, Management Services	1	2
Office of Management Systems Administration (06110)		
Management Systems Administrator	1	
Systems Specialist	1	2
Communications Services (06120)		
Communications Assistant	1	
Communications Services Director	1	
Communications Specialist	1	
Communications Technician I	1	
Communications Technician II	2	
Programmer Analyst	1	
Strategic Planning and Support Manager	1	8
Applications Development (06210)		
Management Systems Analyst	2	
Programmer Analyst	8	
Systems Analyst II	3	
Systems Development Director	1	
Systems Training Analyst	1	
Systems Training Coordinator	1	
Secretary	1	17
Computer Operations (06220)		
Computer Operations Manager	1	
Computer Operations Technician	1	
Computer Operator	6	
Computer Productions Supervisor	1	
Data Conversion Operator II	2	
Lead Computer Operator	1	12
Systems Support (06230)		
Software Support Manager	1	
Systems Support Specialist	3	4

**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>MANAGEMENT SERVICES (Continued)</b>		
Communications & Public Affairs (06510)		
Administrative Secretary	1	
Communications & Public Affairs Officer	1	
Public Affairs Assistant	1	
Public Affairs Specialist	1	
Public Affairs Specialist II	2	
Video Production Assistant	1	
Video Production Manager	1	
Video Production Specialist	1	9
Project Management (06620)		
Capital Project Management Director	1	
Civil Designer	1	
Plan Reviewer/Estimator	1	
Project Budget Analyst	1	
Project Management Administrator	1	
Project Manager	7	
Public Works Project Coordinator	7	
Right-Of-Way Agent	3	
Secretary	1	
Senior Right-of-Way Agent	1	
Right-Of-Way & Design Manager	1	
Senior Project Manager	1	26
Emergency Services Administration (06730)		
Emergency Services Officer	1	1
<b>DEPARTMENT TOTAL</b>		<b>81</b>

**City of Scottsdale**  
**Authorized Full-Time Positions**  
**1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>PLANNING &amp; COMMUNITY DEVELOPMENT</b>		
Planning & Community Development Administration (07001)		
Administrative Assistant	1	
Administrative Secretary	1	
General Manager, Planning & Zoning	1	3
Advance Planning (07150)		
Administrative Secretary	1	
Advance Planning Manager	1	
Asset Management Coordinator	1	
Associate Planner	2	
Downtown Planning Manager	1	
Planner	5	
Planning Administrator	1	
Planning Specialist	2	
Secretary	1	
Senior Planner	2	17
Zoning Inspection (07505)		
Zoning Inspection Manager	1	
Zoning Inspector	4	5
Development Services (07510)		
Associate Planner	1	
Development Services Director	1	
Development Services Manager	1	
Development Services Representative	4	
Development Services Specialist	1	
Senior Development Services Representative	1	
Sign Inspector	1	10
Development Services Records (07515)		
Engineering Technician I	3	
Engineering Technician II	2	
Geographic Information System Manager	1	
Information Systems Coordinator	1	
Records Manager	1	8
Inspection Services Administration (07600)		
Clerk Typist	2	
Inspection Services Director	1	
Office Coordination Manager	1	
Secretary	1	5

City of Scottsdale  
 Authorized Full-Time Positions  
 1992-93

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>PLANNING &amp; COMMUNITY DEVELOPMENT (Continued)</b>		
Building Inspection (07605)		
Building Inspector	4	
Building Inspection Manager	1	
Building Inspection Supervisor	2	7
Field Engineering (07610)		
Materials Technician	1	
Public Works Inspection Supervisor	2	
Public Works Inspector	9	12
Survey Unit (07615)		
Field Engineering Manager	1	
Survey Technician I	2	
Survey Technician II	1	4
Project Review Administration (07700)		
Associate Planner	1	
Civil Engineer	2	
Zoning & Design Manager	1	
Project Coordination Manager	6	
Development Administrator	1	11
Project Review/Office Coordination (07701)		
Office Coordination Manager	1	
Secretary	5	6
Project Review/Final Plans (07710)		
Associate Planner	2	
Building Codes Specialist	1	
Building Plans Reviewer	4	
Civil Plans Reviewer	3	
Plans Coordinator	1	
Project Review Manager	1	
Right-Of-Way Agent	1	
Senior Civil Engineer	1	
Senior Civil Plans Reviewer	1	
Civil Engineer	1	16
<b>DEPARTMENT TOTAL</b>		<b>104</b>

**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>WATER RESOURCES</b>		
Planning and Engineering (60110)		
Administrative Secretary	1	
Assistant General Manager - Water Resources	1	
General Manager - Water Resources	1	
Water Resources Analyst	3	
Water Resources Director	1	
Water Resources Engineer	3	10
Water Conservation (60130)		
Water Conservation Specialist	1	1
Planet Ranch Operations (60200)		
*Equipment Mechanic	1	
*Equipment Operator II	1	
*Equipment Operator III	1	
*Field Services Worker III	2	
*Planet Ranch Director	1	
*Equipment Service Writer	1	7
*The duties of these positions are agricultural in nature.		
Water Operations Administration (60310)		
Administrative Secretary	1	
Clerk Typist	1	
Water & Wastewater Director	1	
Secretary	1	4
Water Distribution (60320)		
Lead Water Service Worker	11	
Senior Meter Technician	1	
Water & Wastewater Distribution Manager	1	
Water & Wastewater Distribution Supervisor	2	
Water & Wastewater Field Representative	4	
Water Service Worker	11	30

City of Scottsdale  
 Authorized Full-Time Positions  
 1992-93

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>WATER RESOURCES (Continued)</b>		
Water Production (60330)		
Backflow Technician	1	
Lead Water Electrical Technician	1	
Pump Service Worker	3	
Telemetry Controls Specialist	1	
Water & Wastewater Production Manager	1	
Water Electrical Technician	2	
Water Maintenance Technician	2	11
Wastewater Reclamation (60380)		
Wastewater Plant Manager	1	
Wastewater Plant Operator II	1	
Wastewater Plant Operator III	1	3
Water Quality (60410)		
Industrial Waste Inspector	1	
Water Quality Director	1	
Water Quality Manager	1	
Water Resources Analyst	1	4
<b>DEPARTMENT TOTAL</b>		<b>70</b>

**City of Scottsdale  
Authorized Full-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>MUNICIPAL SERVICES</b>		
Field Services Administration (70100)		
Administrative Secretary	1	
General Manager, Municipal Services	1	2
Mechanical Maintenance (70110)		
Contracts Coordinator	1	
Equipment Service Worker	1	
Facility Maintenance Director	1	
Maintenance Electrician	3	
Maintenance Plumber	2	
Refrigeration Mechanic	2	
Trades Leadworker	1	11
General Building Maintenance (70120)		
Building Trades Worker I	3	
Building Trades Worker II	4	
Clerk Typist	1	
Facility Maintenance Supervisor	1	
Maintenance Painter	2	11
Custodial (70150)		
Custodial Services Supervisor	1	
Custodian I	22	
Custodian II	3	
Custodian III	1	27
Transportation Maintenance Administration (70400)		
Secretary	1	1
Traffic Signal (70410)		
Senior Traffic Signal Technician	1	
Traffic Signal Electronic Technician	2	
Traffic Signal Technician I	5	
Traffic Signal Technician II	2	
Transportation Maintenance Manager	1	11
Signs and Markings (70420)		
Sign Fabricator	1	
Transportation Maintenance Worker II	5	
Transportation Maintenance Worker III	1	7

City of Scottsdale  
 Authorized Full-Time Positions  
 1992-93

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>MUNICIPAL SERVICES (Continued)</b>		
Street Cleaning (70430)		
Equipment Operator III	1	
Motor Sweeper Operator	6	7
Asphalt Maintenance (70440)		
Transportation Maintenance Director	1	
Transportation Maintenance Supervisor	1	
Transportation Maintenance Worker II	4	6
Shoulder and Drainage (70450)		
Equipment Operator II	1	
Equipment Operator III	6	
Pesticide Applicator	1	
Transportation Maintenance Supervisor	1	9
Medians and Right-Of-Way (70460)		
Transportation Maintenance Manager	1	
Transportation Maintenance Worker I	9	
Transportation Maintenance Worker II	2	
Transportation Maintenance Worker III	2	14
Downtown Improvement Districts (70470)		
Transportation Maintenance Worker I	1	
Transportation Maintenance Worker II	1	2
Sanitation Administration (70505)		
Clerk Typist	2	
Sanitation Director	1	
Administrative Secretary	1	4
Residential Refuse Collection (70510)		
Equipment Operator II	1	
Equipment Operator III	17	
Sanitation Field Representative	1	
Sanitation Manager	1	20



**City of Scottsdale**  
**Authorized Full-Time Positions**  
**1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>MUNICIPAL SERVICES (Continued)</b>		
Container Repair (70520)		
Container Repairer	2	
Equipment Operator I	2	4
Commercial Collection (70530)		
Equipment Operator III	8	
Sanitation Field Representative	1	
Sanitation Manager	1	10
Brush Removal (70540)		
Equipment Operator I	5	
Equipment Operator II	6	
Sanitation Field Representative	1	
Sanitation Manager	1	13
Roll-Off Collection (70560)		
Equipment Operator III	1	1
Fleet Management Administration (70605)		
Data Conversion Operator I	1	
Fleet Management Director	1	
Fleet Systems Specialist	1	
Fleet Systems Supervisor	1	4
Fleet Management Day Shift (70606)		
Equipment Mechanic	7	
Equipment Service Worker	1	
Equipment Service Writer	1	
Fleet Supervisor	1	10
Fleet Management Weekend Shift (70607)		
Equipment Mechanic	8	
Fleet Supervisor	1	9

City of Scottsdale  
 Authorized Full-Time Positions  
 1992-93

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>MUNICIPAL SERVICES (Continued)</b>		
Fleet Management Night Shift (70609)		
Equipment Mechanic	6	
Equipment Service Worker	3	
Fleet Supervisor	1	10
Fleet Management Parts Supply (70610)		
Auto Messenger Clerk	1	
Equipment Parts Clerk	4	
Lead Parts Clerk	1	6
<b>DEPARTMENT TOTAL</b>		<b>199</b>

**City of Scottsdale**

**1992-93**

**Authorized Part-Time Positions**

General Government	6
Police	3
Financial Services	5
Transportation	5
Community Services	246
Management Services	3
Planning & Zoning	4
Water Resources	11
Municipal Services	3
<b>TOTAL AUTHORIZED PART-TIME POSITIONS:</b>	<b>286</b>

