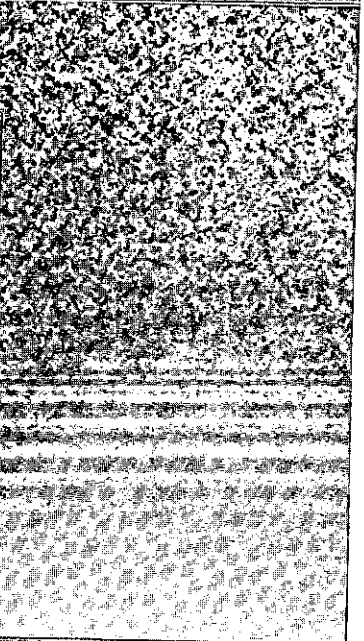
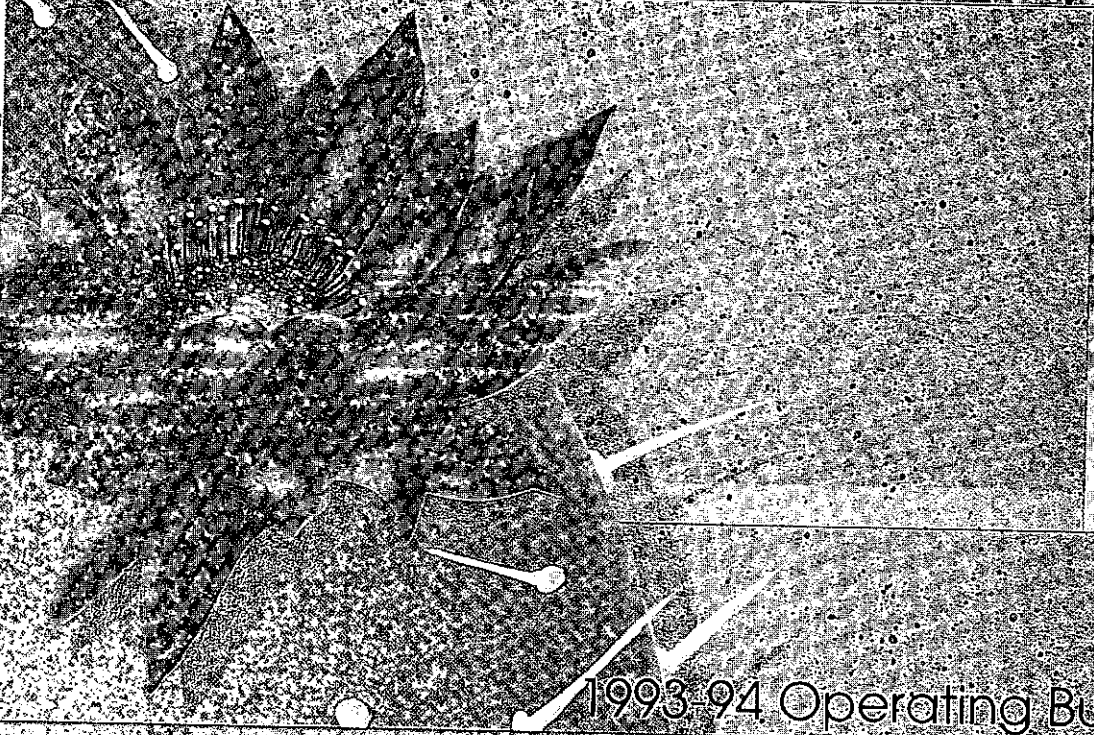
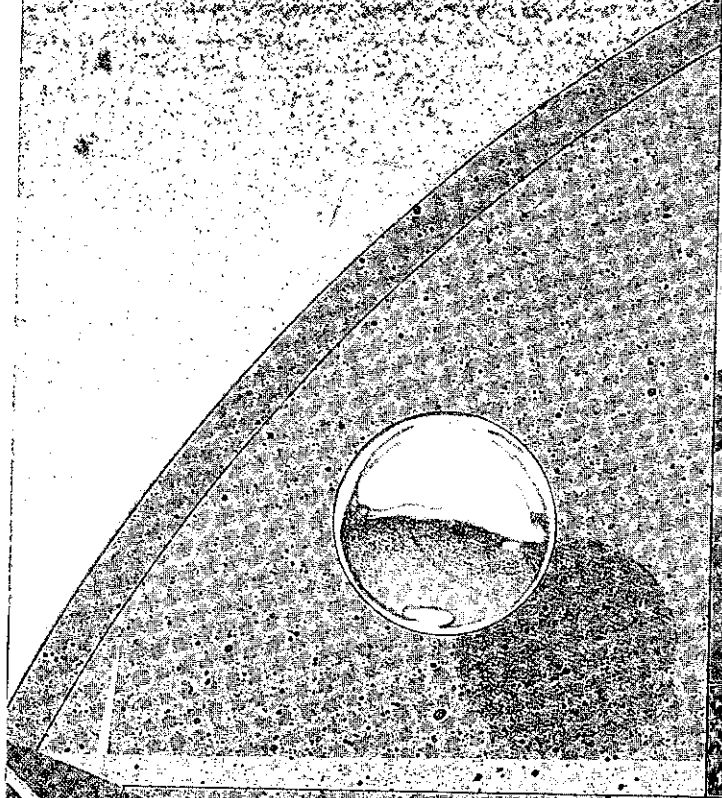