**City of Scottsdale  
Authorized Part-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>GENERAL GOVERNMENT</b>		
City Manager (01020)		
Administrative Assistant	1	1
City Clerk (01030)		
Council Page	1	1
City Attorney (01050)		
Law Clerk	2	2
Intergovernmental Relations (01330)		
Administrative Secretary	1	1
Human Resources (01410)		
Benefits Services Representative	1	1
<b>Department Total</b>		<b>6</b>
<p>* The Human Resources Program is assigned 20 positions not designated by classification or salary range. These positions are designed for use as fill-ins when employees are unavailable to work. They are not included in the number of part-time positions. The undesignated positions are available to any City program that can justify or document the need for a temporary worker and also has sufficient funds in their budget to cover fill-in salaries.</p>		
<b>POLICE</b>		
Patrol (02410)		
Wrangler	3	3
<b>Department Total</b>		<b>3</b>

**City of Scottsdale  
Authorized Part-Time Positions  
1992-93**

<b>DEPARTMENT/CENTER CLASSIFICATION</b>	<b>AUTHORIZED POSITIONS</b>	<b>CENTER TOTAL</b>
<b>FINANCIAL SERVICES</b>		
Accounting (03100) Senior Account Clerk	2	2
Tax Audit (03200) Tax/Accounting Intern	1	1
Tax and License Administration (03510) Office Worker	1	1
Revenue Recovery (03515) Clerk Typist	1	1
<b>Department Total</b>		<b>5</b>
<b>TRANSPORTATION</b>		
Transportation Administration (04000) Secretary	1	1
Airport (04550) Airport Operations Specialist	3	3
Transit (04560) Bicycle Coordinator	1	1
<b>Department Total</b>		<b>5</b>

**City of Scottsdale  
Authorized Part-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>COMMUNITY SERVICES</b>		
Parks Maintenance (05310)		
Engineering Technician I	1	
Parks Laborer	4	5
Stadium (05370)		
Clerk Typist	1	1
Library Systems (05620)		
Library Courier	1	
Library Graphics Assistant	1	2
Civic Center Library Services (05640)		
Librarian	2	
Library Aide	4	
Library Assistant I	1	
Library Page	15	22
Library Extension Services (05660)		
Librarian	2	
Library Aide	2	
Library Assistant I	1	
Library Page	8	
Office Worker	1	14
Scottsdale Ranch Park (05735)		
Parks Maintenance Worker I	1	
Recreation Leader I	3	
Recreation Leader II	6	10
McCormick - Home Program (05741)		
Railroad Engineer	4	
Recreation Leader I	5	
Recreation Leader II	4	13
McCormick - Concessions (05743)		
Recreation Leader II	2	2

**City of Scottsdale  
Authorized Part-Time Positions  
1992 - 93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>COMMUNITY SERVICES (continued)</b>		
Mountain View - Home Program (05746)		
Recreation Leader I	3	
Recreation Leader II	6	9
Mountain View - Fun Factories (05749)		
Recreation Leader II	6	
Recreation Leader III	1	7
Indian School - Home Program (05750)		
Clerk Typist	1	
Recreation Leader I	4	
Recreation Leader II	8	13
Club SAR (05755)		
Recreation Leader II	3	3
Special Interest - Home Program (05760)		
Recreation Leader II	2	2
Chaparral - Home Program (05766)		
Recreation Leader I	3	
Recreation Leader II	7	10
Eldorado - Home Program (05771)		
Clerk Typist	1	
Recreation Leader I	4	
Recreation Leader II	6	11
Vista Del Camino - Home Program (05776)		
Recreation Leader I	4	
Recreation Leader II	5	9
Aquatics - Home Program (05780)		
Assistant Pool Manager	9	
Custodian I	1	
Lifeguard/Instructor	64	
Pool Manager	1	75

City of Scottsdale  
 Authorized Part-Time Positions  
 1992-93

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>COMMUNITY SERVICES (continued)</b>		
Cactus - Home Program (05789)		
Recreation Leader I	3	
Recreation Leader II	6	9
Sports - Adult (05790)		
Recreation Leader II	4	4
Sports - Youth (05795)		
Recreation Leader II	1	1
Small Parks - Home Program (05796)		
Recreation Leader II	14	14
Vista Del Camino Center (05810)		
Food Bank Courier	1	
Human Services Specialist	1	2
Senior Center (05830)		
Human Services Specialist	1	
Information and Referral Worker	2	
Recreation Leader II	3	6
Youth Services (05840)		
Human Services Counselor	1	
Youth Employment Specialist	1	2
<b>Department Total</b>		<b>246</b>

\* The Recreation Division is assigned 88 positions not designated by classification or salary range. These positions are designed for use in the special interest class and sports programs as scorekeepers, special interest class instructors, sports officials, etc., as temporary workers. They are not included in the number of part-time positions.



City of Scottsdale  
 Authorized Part-Time Positions  
 1992-93

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>MANAGEMENT SERVICES</b>		
Applications Development (06210)		
Clerk Typist	1	1
Communications & Public Affairs (06510)		
Public Affairs Specialist II	1	1
Emergency Services Administration (06730)		
Secretary	1	1
<b>Department Total</b>		<b>3</b>

**PLANNING & ZONING DEPARTMENT**

Development Services (07510)		
Development Services Representative	1	1
Development Services Records (07515)		
Office Worker	1	1
Inspection Services Administration (07600)		
Clerk Typist	1	1
Project Review/Office Coordination (07701)		
Secretary	1	1
<b>Department Total</b>		<b>4</b>

**City of Scottsdale  
Authorized Part-Time Positions  
1992-93**

DEPARTMENT/CENTER CLASSIFICATION	AUTHORIZED POSITIONS	CENTER TOTAL
<b>FIRE SUPPORT SERVICES**</b> (56720)		
Fire Engineer	10**	
Fire Fighter	26**	
Fire Officer	4**	

**Department Total** **40\*\***

\*\* Fire Support positions are filled only by regular, full-time and part-time employees. These positions are not included in the Part-time Position total. Fire personnel are eligible for Stand-By Pay (Article II, Section 14-24 of the Human Resources Ordinance). Salary includes \$6.46 per hour rate for special training exercise in conjunction with Rural Metro.

**WATER RESOURCES**

Planet Ranch Operations (60200)		
Equipment Operator II	5	
Field Services Worker I	4	
Field Services Worker II	1	10
Water Operations Administration (60310)		
Secretary	1	1
<b>Department Total</b>		<b>11</b>

**MUNICIPAL SERVICES**

Custodial (70150)		
Custodian I	1	1
Recycling Administration (70550)		
Equipment Operator I	2	2
<b>Department Total</b>		<b>3</b>

**City of Scottsdale  
Authorized Grant Funded Positions  
1992-93**

<b>DEPARTMENT/CENTER CLASSIFICATION</b>	<b>AUTHORIZED POSITIONS</b>	<b>CENTER TOTAL</b>
<b>POLICE</b>		
(33360) Police Officer - DARE Program	1	1
<b>Total Grant/Trust Funded Positions</b>	<b>1 Full-time</b>	
 <b>PLANNING &amp; COMMUNITY DEVELOPMENT</b>		
(21860) Community Development Block Grant Specialist	1	
(21898) Administrative Secretary	1	
(21898) Community Development Block Grant Coordinator	1	
(21898) Community Development Block Grant Specialist	1	4
<b>Total Grant/Trust Funded Positions</b>	<b>4 Full-time</b>	
 <b>COMMUNITY SERVICES</b>		
(33343) Home Meals Coordinator	1	
(33343) Information/Referral Worker	1	2
<b>Total Grant/Trust Funded Positions</b>	<b>2 Part-time</b>	

**City of Scottsdale  
Position Changes for 1992-93**

**GENERAL GOVERNMENT**

<b>POSITIONS ADDED/DELETED</b>	<b>FULL-TIME</b>	<b>PART-TIME</b>
City Attorney (01050) Assistant City Attorney	1	
City Court (01900) Court Services Supervisor	1	
<b>Total Positions Added/Deleted</b>	<b>2</b>	<b>0</b>
 <b>TRANSFERS</b>		
Quality Resource Management (01440) to Accounting (03100) QRM Analyst	( 2 )	
City Clerk (01030) from Custodial Services (70150) Council Page		1
<b>Total Transfers</b>	<b>( 2 )</b>	<b>1</b>
 <b>TOTAL CHANGES</b>	 <b>0</b>	 <b>1</b>

**City of Scottsdale  
Position Changes for 1992-93**

**POLICE DEPARTMENT**

<b>POSITIONS ADDED/DELETED</b>	<b>FULL-TIME</b>	<b>PART-TIME</b>
Chief of Police (02300) Deputy Chief	1	
Patrol (02410) Police Aide Police Officer	2 4	
City RICO (02424) Police Officer	1	
Technical Services (02530) Police Detention Technician	2	
Communications (02540) Communications Dispatcher	2	
Professional Standards (02550) Clerk Typist	1	
<b>Total Positions Added/Deleted</b>	<b>13</b>	<b>0</b>

**TRANSFERS**

Chief of Police (02300) to Professional Standards (02550) Police Lieutenant Police Officer Police Sergeant Polygraph Examiner Polygraph Personnel Specialist Secretary Clerk Typist	(1) (6) (2) (1) (1) (1) (1)
Chief of Police (02300) to Technical Services (02530) Police Technical Services Manager	(1)
Chief of Police (02300) from Communications (02540) Strategic Planning Officer	1
Communications (02540) to Chief of Police (02300) Strategic Planning Officer	(1)

City of Scottsdale  
Position Changes for 1992-93

POLICE DEPARTMENT

TRANSFERS (continued)	FULL-TIME	PART-TIME
Technical Services (02530) from Chief of Police (02300)		
Police Technical Services Manager	1	
Technical Services (02530) from Communications (02540)		
Crime Laboratory Manager	1	
Criminalist I	2	
Criminalist II	3	
Criminalist III	1	
Fingerprint Technician	2	
Police Detention Manager	1	
Police Detention Technician	8	
Police Property & Evidence Custodian	2	
Police Property & Evidence Manager	1	
Police Records Manager	1	
Police Records Supervisor	1	
Police Support Specialist	15	
Senior Police Support Specialist	3	
Communications (02540) to Technical Services (02530)		
Crime Laboratory Manager	(1)	
Criminalist I	(2)	
Criminalist II	(3)	
Criminalist III	(1)	
Fingerprint Technician	(2)	
Police Detention Manager	(1)	
Police Detention Technician	(8)	
Police Property & Evidence Custodian	(2)	
Police Property & Evidence Manager	(1)	
Police Records Manager	(1)	
Police Records Supervisor	(1)	
Police Support Specialist	(15)	
Senior Police Support Specialist	(3)	
Professional Standards (02550) from Chief of Police (02300)		
Clerk Typist	1	
Police Lieutenant	1	
Police Officer	6	
Police Sergeant	2	
Polygraph Examiner	1	
Polygraph/Personnel Specialist	1	
Secretary	1	
<b>Total Transfers</b>	<b>0</b>	<b>0</b>
<b>TOTAL CHANGES</b>	<b>13</b>	<b>0</b>

**City of Scottsdale  
Position Changes for 1992-93**

**FINANCIAL SERVICES**

<b>POSITIONS ADDED/DELETED</b>	<b>FULL-TIME</b>	<b>PART-TIME</b>
Tax and License (03510) Customer Service Representative	1	
<b>Total Positions Added/Deleted</b>	<b>1</b>	<b>0</b>
 <b>TRANSFERS</b>		
Accounting (03100) from Quality Resource Management (01440) Budget Manager	1	
Accounting Technician	1	
Stores (03420) from Custodial Services (70150) Lead Stock Clerk	1	
Stores (03420) to Custodial Services (70150) Stock Clerk		(1)
<b>Total Transfers</b>	<b>3</b>	<b>(1)</b>
 <b>TOTAL CHANGES</b>	 <b>4</b>	 <b>(1)</b>

**City of Scottsdale  
Position Changes for 1992-93**

**TRANSPORTATION**

**TRANSFERS**

Transportation Administration (04000) to Transportation Maintenance Administration (70400) Secretary	( 1 )	
<b>Total Transfers</b>	<b>( 1 )</b>	<b>0</b>
<b>TOTAL CHANGES</b>	<b>( 1 )</b>	<b>0</b>



**City of Scottsdale  
Position Changes for 1992-93**

**COMMUNITY SERVICES**

<b>TRANSFERS</b>	<b>FULL-TIME</b>	<b>PART-TIME</b>
Civic Center Library Services (05640) to Library Extension Services (05660) Library Assistant I	( 1 )	
Library Extension Services (05660) from Civic Center Library Services (05640) Library Assistant I	1	
Library Extension Services (05660) to Civic Center Library Services (05640) Library Assistant II	( 1 )	
Civic Center Library Services (05640) to Library Extension Services (05660) Library Assistant II	1	
<b>TOTAL CHANGES</b>	<b>0</b>	

City of Scottsdale  
Position Changes for 1992-93

PLANNING & COMMUNITY DEVELOPMENT

POSITIONS ADDED/DELETED	FULL-TIME	PART-TIME
<b>TRANSFERS</b>		
Field Engineering (07610) to Advance Planning (07150) Field Engineering Manager	( 1 )	
Advance Planning (07150) from Field Engineering (07610) Senior Planning	1	
Project Review Administration (07700) to Project Review Final Plans (07710) Project Review Manager	( 1 )	
Project Review Final Plans (07710) from Project Review Administration (07700) Building Plans Reviewer	1	
<b>TOTAL CHANGES</b>	<b>0</b>	

**City of Scottsdale  
Position Changes for 1992-93**

**WATER RESOURCES**

<b>TRANSFERS</b>	<b>FULL-TIME</b>	<b>PART-TIME</b>
Planning and Engineering (60110) to Water Quality (60410)		
Industrial Waste Inspector	( 1 )	
Water Quality Director	( 1 )	
Water Quality Manager	( 1 )	
Water Resources Analyst	( 1 )	
Planet Ranch (60200) to Water Quality (60410)		
Equipment Operator II	( 1 )	
Water Quality (60410) from Planning and Engineering (60110)		
Industrial Waste Inspector	1	
Water Quality Director	1	
Water Quality Manager	1	
Water Resources Analyst	1	
Planning and Engineering (60110) from Planet Ranch (60200)		
Water Quality Director	1	
Planet Ranch (60200) to Water Operations Administration (60310)		
Secretary		( 1 )
Water Operations Administration (60310) from Planet Ranch (60210)		
Secretary		1
<b>Total Transfers</b>	<b>0</b>	<b>0</b>
<b>TOTAL CHANGES</b>	<b>0</b>	<b>0</b>

**City of Scottsdale  
Position Changes for 1992-93**

**MUNICIPAL SERVICES**

**TRANSFERS**

Custodial Services (70150) to Stores (03420)		
Custodian I		1
Custodian III	( 1 )	
Custodial Services (70150) to City Clerk (01030)		
Custodian I		( 1 )
Transportation Maintenance (70400) from Transportation Administration (04000)		
Secretary	1	
Medians and Right of Way (70460) to Street Cleaning (70430)		
Equipment Operator III	( 1 )	
Street Cleaning (70430) from Medians and Right of Way (70460)		
Equipment Operator III	1	
Commercial Collection (70530) to Roll-Off Collection (70560)		
Equipment Operator III	( 1 )	
Roll-Off Collection (70560) from Commercial Collection (70530)		
Equipment Operator III	1	
<b>Total Transfers</b>	<b>0</b>	<b>0</b>
<b>TOTAL CHANGES</b>	<b>0</b>	<b>0</b>

**City of Scottsdale  
Position Changes for 1992-93**

**GRANT/TRUST FUNDED**

<b>POSITIONS ADDED/DELETED</b>	<b>FULL-TIME</b>	<b>PART-TIME</b>
Home Delivered Meals (33343) Information Referral Worker		1
DARE Program (33360) Police Officer	1	
<b>Total Positions Added/Deleted</b>	<b>1</b>	<b>1</b>
<b>TOTAL CHANGES</b>	<b>1</b>	<b>1</b>

## Glossary

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**ACTUAL** -- Actual, as used in the fund summaries and department and division summaries within the budget document, represents the 1990-91 results of operations. This category is presented on a GAAP basis except that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds is budgeted as expense.

**ADOPTED** -- Adopted, as used in fund summaries and department and division summaries within the budget document, represents the 1991-92 and 1992-93 budget as approved by the City Council.

**ASSESSED VALUATION** -- A government sets a valuation upon real estate or other property as a basis for levying taxes. An assessed valuation represents the appraised valuation less any exemptions.

**BEGINNING BALANCE** -- The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

**BONDS** -- Bonds are debt instruments which require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining the interest rate.

**BUDGET** -- A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. In practice, the term "budget" is used in two ways. Sometimes it designates the financial plan presented for adoption and sometimes it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.

**CAPITAL OUTLAY** -- Items costing more than \$1,000 and having a useful life of more than one year are defined as capital outlay.

**CAPITAL IMPROVEMENTS PROGRAM (C.I.P.)** -- A Capital Improvements Program is a comprehensive plan which projects the capital needs of a community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvements programs are essential to sound infrastructure and financial planning. The annual capital budget is derived from the long-term Capital Improvements Program.

**COMMODITIES** -- Commodities are consumable goods such as office supplies, small tools, fuel, etc., that are used by the City.

**CONTRACTS PAYABLE** -- Contracts Payable represents a liability reflecting amounts due on contracts of goods or services furnished to the City.

**CONTRACTUAL** -- Contractuals are services such as rentals, insurance, maintenance, etc., that are purchased by the City.

**DEBT SERVICE** -- Debt service is the amount of money necessary to pay interest and principal on outstanding debt.

## Glossary

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**DEPARTMENT** -- A department is the combination of divisions of the City headed by a General Manager with a specific and unique set of goals and objectives, i.e., Police, Fire, Financial Services, Planning & Community Development, etc.

**ENCUMBRANCE** -- Encumbrance includes obligations in the form of purchase orders, contracts, or other commitments. They cease to be encumbrances when paid, cancelled, or when the actual liability is set up.

**ENCUMBRANCE REBUDGETS** -- The balance of unliquidated encumbrances brought forward from the previous fiscal year.

**ENTERPRISE FUND** -- An enterprise fund is established to account for operations (a) financed and operated in a manner similar to private business enterprises -- where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Examples of enterprise funds are those for the Water and Sewer Utility, Airport and Sanitation.

**EQUIPMENT RENTAL** -- Equipment Rental represents fees charged to other areas of the City for the maintenance, repair, and replacement of City vehicles. The fee for these charges is returned to the Motor Pool Internal Service Fund as revenue.

**ESTIMATED** -- Estimated, as used throughout the budget document, represents the original adopted budget plus any approved changes and anticipated year-end savings.

**EXCISE DEBT** -- Excise Debt is debt that is repaid by excise taxes. In this case the excise taxes used to fund the debt service payments are a portion of the transaction privilege (sales) tax and transient occupancy tax.

**EXPENDITURES** -- Expenditures are decreases in net financial resources. They include current operating expenses which require the current or future use of net current assets, debt services, and capital outlays.

**FEES** -- Fees are charges for services.

**FIVE-YEAR FORECAST** -- An estimation of revenues and expenses required by the City to operate for the next five year period.

**FRANCHISE FEE** -- The franchise fee charged to the water/sewer utility fund is a reimbursement to the general fund for the utility's use of City streets and rights-of-way.

**FUND** -- A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

## Glossary

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**FUND SUMMARY** -- A fund summary, as reflected in the budget document, is a combined statement of revenues, expenditures, and changes in fund balance for the prior year's Actual, Adopted, and Estimated budgets, and the current year's Adopted budgets.

**GAAP ADJUSTMENTS** -- Differences arising from the use of a basis of accounting for budgetary purposes that differs from the basis of accounting applicable when reporting on operations in conformity with Generally Accepted Accounting Principles.

**GENERAL FUND** -- The general fund is used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL LONG-TERM DEBT** -- General Long-Term Debt represents any unmatured debt not considered to be a fund liability.

**GENERAL OBLIGATION BONDS (G.O. BONDS)** -- General Obligation Bonds are bonds which are secured by the full faith and credit of the issuer. G.O. bonds issued by local units of government are secured by a pledge of the issuer's property taxing power. They are usually issued to pay for general capital improvements such as parks and roads.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** -- GAAP are the uniform minimum standards of and guidelines to financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures. GAAP provide a standard by which to measure financial presentations.

**GRANT** -- A grant is a contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function, i.e., education, drug enforcement, but it is sometimes for general purposes.