City of Scottsdale

ARIZONA



1993-94 Operating Budget

The City of Scottsdale's scenic beauty serves as the backdrop for a collage of images mirroring the City's commitment to preserving the desert while trying to keep pace with the demand for new infrastructure and development.

COVER DESIGN:
Rick Forgas
City of Scottsdale



CITY OF SCOTTSDALE



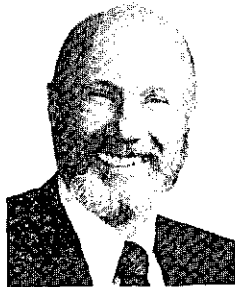
OPERATING BUDGET FISCAL YEAR 1993-94

Volume I

City of Scottsdale, Arizona

1993-94 OPERATING BUDGET

The 1993-94 Operating Budget aggressively seeks to meet important community and organization needs, while maintaining the strict fiscal discipline necessary to ensure fulfillment of our basic commitment: to provide continuous quality services to our citizens.



Herbert R. Drinkwater
Mayor



Gregory S. Bielli
Councilman



James Burke, M.D.
Councilman



Richard A. Bowers
City Manager



Sam Kathryn Campana
Councilman



Mary Manross
Councilman

Barbara A. Burns
Assistant City Manager

Raymond L. Garrison Jr.
Assistant City Manager

James A. Jenkins
Financial Services General Manager

Craig Clifford, CPA
Accounting and Budget Director

Judy Frost
Budget Manager



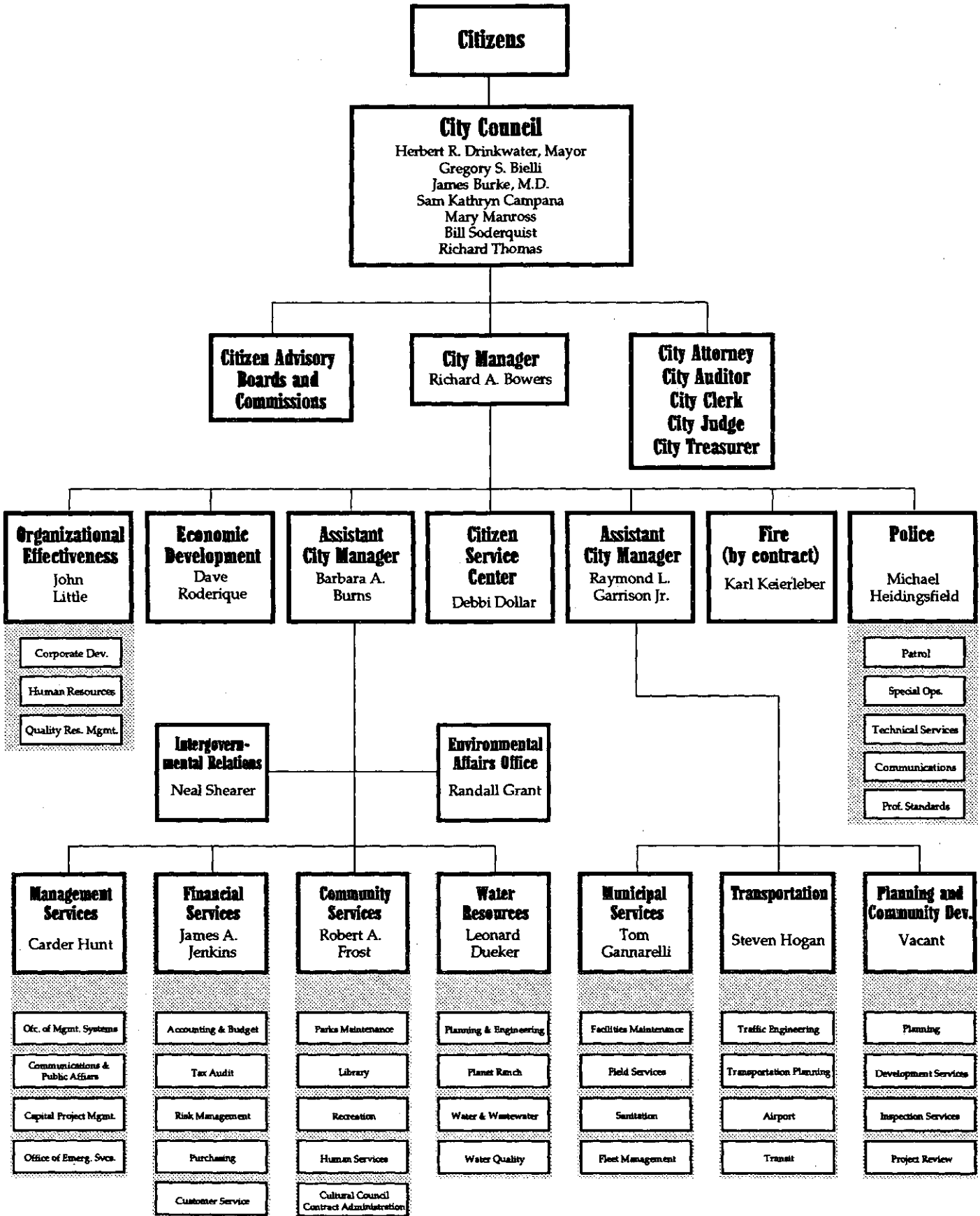
Bill Soderquist
Councilman



Richard Thomas
Councilman

City of Scottsdale, Arizona

June 1993



Operating Budget

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Operating Budget

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Community Overview

Origin and Growth

Scottsdale is centrally located in Maricopa County, Arizona, with its boundaries encompassing an area approximately 185.2 square miles. Lying at an elevation of 1,260 feet above sea level, the City averages 314 days of sunshine and 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 to the west by Phoenix, the state capital, by Tempe to the south, and by the Salt River Pima Maricopa Indian Community (SRPMIC) to the east. Scottsdale, together with its neighboring cities, forms the greater metropolitan Phoenix area, which is the economic, political, and population center of the state.

Scottsdale was founded in the 1800's when retired Army Chaplain Major Winfield Scott homesteaded what is now the center of the City. The City incorporated in 1951 and the City Charter, under which it is presently governed, was adopted in 1961. The City has experienced significant increases in population, with the 1950 census reporting 2,032 residents. The City's 1990 census was 130,069. The population is projected to grow to 154,760 in 1993.

Government and Organization

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

Transportation

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

Educational Facilities

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

Community Overview

Tourism

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

Demographics

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

Gender

Male	47.1
Female	52.9

Age Composition

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

Median Age	39.1
------------	------

Occupational Composition

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

Land Use

Residential	17.9
Undeveloped/Agricultural	78.3
Industrial/Commercial	3.8

Race

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

Educational Attainment

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

Household Income

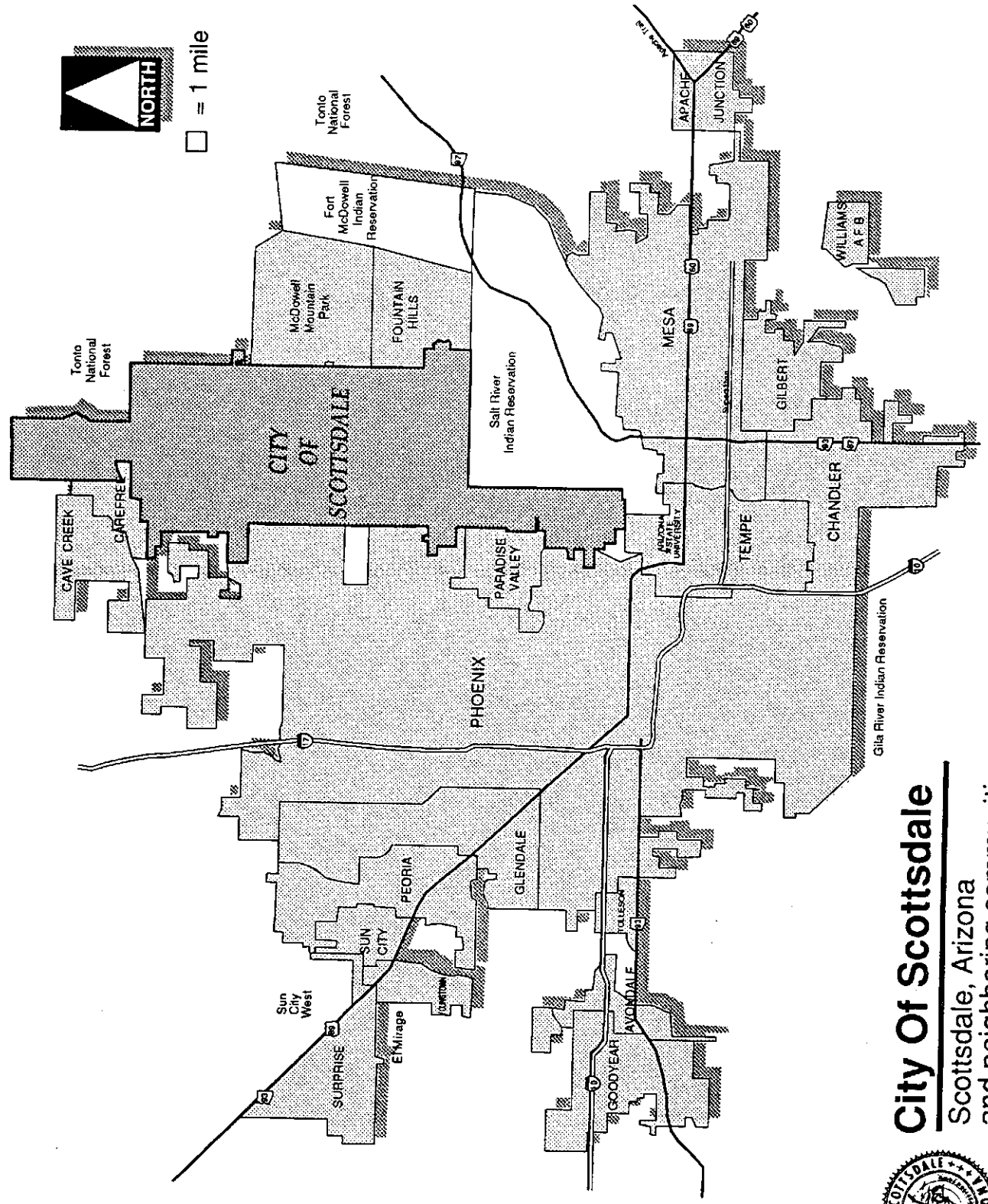
Less than \$15,000	5.0
\$15,000-\$24,999	11.0
\$25,000-\$34,999	18.0
\$35,000-\$49,999	25.0
\$50,000+	41.0