**HIGHWAY USER FUEL TAX** -- Highway User Fuel Tax is gasoline tax shared with municipalities with a portion distributed based on population of the City and a portion distributed based upon the origin of the sales of the fuel. The Arizona State constitution requires that this revenue be used solely for street and highway purposes.

**IMPROVEMENT DISTRICTS** -- Improvement districts are formed consisting of property owners desiring improvements to their property. Bonds are issued to finance these improvements which are repaid by assessments on affected property owners.

**INDIRECT COST ALLOCATION** -- Indirect cost allocation is funding transferred to the General Fund from enterprise funds for specific central administrative functions which benefit those funds, i.e., City Manager, Financial Services Department, Human Resources Department, Legal Department, etc.

**IN LIEU PROPERTY TAX** -- The in lieu property tax is a charge to the Enterprise funds which compensates the general fund for the property tax that would have been paid if the utilities were for-profit companies.



## Glossary

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**INTERNAL SERVICE FUND** -- An internal service fund is used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

**MUNICIPAL PROPERTY CORPORATION (MPC)** -- The Municipal Property Corporation is a non-profit corporation established to issue bonds to fund City capital improvement projects.

**NEEDS ASSESSMENT** -- The foundation for determining what City customers feel is needed. Market surveys, public hearings, and boards and commission surveys are conducted.

**OPERATING BUDGET** -- The operating budget is the plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is required by law in Arizona and is a requirement of Scottsdale's City Charter.

**ORDINANCE** -- An ordinance is a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**OUTSTANDING DEBT** -- The balance due at any given time resulting from the borrowing of money or from the purchase of goods and services.

**PAY-AS-YOU-GO CAPITAL IMPROVEMENT PROJECTS (PAYG)** -- PAYG Capital Improvement projects are capital projects whose funding source is derived from City revenue sources other than through the sale of voter approved bonds.

**PRIMARY PROPERTY TAX** -- Primary property taxes are levied for the purpose of funding general government operations. Annual increases are limited to 2% of the previous year's maximum allowable primary property tax levy plus allowances for new construction and annexation of new property and tort litigation settlements.

**PROPERTY TAX** -- Property tax is based "according to value" of property and is used as the source of monies to pay general obligation debt (secondary property tax) and to support the General Fund (primary property tax).

**REBUDGETED** -- Rebudgeted represents encumbered and committed funds carried forward to the next fiscal year budget.

**REFUNDING** -- Refunding is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest costs; or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the "refunding bonds," and the outstanding obligations being refinanced are referred to as the "refunded bonds" or the "prior issue."

## Glossary

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**RESERVE** -- Reserve is an account which records a portion of the fund balance which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

**REVENUE BONDS** -- Revenue bonds are bonds payable from a specific source of revenue which do not pledge the full faith and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from operation of the financed project, grants, and excise or other specified non-property tax.

**SECONDARY PROPERTY TAX** -- Secondary property taxes are levied for the purpose of funding the principal, interest, and redemption charges on General Obligation Bonds of the City. The amount of this tax is determined by the annual debt service requirements on the City's General Obligation Bonds.

**SELF INSURANCE** -- The retention by an entity of a risk of loss arising out of the ownership of property or from some other cause, instead of transferring that risk through the purchase of an insurance policy.

**SERVICE LEVELS** -- The service level describes the present services provided by a City department and/or division within the department.

**SHARED REVENUES** -- Revenues levied by one government but shared on a predetermined basis with another government or class of governments.

**SINKING FUND** -- A sinking fund is an account into which a debt issuer makes periodic deposits to assure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments therefrom are determined by the terms of the bond contract.

**SPECIAL ASSESSMENT** -- A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**TAXES** -- Taxes are compulsory charges levied by a government for the purpose of financing services performed for common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges such as water service.

**TAX RATE** -- The tax rate is the amount of tax levied for each \$100 of assessed valuation.

**TRANSFERS** -- Transfers are the authorized exchanges of cash or other resources between funds.

**TRUST FUND** -- A trust fund consists of resources received and held by the governmental unit as trustee, to be expended or invested in accordance with the conditions of the trust.

ORDINANCE NO. 2456

AN ORDINANCE OF THE MAYOR AND COUNCIL OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, ADOPTING THE TENTATIVE ESTIMATES OF THE AMOUNTS REQUIRED FOR THE PUBLIC EXPENSE FOR THE CITY OF SCOTTSDALE FOR THE FISCAL YEAR 1992-93; ADOPTING A TENTATIVE BUDGET; SETTING FORTH THE RECEIPTS AND EXPENDITURES; THE AMOUNTS ACTUALLY LEVIED, THE AMOUNTS ESTIMATED AS COLLECTIBLE FOR THE PREVIOUS FISCAL YEAR AND THE AMOUNT PROPOSED TO BE RAISED BY DIRECT PROPERTY TAXATION; GIVING NOTICE OF THE TIME FOR HEARING TAXPAYERS, FOR ADOPTION OF THE BUDGET AND FOR FIXING THE TAX LEVIES.

BE IT ORDAINED by the Mayor and Council of the City of Scottsdale, Arizona, as follows:

SECTION 1. Pursuant to the provisions of the laws of the State of Arizona, the Charter and Ordinances of the City of Scottsdale, the statement and schedules herein contained are hereby adopted for the purpose as hereinafter set forth as the Tentative Budget for the City of Scottsdale for the Fiscal Year 1992-93.

SECTION 2. That the City Clerk be, and hereby is authorized and directed to publish in a manner prescribed by law the estimates of expenditures, as hereinafter set forth, together with a notice that the Council will meet for the purpose of final hearing of taxpayers and for adoption of the 1992-93 Annual Budget for the City of Scottsdale on the first day of June, 1992, at the hour of 5:00 p.m. in the City Hall Kiva and will further meet for the purpose of making tax levies on the fifteenth day of June, 1992, at the hour of 5:00 p.m. in the City Hall Kiva.

SECTION 3. Upon the recommendation of the City Manager and with the approval of the City Council, expenditures may be made from the appropriation for contingencies. The transfers of any sums within any specific appropriation may be done only upon the approval of the City Manager.

SECTION 4. Money from any fund may be used for any of the appropriations, except money specifically restricted by State law or by City Ordinance or by Resolution.

SECTION 5. Schedules A through F of the Tentative Budget are as follows:

SCHEDULE A

CITY OF SCOTTSDALE  
 SPECIFIC BUDGET APPROPRIATIONS  
 FISCAL YEAR 1992-93

	OPERATING BUDGET	CAPITAL BUDGET	OTHER FISCAL ACTIVITY	TOTAL ACTIVITY
Operating Budget				
General Government	\$9,148,846			\$9,148,846
Police	18,849,653			18,849,653
Financial Services	6,892,013			6,892,013
Transportation	3,182,793			3,182,793
Community Services	14,918,799			14,918,799
Management Services	4,818,879			4,818,879
Planning and Community Development	5,482,816			5,482,816
Fire	6,630,499			6,630,499
Water Resources	19,561,350			19,561,350
Municipal Services	24,697,795			24,697,795
Operating Contingency	1,500,000			1,500,000
Debt Service	36,648,963			36,648,963
General Contingency	19,714,144	17,736,200		37,450,344
Capital Improvements		282,253,200		282,253,200
Other Fiscal Activity				
Grants			3,402,897	3,402,897
Designated Funds			1,629,358	1,629,358
Grand Total Fiscal Activity	\$172,046,550	\$299,989,400	\$5,032,255	\$477,068,205

CITY OF SCOTTSDALE  
 SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES  
 FISCAL YEAR 1992-93

FUND	BUDGETED EXPENDITURES 1991-92	ESTIMATED EXPENDITURES 1991-92	UNRESERVED FUND BALANCE 7-1-92	DIRECT		ESTIMATED		PROCEEDS FROM SALE OF BONDS	INTERFUND TRANSFERS IN (OUT)	TOTAL FINANCIAL RESOURCES AVAILABLE	BUDGETED EXPENDITURES 1992-93
				PROPERTY TAX REVENUES 1992-93	REVENUES OTHER THAN PROPERTY TAXES	REVENUES 1992-93	REVENUES OTHER THAN PROPERTY TAXES				
General Fund	\$68,962,994	\$66,277,324	\$9,824,852	\$6,451,031	\$62,686,770					\$78,962,653	\$73,713,054
Special Revenue Funds	10,687,536	11,017,978	1,989,905		10,273,992					12,263,897	12,263,897
Debt Service Funds	23,602,287	22,744,787	1,624,339	8,806,586	16,241,087					28,672,012	25,047,673
Capital Projects Funds	241,195,700	234,095,700	185,066,400		59,920,000		55,003,000			299,989,400	299,989,400
Enterprise Funds	51,439,781	47,027,757	(40,959)		50,895,731					50,854,772	50,205,041
Expendable Trust Funds	1,485,304	1,485,304	181,000		1,448,358					1,629,358	1,629,358
Internal Service Funds	12,928,811	13,159,638	5,970,081		14,161,892					20,131,973	14,219,782
<b>TOTAL ALL FUNDS</b>	<b>\$410,302,413</b>	<b>\$395,808,488</b>	<b>\$204,615,618</b>	<b>\$15,257,617</b>	<b>\$215,627,830</b>		<b>\$55,003,000</b>		<b>\$0</b>	<b>\$490,504,065</b>	<b>\$477,068,205</b>

EXPENDITURE LIMITATION COMPARISON

	1991-92	1992-93
Budgeted Expenditures	\$410,302,413	\$477,068,205
Budgeted Expenditures Adjusted for Reconciling Items	\$397,373,602	\$462,848,423
Less: Estimated Exclusions	(307,301,702)	(363,672,926)
Total Estimated Expenditures and Expenses Subject to Expenditure Limitation	\$90,071,900	\$99,175,497
Expenditure Limitation	\$90,071,900	\$99,175,497

SCHEDULE C

City of Scottsdale

SUMMARY OF TAX LEVY AND TAX RATE INFORMATION

Fiscal Year 1992-93

	<u>1991-92</u>	<u>ESTIMATED 1992-93</u>
1. Maximum Allowable Primary Property Tax Levy (A.R.S. 42-301.A)		\$ 6,451,031
2. Amount Received from Primary Property Taxation in the 1991-92 Fiscal Year in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy (A.R.S. 42-302.C.14) plus Amount of Escaped Taxes Collected (A.R.S. 42-236).	\$ 0	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	\$ 5,636,002	\$ 6,451,031
B. Secondary Property Taxes	<u>6,770,426</u>	<u>8,806,586</u>
C. Total Property Tax Levy Amounts	<u>\$12,406,428</u>	<u>\$15,257,617</u>
4. Property Taxes Collected *		
A. Primary Property Taxes	\$ 5,636,002	
B. Secondary Property Taxes	<u>6,770,426</u>	
C. Total Property Taxes Collected	<u>\$12,406,428</u>	

\* Includes actual property taxes collected as of the date the proposed budget was prepared and the property taxes expected to be collected for the remainder of the fiscal year.

SCHEDULE C  
(Page 2 of 2)

City of Scottsdale

SUMMARY OF TAX LEVY AND TAX RATE INFORMATION

Fiscal Year 1992-93

	<u>1991-92</u>	<u>ESTIMATED 1992-93</u>
5. Property Tax Rates		
A. City Tax Rate		
Primary Property Tax Rate	\$ .4101	\$ .4769
Secondary Property Tax Rate	.4750	.6342
	<hr/>	<hr/>
Total City Tax Rate	<u>\$ .8851</u>	<u>\$1.1111</u>

B. Special Assessment District Tax Rates

Secondary Property Tax Rates - As of the date the proposed budget was prepared, the City was operating 274 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's Accounting Division.

SCHEDULE D  
(Page 1 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES  
FISCAL YEAR 1992-93

SOURCE OF REVENUES	BUDGETED REVENUES 1991-92	ESTIMATED REVENUES 1991-92	ESTIMATED REVENUES 1992-93
-----			
GENERAL FUND			
Taxes			
Local			
Privilege Tax	\$17,597,384	\$18,797,384	\$20,807,770
Transient Occupancy Tax	2,484,325	3,400,000	3,700,000
Light & Power Franchise	2,447,000	2,400,000	2,520,000
Cable TV	716,000	716,000	750,000
Salt River Project Lieu	155,000	155,000	160,000
Fire Insurance Premium	160,000	160,000	165,000
From Other Agencies			
State Shared Sales	7,423,000	7,775,000	8,347,000
Auto Lieu	2,200,000	2,200,000	2,300,000
State Revenue Sharing	8,300,000	8,062,000	8,408,000
Licenses			
Business & Liquor Licenses	638,000	638,000	680,000
Charges for Current Services			
Permits and Fees	3,574,000	4,174,000	5,000,000
Recreation Fees	1,510,000	1,490,000	1,510,000
Fines and forfeitures			
Court Fines	1,822,000	1,900,000	2,042,000
Parking Fines	250,000	250,000	250,000
Library Fines	141,000	141,000	148,000
Use of Money and Property			
Interest Earnings	3,100,000	2,972,000	3,336,000
Property rental	1,217,000	1,494,000	1,563,000
Other Revenue			
Miscellaneous	1,275,000	1,275,000	1,000,000
Capital Improvement Transfer	4,300,000		
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Total General Fund	\$59,309,709	\$57,999,384	\$62,686,770
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SCHEDULE D  
(Page 2 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES  
FISCAL YEAR 1992-93

SOURCE OF REVENUES	BUDGETED REVENUES 1991-92	ESTIMATED REVENUES 1991-92	ESTIMATED REVENUES 1992-93
<hr/>			
SPECIAL REVENUE FUNDS			
<hr/>			
Highway User Fund			
LTAF	\$1,053,000	\$1,053,000	\$1,061,000
Highway User	7,300,000	7,538,000	7,800,000
	<hr/>		
Total Highway User Fund	\$8,353,000	\$8,591,000	\$8,861,000
<hr/>			
Community Development Block Grant Fund			
Federal grant	\$584,000	\$584,000	\$957,537
Sale of real estate	1,836	1,836	
Building rental	54,504	54,504	
	<hr/>		
Total Community Development Block Grant Fund	\$640,340	\$640,340	\$957,537
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Grants Fund			
Federal grants	\$125,488	\$125,488	\$317,024
State grants	48,864	48,864	86,484
Miscellaneous grants	66,451	66,451	51,947
	<hr/>		
Total Grants Fund	\$240,803	\$240,803	\$455,455
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Total Special Revenue Funds	\$9,234,143	\$9,472,143	\$10,273,992
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DEBT SERVICE FUNDS			
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Debt Service Fund			
Interest earnings	\$400,000	\$400,000	\$372,000
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Excise Debt Fund			
Privilege tax	\$10,502,616	\$10,502,616	\$10,492,230
Transient Occupancy Tax	715,675		
Interest earnings	500,000	500,000	507,000
	<hr/>		
Total Excise Debt Service Fund	\$11,718,291	\$11,002,616	\$10,999,230
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Special Assessments Debt Fund			
Special Assessments	\$4,678,952	\$4,754,027	\$4,869,857
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Total Debt Service Funds	\$16,797,243	\$16,156,643	\$16,241,087
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SCHEDULE D  
(Page 3 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES  
FISCAL YEAR 1992-93

SOURCE OF REVENUES	BUDGETED REVENUES 1991-92	ESTIMATED REVENUES 1991-92	ESTIMATED REVENUES 1992-93
<b>CAPITAL PROJECT FUNDS</b>			
Capital Improvement Fund			
Privilege tax	\$6,600,000	\$6,600,000	\$8,650,000
CIP Reimbursements	22,582,500	22,582,500	13,641,500
Transfer from/(to) other funds	3,653,600	(1,865,800)	150,000
Interest earnings	2,500,000	3,350,000	3,450,000
Advancement/Other	7,741,500	8,682,040	34,028,500
Total Capital Project Funds	\$43,077,600	\$39,348,740	\$59,920,000
<b>ENTERPRISE FUNDS</b>			
Water and Sewer Utility Fund			
Sewer Charges	\$6,765,000	\$7,250,000	\$8,725,000
Sewer Development Fees	1,670,760		
Water Charges	27,700,000	26,000,000	29,058,000
Water Development Fees	1,671,780		
Water Resources Development Fees	2,017,000	2,017,000	2,017,000
Planet Ranch	1,000,000	500,000	500,000
Interest Earnings	1,500,000	1,200,000	1,250,000
GO Bond Proceeds	2,000,000	2,320,265	
Total Water and Sewer Fund	\$44,324,540	\$39,287,265	\$41,550,000
Airport Fund			
Airport Fees	\$670,000	\$685,000	\$700,000
Sanitation Fund			
Refuse Collection	\$6,400,000	\$6,250,000	\$7,956,000
Interest Earnings	50,000	50,000	40,000
Fund Contingency Elimination		(40,959)	649,731
Total Sanitation Fund	\$6,450,000	\$6,259,041	\$8,645,731
Total Enterprise Funds	\$51,444,540	\$46,231,306	\$50,895,731

SCHEDULE D  
(Page 4 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES  
FISCAL YEAR 1992-93

SOURCE OF REVENUES	BUDGETED REVENUES 1991-92	ESTIMATED REVENUES 1991-92	ESTIMATED REVENUES 1992-93
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EXPENDABLE TRUST FUNDS			
Trust Fund			
Trust Fund income	\$1,410,861	\$1,410,861	\$1,448,358
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INTERNAL SERVICE FUNDS			
Motor Pool Fund			
Equipment Rental	\$5,605,000	\$5,605,000	\$5,676,000
Interest Earnings	150,000	150,000	100,000
Total Motor Pool Fund	\$5,755,000	\$5,755,000	\$5,776,000
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Self Insurance Fund			
Risk management	\$3,382,000	\$3,006,000	\$3,036,000
Fund Contingency Elimination	4,839,058	4,402,994	5,349,892
Total Self Insurance Fund	\$8,221,058	\$7,408,994	\$8,385,892
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Total Internal Service Funds	\$13,976,058	\$13,163,994	\$14,161,892
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TOTAL ALL FUNDS	\$195,250,154	\$183,783,071	\$215,627,830
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SCHEDULE E

City of Scottsdale

SUMMARY BY FUND OF BOND PROCEEDS

Fiscal Year 1992-93

<u>FUND</u>	<u>PROCEEDS FROM SALE OF BONDS</u>
CAPITAL PROJECTS FUNDS	
Improvement District Fund	\$ 7,103,000
Capital Projects Fund	47,900,000
	<hr/>
TOTAL ALL FUNDS	<u>\$55,003,000</u>

SCHEDULE F  
(Page 1 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY DEPARTMENT OF EXPENDITURES WITHIN EACH FUND  
FISCAL YEAR 1992-93

FUND/ DEPARTMENT	ADOPTED BUDGETED EXPENDITURES 1991-92	ADJUSTMENTS	ESTIMATED EXPENDITURES 1991-92	BUDGETED EXPENDITURES 1992-93
<b>GENERAL FUND</b>				
General Government	\$8,521,212	\$1,540,219	\$10,061,431	\$9,148,846
Police	18,109,426	318,141	18,427,567	18,849,653
Financial Services	3,992,316	(422,995)	3,569,321	3,789,276
Community Services	14,220,597	153,813	14,374,410	14,918,799
Management Services	4,588,871	28,065	4,616,936	4,818,879
Planning and Community Dev	5,540,400	459,817	6,000,217	5,482,816
Fire	6,213,331	18,310	6,231,641	6,630,499
Municipal Services	5,142,250	112,629	5,254,879	5,443,026
Debt Service	1,966,241		1,966,241	1,176,712
Contingency	4,542,090	(4,542,090)		6,465,250
Overhead Allocations	(7,170,690)		(7,170,690)	(7,443,435)
HURF Maintenance of Effort	194,000		194,000	194,000
Operating Transfers	3,102,950	(351,579)	2,751,371	4,238,733
<b>Total General Fund</b>	<b>\$68,962,994</b>	<b>(\$2,685,670)</b>	<b>\$66,277,324</b>	<b>\$73,713,054</b>
<b>SPECIAL REVENUE FUND</b>				
Highway User Fund				
Transportation	\$2,336,357	(\$41,297)	\$2,295,060	\$2,548,051
Municipal Services	5,922,812	47,337	5,970,149	6,573,253
Debt Service	3,120,932		3,120,932	3,113,473
Contingency				162,000
Operating Transfer	(2,833,101)	324,402	(2,508,699)	(3,341,777)
HURF Maintenance of Effort	(194,000)		(194,000)	(194,000)
<b>Total Highway User Fund</b>	<b>\$8,353,000</b>	<b>\$330,442</b>	<b>\$8,683,442</b>	<b>\$8,861,000</b>
Community Development Block Grant Fund				
Grant expenditures	\$1,185,483		\$1,185,483	\$1,857,537
Grants Fund				
Grant expenditures	\$1,149,053		\$1,149,053	\$1,545,360
<b>Total Special Revenue Fund</b>	<b>\$10,687,536</b>	<b>\$330,442</b>	<b>\$11,017,978</b>	<b>\$12,263,897</b>