Median Household Income	\$44,200
-------------------------	----------

Median Family Income	\$48,202
----------------------	----------



□ = 1 mile



City of Scottsdale

Scottsdale, Arizona
and neighboring communities





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
City of Scottsdale,
Arizona

For the Fiscal Year Beginning
July 1, 1992

[Signature] *[Signature]*
President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Scottsdale for its annual budget for the fiscal year beginning July 1, 1992.

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

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

City Manager's Budget Transmittal



June 1, 1993

Honorable Mayor and City Council
City of Scottsdale
Scottsdale, Arizona

Dear Mayor and Members of the City Council:

I am pleased to submit the City of Scottsdale's Operating and Capital Budgets for 1993-94. The Operating Budget totals \$186 million, an increase of 8.1 percent, 6.5 percent over the 1992-93 budget, plus 1.6 percent for pay-as-you-go contributions to the Capital Improvement Program. The Capital Budget and Five-Year Capital Improvement Program totals \$418.4 million and is a continuation of the comprehensive program approved by City Council in June, 1989.

While the total operating budget increase may seem high (especially compared to last year's 4.5 percent increase), it is supported by revenue growth of 7.5 percent (\$12.2 million) and debt refunding savings of \$2.5 million from fiscal year 1991-92. The 1993-94 revenue growth is the result of a growing population, an improving economy, a strong retail sales tax base, and increasing residential construction activity.

Other important factors which put the overall budget increase in perspective include:

- The City's debt service increase of \$1.6 million is over 13 percent of the total budget increase. This reflects the continuation of the voter-approved bond program and includes the benefit of lower interest rates (keeping this increase as low as it is).
- Scottsdale's population will increase to 154,760, up 6.7 percent from 1992-93. This is reflected in proportional growth in direct service areas.
- Youth services issues represent a significant need. Additions to the budget to address this need include the opening of the Paiute Community Center, at a cost of \$252,145, and the addition of nine police positions for youth intervention programs, at a cost of \$389,009.
- Solid waste disposal is a major issue. This budget is impacted significantly due to increased tipping fees, regulatory impacts, and personnel and equipment costs necessary to service a growing population. The sanitation budget alone will increase by nearly \$1 million (over 12 percent) in 1993-94.
- Public safety (Police and Fire) needs must continue to keep pace with citizen demand for these critical front-line services. The Police budget, beyond what is needed in the area of

City Manager's Budget Transmittal

youth services, will increase by \$1,168,205 to provide for the continuation of the City's SWAT team, added patrols in the downtown area, and to open Scottsdale's first Police and Fire Training Facility. The City's contract with Rural Metro for fire protection will increase \$971,230. This includes funding for a new station and the expansion of our brush fire capabilities.

- Transportation and air quality programs remain a top priority. The transportation budget adds \$200,000 to expand city bus routes. That is one-third of the departmental increase.
- The City Manager's budget increases by 32 percent (\$245,000). This includes funding for several new services. Specifically, \$140,000 is earmarked for Scottsdale's first Citizen Service Center, which will provide needed interaction with and support for our neighborhoods.

This is a fiscally conservative and sound proposal which builds on priorities established in 1992-93 -- preserving our financial stability, promoting quality service, and strengthening partnerships.