SCHEDULE F  
(Page 2 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY DEPARTMENT OF EXPENDITURES WITHIN EACH FUND  
FISCAL YEAR 1992-93

FUND/ DEPARTMENT	ADOPTED BUDGETED EXPENDITURES 1991-92	ADJUSTMENTS	ESTIMATED EXPENDITURES 1991-92	BUDGETED EXPENDITURES 1992-93
<b>DEBT SERVICE FUND</b>				
Debt Service Fund				
Debt Service	\$6,992,294	(\$216,900)	\$6,775,394	\$8,993,836
Transfer to Sinking Fund	212,750		212,750	184,750
Total Debt Service Fund	\$7,205,044	(\$216,900)	\$6,988,144	\$9,178,586
<b>Excise Debt Service Fund</b>				
Debt Service	\$11,718,291	(\$715,675)	\$11,002,616	\$10,999,230
<b>Special Assessment Debt Fund</b>				
Debt Service	\$4,678,952	\$75,075	\$4,754,027	\$4,869,857
Total Debt Service Funds	\$23,602,287	(\$857,500)	\$22,744,787	\$25,047,673
<b>CAPITAL PROJECTS FUND</b>				
Improvement District Fund				
Capital Projects	\$28,215,800		\$28,215,800	\$17,955,000
Municipal Property Corporation Fund				
Capital Projects	\$7,100,000	(\$7,100,000)		
Capital Projects Fund				
Capital Projects	\$205,879,900		\$205,879,900	\$282,034,400
Total Capital Projects Fund	\$241,195,700	(\$7,100,000)	\$234,095,700	\$299,989,400

SCHEDULE F  
(Page 3 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY DEPARTMENT OF EXPENDITURES WITHIN EACH FUND  
FISCAL YEAR 1992-93

FUND/ DEPARTMENT	ADOPTED BUDGETED EXPENDITURES 1991-92	ADJUSTMENTS	ESTIMATED EXPENDITURES 1991-92	BUDGETED EXPENDITURES 1992-93
<b>ENTERPRISE FUNDS</b>				
Water and Sewer Utility Fund				
Financial Services	\$814,025	\$28,638	\$842,663	\$818,433
Water Resources	17,996,977	346,439	18,343,416	19,561,350
Debt Service	7,224,397		7,224,397	7,495,855
Contingency				174,750
Overhead Allocations	5,850,824		5,850,824	6,092,841
Transfer to CIP	10,421,317	(4,790,839)	5,630,478	5,389,771
Resource Allocation Res.	2,017,000		2,017,000	2,017,000
<b>Total Water and Sewer Fund</b>	<b>\$44,324,540</b>	<b>(\$4,415,762)</b>	<b>\$39,908,778</b>	<b>\$41,550,000</b>
Airport Fund				
Transportation	\$639,480	\$42,238	\$681,718	\$634,742
Contingency				13,000
Overhead Allocations	300,369		300,369	326,214
Operating Transfer	(269,849)	27,177	(242,672)	(273,956)
<b>Total Airport Fund</b>	<b>\$670,000</b>	<b>\$69,415</b>	<b>\$739,415</b>	<b>\$700,000</b>
Sanitation Fund				
Financial Services	\$191,124	\$4,500	\$195,624	\$207,702
Municipal Services	5,234,620	(29,218)	5,205,402	5,975,228
Contingency		(40,959)	(40,959)	747,731
Overhead Allocations	1,019,497		1,019,497	1,024,380
<b>Total Sanitation Fund</b>	<b>\$6,445,241</b>	<b>(\$65,677)</b>	<b>\$6,379,564</b>	<b>\$7,955,041</b>
<b>Total Enterprise Funds</b>	<b>\$51,439,781</b>	<b>(\$4,412,024)</b>	<b>\$47,027,757</b>	<b>\$50,205,041</b>
<b>EXPENDABLE TRUST FUND</b>				
Trust Fund				
Trust Expenditures	\$1,485,304		\$1,485,304	\$1,629,358

SCHEDULE F  
(Page 4 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY DEPARTMENT OF EXPENDITURES WITHIN EACH FUND  
FISCAL YEAR 1992-93

FUND/ DEPARTMENT	ADOPTED BUDGETED EXPENDITURES 1991-92	ADJUSTMENTS	ESTIMATED EXPENDITURES 1991-92	BUDGETED EXPENDITURES 1992-93
INTERNAL SERVICE FUNDS				
Motor Pool Fund				
Municipal Services	\$6,083,993	\$621,139	\$6,705,132	\$6,706,288
Contingency				74,500
Total Motor Pool Fund	\$6,083,993	\$621,139	\$6,705,132	\$6,780,788
Risk Management Fund				
Financial Services	\$2,005,760	\$45,752	\$2,051,512	\$2,076,602
Contingency	4,839,058	(436,064)	4,402,994	5,362,392
Total Risk Management Fund	\$6,844,818	(\$390,312)	\$6,454,506	\$7,438,994
Total Internal Service Funds	\$12,928,811	\$230,827	\$13,159,638	\$14,219,782
TOTAL ALL FUNDS	\$410,302,413	(\$14,493,925)	\$395,808,488	\$477,068,205



PASSED, APPROVED, AND ADOPTED by the Mayor and Council of the City of ,  
Scottsdale, Arizona, this 18th day of May, 1992.

ATTEST:

Sonia Robertson  
City Clerk

BY: Sonia Robertson  
City Clerk

CITY OF SCOTTSDALE  
A Municipal Corporation

By: [Signature]  
Herbert E. Drinkwater  
Mayor

APPROVED:

[Signature]  
Richard W. Garnett III  
City Attorney

ORDINANCE NO. 2463

AN ORDINANCE OF THE COUNCIL OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF SCOTTSDALE FOR THE FISCAL YEAR BEGINNING JULY 1, 1992, AND ENDING JUNE 30, 1993, DECLARING THAT SUCH SHALL CONSTITUTE THE BUDGET FOR THE CITY OF SCOTTSDALE FOR SUCH FISCAL YEAR.

WHEREAS, in accordance with the provisions of Title 42, Sections 301, 302, 303, and 304, A.R.S., the City Charter and Ordinances of the City of Scottsdale, the City Council did, on May 18, 1992, make an estimate of the different amounts required to meet the public expenses for the ensuing year, also an estimate of receipts from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Scottsdale, Arizona, and

WHEREAS, in accordance with said sections of said Code and City Charter, and following due public notice, the Council met on June 2, 1992, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies, and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on June 15, 1992, in the City Hall Kiva for the purpose of making tax levies as set forth in said estimates, and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate, exceed that amount for primary property taxes as computed in A.R.S. 42-301A, and

WHEREAS, the City Council has prepared and filed with the City Clerk said Tentative Budget for the fiscal year beginning July 1, 1992, and ending June 30, 1993, and

WHEREAS, the Budget provides resources for specific program activity and service levels, therefore

BE IT ORDAINED by the Council of the City of Scottsdale, Arizona, as follows:

SECTION 1. That the following estimates of revenue and expenditures as now increased, reduced, or changed are hereby adopted as the budget of the City of Scottsdale, Arizona, for the fiscal year 1992-93.

SECTION 2. Upon the recommendation of the City Manager, and with the approval of the City Council, expenditures may be made from the appropriation for contingencies. The transfer of sums within any expenditures appropriation may be made only upon approval by the City Manager.

SECTION 3. Money from any fund may be used for any of these appropriations, except money specifically restricted by State law or by City Ordinances and Resolutions.

SECTION 4. Schedules A through F of the Adopted Budget are as follows:

SCHEDULE A

CITY OF SCOTTSDALE  
 SPECIFIC BUDGET APPROPRIATIONS  
 FISCAL YEAR 1992-93

	OPERATING BUDGET	CAPITAL BUDGET	OTHER FISCAL ACTIVITY	TOTAL ACTIVITY
Operating Budget				
General Government	\$9,148,846			\$9,148,846
Police	18,849,653			18,849,653
Financial Services	6,892,013			6,892,013
Transportation	3,182,793			3,182,793
Community Services	14,918,799			14,918,799
Management Services	4,818,879			4,818,879
Planning and Community Development	5,482,816			5,482,816
Fire	6,630,499			6,630,499
Water Resources	19,561,350			19,561,350
Municipal Services	24,697,795			24,697,795
Operating Contingency	1,500,000			1,500,000
Debt Service	36,648,963			36,648,963
General Contingency	19,714,144	17,736,200		37,450,344
Capital Improvements		282,253,200		282,253,200
Other Fiscal Activity				
Grants			3,402,897	3,402,897
Designated Funds			1,629,358	1,629,358
Grand Total Fiscal Activity	\$172,046,550	\$299,989,400	\$5,032,255	\$477,068,205

CITY OF SCOTTSDALE  
 SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES  
 FISCAL YEAR 1992-93

FUND	BUDGETED EXPENDITURES 1991-92	ESTIMATED EXPENDITURES 1991-92	UNRESERVED FUND BALANCE 7-1-92	DIRECT PROPERTY TAX REVENUES 1992-93	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES	PROCEEDS FROM SALE OF BONDS	INTERFUND TRANSFERS IN (OUT)	TOTAL FINANCIAL RESOURCES AVAILABLE	BUDGETED EXPENDITURES 1992-93
	General Fund	\$68,962,994	\$66,277,324	\$9,824,852	\$6,451,031	\$62,686,770			\$78,962,653
Special Revenue Funds	10,687,536	11,017,978	1,989,905		10,273,992			12,263,897	12,263,897
Debt Service Funds	23,602,287	22,744,787	1,624,339	8,806,586	16,241,087			26,672,012	25,047,673
Capital Projects Funds	241,195,700	234,095,700	185,066,400		59,920,000	55,003,000		299,989,400	299,989,400
Enterprise Funds	51,439,781	47,027,757	(40,959)		50,895,731			50,854,772	50,203,041
Expendable Trust Funds	1,485,304	1,485,304	181,000		1,448,358			1,629,358	1,629,358
Internal Service Funds	12,928,811	13,159,638	5,970,081		14,161,892			20,131,973	14,219,782
<b>TOTAL ALL FUNDS</b>	<b>\$410,302,413</b>	<b>\$395,808,488</b>	<b>\$204,615,618</b>	<b>\$15,257,617</b>	<b>\$215,627,830</b>	<b>\$55,003,000</b>	<b>\$0</b>	<b>\$490,504,065</b>	<b>\$477,068,205</b>