Our efforts in each of these areas provide an excellent starting point for 1993-94. We are able to increase our economic stabilization reserve from \$5 million to \$7 million. Our commitment to quality allows us to address a year of substantial growth and add a few critical services while increasing our operational budget (excluding reserves and transfers to the Capital Improvements Program) by only 7.0 percent. Our success at strengthening partnerships has provided Scottsdale with one of the most valuable community-driven documents in our City's history -- the Scottsdale Shared Visioning Report.

Our challenge in 1993-94 is to build upon the many positive efforts begun last year, while meeting the ever increasing needs of our community. This is clearly a shared responsibility. Citizens, businesses, and government working together. In support of City Council direction and community need, the 1993-94 budget will:

PROTECT COMMUNITY INVESTMENT. The budget responsibly manages our City's resources. It ensures that each dollar spent is directed toward maximizing citizen services. It includes:

- Diligent examination of service costs. We closely monitor the costs of doing business and examine alternatives before passing increases on to citizens. Rate and fee increases are systematic, rational, and consistent with cost increases.
- Operating expenditures will not exceed operating revenues. Financial forecasts are closely monitored and conservative estimates are used when revenue projections vary directly with the economy. We consider 1993-94 to be a growth year for Scottsdale based on very

City Manager's Budget Transmittal

encouraging economic indicators. We have funded basic services and improved service levels in several areas.

- **Quality dividend.** We believe that whatever was done yesterday, there may be a better, more efficient way to do it today. We continually assess current work methods to identify ways to improve the quality of our services. Savings through our quality program are reflected in the budget.
- **Sufficient reserves are maintained.** Four reserves are maintained to protect the City's financial condition and provide for unexpected economic challenges. These include an Economic Stabilization Reserve to help address key issues in difficult years; a Contingency Reserve for unexpected revenue shortfalls or emergency expenditures; a Self-Insurance Reserve to indemnify the City against property and liability risk; and a Solid Waste Management Reserve to meet unpredictable costs associated with solid waste disposal. Our goal in the next five years is to have 10 percent of our operating budget (approximately \$15 million) in reserve funds.

PROMOTE ACTIVE CITIZENRY. The budget creates many new opportunities for citizens to play an active role in their community:

- **Citizen Service Center.** This one-stop-shop service center will serve as a liaison between the City organization and neighborhoods, citizens, and businesses. As a resource for citizen participation and involvement, it will allow us to meet citizens' needs faster and more efficiently, and improve communication at the front-line of service.
- **Volunteer Program.** Scottsdale citizens invested over 88,000 hours in their City in 1992 - saving more than \$690,000. With the City's first Volunteer Coordinator already on board, we will be creating even more ways to become involved in government. Our goal for 1993-94 is to add 24,359 new volunteer hours, to save an additional \$190,000.
- **Endowment Program.** Initiated in 1992, this program will be expanded to provide more citizens and businesses with an opportunity to better their community through private donations and gift-giving.
- **New Boards and Commissions.** The City Council is interested in involving more citizens in the decisions of government, specifically in areas of increasing significance to Scottsdale. This budget supports creation of an Endowment Advisory Board, an Environmental Quality Advisory Board, a Housing Board, an International Relations Commission, and a Neighborhood Enhancement Commission. We also need to remain sensitive to the changing demographics of our community by valuing cultural diversity.

City Manager's Budget Transmittal

SUPPORT SCOTTSDALE'S SHARED VISION. The Scottsdale Visioning Process, concluded in 1992, featured more than 5,000 hours of citizen involvement and 175 public meetings. While the Visioning Report is now complete, the most important effort is yet to come -- making it happen! The budget addresses several of the Visioning themes, as well as others to ensure our City's future, including:

- **Preservation of the McDowell Mountains.** We will preserve 691 pristine acres through Scottsdale Mountain Development's dedication of the land to the City. Also, the formation of a strong partnership with the Scottsdale Land Trust will be a focus in 1993-94.
- **Public Safety.** Three additional officers have been included to increase enforcement efforts in our downtown and community parks. Additionally, two detention officers and six police aides have been included to free up officers for community policing activity. We will address issues impacting the youth of our community (juvenile arrests, gang activities, and school suspensions) via the addition of a Youth Intervention Program and the Scottsdale Drug Abuse Resistance Education (DARE) program.
- **Preserving the environment.** This budget funds four pilot recycling programs, including two "curbside pickup" programs and several new neighborhood and municipal building drop-off locations. Funds have also been committed to ensure Scottsdale's compliance with federal and state water quality and industrial waste standards.
- **Multi-Modal transit center.** With the help of an 80 percent Federal Transit Administration (FTA) grant, we will finalize a design for the planned Scottsdale Transit Center. To be completed in 1994-95, the transit center will offer access to transportation such as buses, trolleys, taxis, and horse-drawn carriages.
- **Indian Bend Wash bike path connection.** The final connection, between Camelback Road and McCormick Parkway, will provide the City with a continuous 13-mile bike path from the Tempe border to just north of Shea Boulevard.
- **Loloma Theater for the Contemporary Arts.** We will design and construct a theater for the performing arts adjacent to historic Loloma School on Second Street, just west of Goldwater Boulevard. The theater will be financed with IMAX Theater revenues identified for this purpose.
- **Human Services programs.** This budget addresses the increasing demand for human services. Specifically, staff hours will be increased at the Senior Center and two new positions (Human Services Planner/Grant Manager and an Outreach Counselor on youth and family issues) are being added. Considerable resources are being dedicated to neighborhood issues, including the plan to bring on-line Scottsdale's first neighborhood campus -- Paiute Community Center.

City Manager's Budget Transmittal

The City of Scottsdale's Operating Budget for 1993-94 has been developed in accordance with financial policies adopted to ensure fiscal integrity. We have been able to maintain, and in some cases improve, service levels by setting priorities and continuously looking for new and better ways to deliver services.

Our challenge today is to determine how Scottsdale, which prides itself on quality of life, can continue to provide this lifestyle with increasingly limited resources. We must meet this challenge through quality improvements and nontraditional approaches such as the new Citizen Service Center. Creative thinking and total community involvement will preserve Scottsdale's unique lifestyle not only during the best of times, but at all times.

I want to thank everyone who played a part in developing this budget. We feel very good about the financial condition of our City and look forward to increasing opportunities in 1993-94.