EXPENDITURE LIMITATION COMPARISON		
	1991-92	1992-93
Budgeted Expenditures	\$410,302,413	\$477,068,205
Budgeted Expenditures Adjusted for Reconciling Items	\$397,373,602	\$462,848,423
Less: Estimated Exclusions	(307,301,702)	(363,672,926)
Total Estimated Expenditures and Expenses Subject to Expenditure Limitation	\$90,071,900	\$99,175,497
Expenditure Limitation	\$90,071,900	\$99,175,497

SCHEDULE C

City of Scottsdale

SUMMARY OF TAX LEVY AND TAX RATE INFORMATION

Fiscal Year 1992-93

	<u>1991-92</u>	<u>ESTIMATED 1992-93</u>
1. Maximum Allowable Primary Property Tax Levy (A.R.S. 42-301.A)		\$ 6,451,031
2. Amount Received from Primary Property Taxation in the 1991-92 Fiscal Year in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy (A.R.S. 42-302.C.14) plus Amount of Escaped Taxes Collected (A.R.S. 42-236).	\$ 0	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	\$ 5,636,002	\$ 6,451,031
B. Secondary Property Taxes	<u>6,770,426</u>	<u>8,806,586</u>
C. Total Property Tax Levy Amounts	<u>\$12,406,428</u>	<u>\$15,257,617</u>
4. Property Taxes Collected *		
A. Primary Property Taxes	\$ 5,636,002	
B. Secondary Property Taxes	<u>6,770,426</u>	
C. Total Property Taxes Collected	<u>\$12,406,428</u>	

\* Includes actual property taxes collected as of the date the proposed budget was prepared and the property taxes expected to be collected for the remainder of the fiscal year.

SCHEDULE C  
(Page 2 of 2)

City of Scottsdale

SUMMARY OF TAX LEVY AND TAX RATE INFORMATION

Fiscal Year 1992-93

	<u>1991-92</u>	<u>ESTIMATED 1992-93</u>
5. Property Tax Rates		
A. City Tax Rate		
Primary Property Tax Rate	\$ .4101	\$ .4769
Secondary Property Tax Rate	.4750	.6342
	<hr/>	<hr/>
Total City Tax Rate	<u>\$ .8851</u>	<u>\$1.1111</u>

B. Special Assessment-District Tax Rates

Secondary Property Tax Rates - As of the date the proposed budget was prepared, the City was operating 275 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's Accounting Division.

SCHEDULE D  
(Page 1 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES  
FISCAL YEAR 1992-93

SOURCE OF REVENUES	BUDGETED REVENUES 1991-92	ESTIMATED REVENUES 1991-92	ESTIMATED REVENUES 1992-93
<b>GENERAL FUND</b>			
Taxes			
Local			
Privilege Tax	\$17,597,384	\$18,797,384	\$20,807,770
Transient Occupancy Tax	2,484,325	3,400,000	3,700,000
Light & Power Franchise	2,447,000	2,400,000	2,520,000
Cable TV	716,000	716,000	750,000
Salt River Project Lieu	155,000	155,000	160,000
Fire Insurance Premium	160,000	160,000	165,000
From Other Agencies			
State Shared Sales	7,423,000	7,775,000	8,347,000
Auto Lieu	2,200,000	2,200,000	2,300,000
State Revenue Sharing	8,300,000	8,062,000	8,408,000
Licenses			
Business & Liquor Licenses	638,000	638,000	680,000
Charges for Current Services			
Permits and Fees	3,574,000	4,174,000	5,000,000
Recreation Fees	1,510,000	1,490,000	1,510,000
Fines and forfeitures			
Court Fines	1,822,000	1,900,000	2,042,000
Parking Fines	250,000	250,000	250,000
Library Fines	141,000	141,000	148,000
Use of Money and Property			
Interest Earnings	3,100,000	2,972,000	3,336,000
Property rental	1,217,000	1,494,000	1,563,000
Other Revenue			
Miscellaneous	1,275,000	1,275,000	1,000,000
Capital Improvement Transfer	4,300,000		
<b>Total General Fund</b>	<b>\$59,309,709</b>	<b>\$57,999,384</b>	<b>\$62,686,770</b>



SCHEDULE D  
(Page 2 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES  
FISCAL YEAR 1992-93

SOURCE OF REVENUES	BUDGETED REVENUES 1991-92	ESTIMATED REVENUES 1991-92	ESTIMATED REVENUES 1992-93
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Fund</b>			
LTAF	\$1,053,000	\$1,053,000	\$1,061,000
Highway User	7,300,000	7,538,000	7,800,000
<b>Total Highway User Fund</b>	<b>\$8,353,000</b>	<b>\$8,591,000</b>	<b>\$8,861,000</b>
<b>Community Development Block Grant Fund</b>			
Federal grant	\$584,000	\$584,000	\$957,537
Sale of real estate	1,836	1,836	
Building rental	54,504	54,504	
<b>Total Community Development Block Grant Fund</b>	<b>\$640,340</b>	<b>\$640,340</b>	<b>\$957,537</b>
<b>Grants Fund</b>			
Federal grants	\$125,488	\$125,488	\$317,024
State grants	48,864	48,864	86,484
Miscellaneous grants	66,451	66,451	51,947
<b>Total Grants Fund</b>	<b>\$240,803</b>	<b>\$240,803</b>	<b>\$455,455</b>
<b>Total Special Revenue Funds</b>	<b>\$9,234,143</b>	<b>\$9,472,143</b>	<b>\$10,273,992</b>
<b>DEBT SERVICE FUNDS</b>			
<b>Debt Service Fund</b>			
Interest earnings	\$400,000	\$400,000	\$372,000
<b>Excise Debt Fund</b>			
Privilege tax	\$10,502,616	\$10,502,616	\$10,492,230
Transient Occupancy Tax	715,675		
Interest earnings	500,000	500,000	507,000
<b>Total Excise Debt Service Fund</b>	<b>\$11,718,291</b>	<b>\$11,002,616</b>	<b>\$10,999,230</b>
<b>Special Assessments Debt Fund</b>			
Special Assessments	\$4,678,952	\$4,754,027	\$4,869,857
<b>Total Debt Service Funds</b>	<b>\$16,797,243</b>	<b>\$16,156,643</b>	<b>\$16,241,087</b>

SCHEDULE D  
(Page 3 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES  
FISCAL YEAR 1992-93

SOURCE OF REVENUES	BUDGETED REVENUES 1991-92	ESTIMATED REVENUES 1991-92	ESTIMATED REVENUES 1992-93
<b>CAPITAL PROJECT FUNDS</b>			
Capital Improvement Fund			
Privilege tax	\$6,600,000	\$6,600,000	\$8,650,000
CIP Reimbursements	22,582,500	22,582,500	13,641,500
Transfer from/(to) other funds	3,653,600	(1,865,800)	150,000
Interest earnings	2,500,000	3,350,000	3,450,000
Advancement/Other	7,741,500	8,682,040	34,028,500
Total Capital Project Funds	\$43,077,600	\$39,348,740	\$59,920,000
<b>ENTERPRISE FUNDS</b>			
Water and Sewer Utility Fund			
Sewer Charges	\$6,765,000	\$7,250,000	\$8,725,000
Sewer Development Fees	1,670,760		
Water Charges	27,700,000	26,000,000	29,058,000
Water Development Fees	1,671,780		
Water Resources Development Fees	2,017,000	2,017,000	2,017,000
Planet Ranch	1,000,000	500,000	500,000
Interest Earnings	1,500,000	1,200,000	1,250,000
GO Bond Proceeds	2,000,000	2,320,265	
Total Water and Sewer Fund	\$44,324,540	\$39,287,265	\$41,550,000
Airport Fund			
Airport Fees	\$670,000	\$685,000	\$700,000
Sanitation Fund			
Refuse Collection	\$6,400,000	\$6,250,000	\$7,956,000
Interest Earnings	50,000	50,000	40,000
Fund Contingency Elimination		(40,959)	649,731
Total Sanitation Fund	\$6,450,000	\$6,259,041	\$8,645,731
Total Enterprise Funds	\$51,444,540	\$46,231,306	\$50,895,731

SCHEDULE D  
(Page 4 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES  
FISCAL YEAR 1992-93

SOURCE OF REVENUES	BUDGETED REVENUES 1991-92	ESTIMATED REVENUES 1991-92	ESTIMATED REVENUES 1992-93
<hr/>			
EXPENDABLE TRUST FUNDS			
Trust Fund			
Trust Fund income	\$1,410,861	\$1,410,861	\$1,448,358
<hr/>			
INTERNAL SERVICE FUNDS			
Motor Pool Fund			
Equipment Rental	\$5,605,000	\$5,605,000	\$5,676,000
Interest Earnings	150,000	150,000	100,000
Total Motor Pool Fund	<hr/> \$5,755,000	<hr/> \$5,755,000	<hr/> \$5,776,000
Self Insurance Fund			
Risk management	\$3,382,000	\$3,006,000	\$3,036,000
Fund Contingency Elimination	4,839,058	4,402,994	5,349,892
Total Self Insurance Fund	<hr/> \$8,221,058	<hr/> \$7,408,994	<hr/> \$8,385,892
Total Internal Service Funds	<hr/> \$13,976,058	<hr/> \$13,163,994	<hr/> \$14,161,892
TOTAL ALL FUNDS	<hr/> \$195,250,154	<hr/> \$183,783,071	<hr/> \$215,627,830

SCHEDULE E

City of Scottsdale

SUMMARY BY FUND OF BOND PROCEEDS

Fiscal Year 1992-93

<u>FUND</u>	<u>PROCEEDS FROM SALE OF BONDS</u>
CAPITAL PROJECTS FUNDS	
Improvement District Fund	\$ 7,103,000
Capital Projects Fund	47,900,000
	<hr/>
TOTAL ALL FUNDS	<u>\$55,003,000</u>

SCHEDULE F  
(Page 1 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY DEPARTMENT OF EXPENDITURES WITHIN EACH FUND  
FISCAL YEAR 1992-93

FUND/ DEPARTMENT	ADOPTED BUDGETED EXPENDITURES 1991-92	ADJUSTMENTS	ESTIMATED EXPENDITURES 1991-92	BUDGETED EXPENDITURES 1992-93
<b>GENERAL FUND</b>				
General Government	\$8,521,212	\$1,540,219	\$10,061,431	\$9,148,846
Police	18,109,426	318,141	18,427,567	18,849,653
Financial Services	3,992,316	(422,995)	3,569,321	3,789,276
Community Services	14,220,597	153,813	14,374,410	14,918,799
Management Services	4,588,871	28,065	4,616,936	4,818,879
Planning and Community Dev	5,540,400	459,817	6,000,217	5,482,816
Fire	6,213,331	18,310	6,231,641	6,630,499
Municipal Services	5,142,250	112,629	5,254,879	5,443,026
Debt Service	1,966,241		1,966,241	1,176,712
Contingency	4,542,090	(4,542,090)		6,465,250
Overhead Allocations	(7,170,690)		(7,170,690)	(7,443,435)
HURF Maintenance of Effort	194,000		194,000	194,000
Operating Transfers	3,102,950	(351,579)	2,751,371	4,238,733
<b>Total General Fund</b>	<b>\$68,962,994</b>	<b>(\$2,685,670)</b>	<b>\$66,277,324</b>	<b>\$73,713,054</b>
<b>SPECIAL REVENUE FUND</b>				
Highway User Fund				
Transportation	\$2,336,357	(\$41,297)	\$2,295,060	\$2,548,051
Municipal Services	5,922,812	47,337	5,970,149	6,573,253
Debt Service	3,120,932		3,120,932	3,113,473
Contingency				162,000
Operating Transfer	(2,833,101)	324,402	(2,508,699)	(3,341,777)
HURF Maintenance of Effort	(194,000)		(194,000)	(194,000)
<b>Total Highway User Fund</b>	<b>\$8,353,000</b>	<b>\$330,442</b>	<b>\$8,683,442</b>	<b>\$8,861,000</b>
Community Development Block Grant Fund				
Grant expenditures	\$1,185,483		\$1,185,483	\$1,857,537
Grants Fund				
Grant expenditures	\$1,149,053		\$1,149,053	\$1,545,360
<b>Total Special Revenue Fund</b>	<b>\$10,687,536</b>	<b>\$330,442</b>	<b>\$11,017,978</b>	<b>\$12,263,897</b>

SCHEDULE F  
(Page 2 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY DEPARTMENT OF EXPENDITURES WITHIN EACH FUND  
FISCAL YEAR 1992-93

FUND/ DEPARTMENT	ADOPTED BUDGETED EXPENDITURES 1991-92	ADJUSTMENTS	ESTIMATED EXPENDITURES 1991-92	BUDGETED EXPENDITURES 1992-93
<hr/>				
DEBT SERVICE FUND				
Debt Service Fund				
Debt Service	\$6,992,294	(\$216,900)	\$6,775,394	\$8,993,836
Transfer to Sinking Fund	212,750		212,750	184,750
Total Debt Service Fund	\$7,205,044	(\$216,900)	\$6,988,144	\$9,178,586
<hr/>				
Excise Debt Service Fund				
Debt Service	\$11,718,291	(\$715,675)	\$11,002,616	\$10,999,230
<hr/>				
Special Assessment Debt Fund				
Debt Service	\$4,678,952	\$75,075	\$4,754,027	\$4,869,857
<hr/>				
Total Debt Service Funds	\$23,602,287	(\$857,500)	\$22,744,787	\$25,047,673
<hr/>				
CAPITAL PROJECTS FUND				
Improvement District Fund				
Capital Projects	\$28,215,800		\$28,215,800	\$17,955,000
<hr/>				
Municipal Property Corporation Fund				
Capital Projects	\$7,100,000	(\$7,100,000)		
<hr/>				
Capital Projects Fund				
Capital Projects	\$205,879,900		\$205,879,900	\$282,034,400
<hr/>				
Total Capital Projects Fund	\$241,195,700	(\$7,100,000)	\$234,095,700	\$299,989,400
<hr/>				

SCHEDULE F  
(Page 3 of 4)

CITY OF SCOTTSDALE  
SUMMARY BY DEPARTMENT OF EXPENDITURES WITHIN EACH FUND  
FISCAL YEAR 1992-93

FUND/ DEPARTMENT	ADOPTED BUDGETED EXPENDITURES 1991-92	ADJUSTMENTS	ESTIMATED EXPENDITURES 1991-92	BUDGETED EXPENDITURES 1992-93
<b>ENTERPRISE FUNDS</b>				
Water and Sewer Utility Fund				
Financial Services	\$814,025	\$28,638	\$842,663	\$818,433
Water Resources	17,996,977	346,439	18,343,416	19,561,350
Debt Service	7,224,397		7,224,397	7,495,855
Contingency				174,750
Overhead Allocations	5,850,824		5,850,824	6,092,841
Transfer to CIP	10,421,317	(4,790,839)	5,630,478	5,389,771
Resource Allocation Res.	2,017,000		2,017,000	2,017,000
<b>Total Water and Sewer Fund</b>	<b>\$44,324,540</b>	<b>(\$4,415,762)</b>	<b>\$39,908,778</b>	<b>\$41,550,000</b>
Airport Fund				
Transportation	\$639,480	\$42,238	\$681,718	\$634,742
Contingency				13,000
Overhead Allocations	300,369		300,369	326,214
Operating Transfer	(269,849)	27,177	(242,672)	(273,956)
<b>Total Airport Fund</b>	<b>\$670,000</b>	<b>\$69,415</b>	<b>\$739,415</b>	<b>\$700,000</b>
Sanitation Fund				
Financial Services	\$191,124	\$4,500	\$195,624	\$207,702
Municipal Services	5,234,620	(29,218)	5,205,402	5,975,228
Contingency		(40,959)	(40,959)	747,731
Overhead Allocations	1,019,497		1,019,497	1,024,380
<b>Total Sanitation Fund</b>	<b>\$6,445,241</b>	<b>(\$65,677)</b>	<b>\$6,379,564</b>	<b>\$7,955,041</b>
<b>Total Enterprise Funds</b>	<b>\$51,439,781</b>	<b>(\$4,412,024)</b>	<b>\$47,027,757</b>	<b>\$50,205,041</b>
<b>EXPENDABLE TRUST FUND</b>				
Trust Fund				
Trust Expenditures	\$1,485,304		\$1,485,304	\$1,629,358

SCHEDULE F  
 (Page 4 of 4)

CITY OF SCOTTSDALE  
 SUMMARY BY DEPARTMENT OF EXPENDITURES WITHIN EACH FUND  
 FISCAL YEAR 1992-93

FUND/ DEPARTMENT	ADOPTED BUDGETED EXPENDITURES 1991-92	ADJUSTMENTS	ESTIMATED EXPENDITURES 1991-92	BUDGETED EXPENDITURES 1992-93
-----				
INTERNAL SERVICE FUNDS				
Motor Pool Fund				
Municipal Services	\$6,083,993	\$621,139	\$6,705,132	\$6,706,288
Contingency				74,500
Total Motor Pool Fund	\$6,083,993	\$621,139	\$6,705,132	\$6,780,788
-----				
Risk Management Fund				
Financial Services	\$2,005,760	\$45,752	\$2,051,512	\$2,076,602
Contingency	4,839,058	(436,064)	4,402,994	5,362,392
Total Risk Management Fund	\$6,844,818	(\$390,312)	\$6,454,506	\$7,438,994
-----				
Total Internal Service Funds	\$12,928,811	\$230,827	\$13,159,638	\$14,219,782
-----				
TOTAL ALL FUNDS	\$410,302,413	(\$14,493,925)	\$395,808,488	\$477,068,205
=====				



PASSED, APPROVED, AND ADOPTED by the Council of the City of Scottsdale,  
Arizona, this 2nd day of June, 1992.

ATTEST:

Sonia Robertson  
City Clerk

CITY OF SCOTTSDALE  
A Municipal Corporation

BY: *Sonia Robertson*  
City Clerk

By: *[Signature]*  
Herbert R. Drinkwater  
Mayor

APPROVED:

*[Signature]*  
Richard W. Garnett III  
City Attorney

ORDINANCE NO. 2465

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 VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES; ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 1993.

WHEREAS, by the provisions of the City Charter and State law, an ordinance is required to set the property tax levy for fiscal year 1992-93.

WHEREAS, the County of Maricopa is assessing and collecting authority for the City of Scottsdale, the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor and the Board of Supervisors of the County of Maricopa, Arizona.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF SCOTTSDALE, ARIZONA, AS FOLLOWS:

SECTION 1. There is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal, within the corporate limits of the City of Scottsdale, except such property as may be by law exempt from taxation, a primary property tax levy equal to the maximum levy allowed by law for the fiscal year ending on the 30th day of June, 1993, and the allowable tort liability claims.. The estimate of the maximum allowable levy is \$6,451,031. Said figure subject to change upon final determination by Maricopa County of assessed values for the year.

SECTION 2. In addition to the rate set in SECTION 1 hereof, there is hereby levied on each one hundred dollars (\$100.00) of assessed valuation of all property, both real and personal, within the corporate limits of the City of Scottsdale, except such property as may be by law exempt from taxation, a secondary property tax rate sufficient to raise the sum of \$8,806,586 for the purpose of providing a bond interest and redemption fund for General Obligation Bond debt service for the fiscal year ending June 30, 1993.

SECTION 3. Failure by the county officials of Maricopa County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or to them shall not invalidate any proceedings

or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Scottsdale upon such property for the delinquent taxes unpaid thereon, and no overcharge as to part of the taxes or of costs shall invalidate any proceedings for the collection of taxes or the foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

**SECTION 4.** All ordinances and parts of ordinances in conflict herewith are hereby repealed.

**PASSED, APPROVED, AND ADOPTED** by the Council of the City of Scottsdale, Arizona, this fifteenth day of June, 1992.

ATTEST:

Sonia Robertson  
City Clerk

CITY OF SCOTTSDALE  
A Municipal Corporation

BY: *Sonia Robertson*  
City Clerk

By: *[Signature]*  
Herbert R. Drinkwater  
Mayor

APPROVED:

*[Signature]*  
Richard W. Garnett III  
City Attorney