Respectfully submitted,



Richard A. Bowers
City Manager

City of Scottsdale, Arizona

OUR VISION

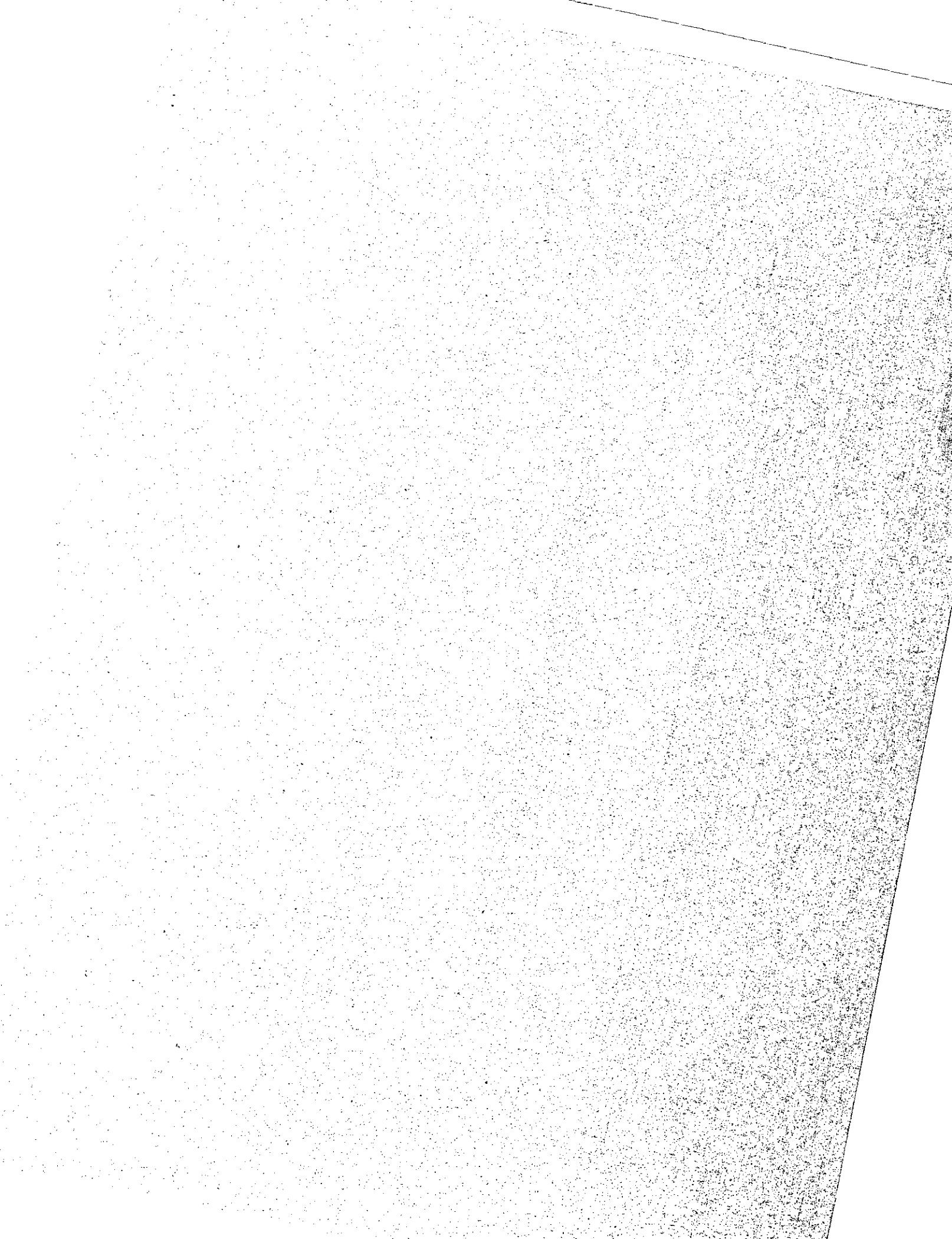
“Scottsdale... Simply Better Service”

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

Our Values

- *Respect the Individual*
- *Be a Team Player*
- *Commit to Quality*
- *Risk, Create, Innovate*
- *Listen, Communicate, Listen*
- *Take Ownership*





Budget Overview

Total Budget

The City of Scottsdale budget totals \$185.9 million, consisting of \$172.0 million in departmental operating expenditures and transfers-out totaling \$13.9 million. The budget is funded by operating revenues of \$174.3 million, transfers-in of \$7.8 million, and use of available prior year carryover of \$3.8 million, for total resources of \$185.9 million.

Expenditures

Departments

General Government	\$ 10,391,287
Police	21,131,813
Financial Services	7,668,770
Transportation	3,839,743
Community Services	16,272,010
Management Services	5,400,126
Planning and Community Development	6,229,447
Fire	7,562,436
Water Resources	21,504,266
Municipal Services	27,320,024
Debt Service	38,320,397
Contingency	6,357,737

Total	171,998,056
-------	-------------

Transfers-Out

Encumbrance Rebudgets	3,000,000
Reserve for Water Resource Development Fees	2,617,000
Transfers to CIP from:	
General Fund	2,459,604
Water/Sewer Fund	5,873,737

Total	13,950,341
-------	------------

Grand Total	\$185,948,397
-------------	---------------

Revenues

Sources

Taxes	
Local	\$ 59,612,607
From Other Agencies	19,826,400
Transportation	8,980,000
Licenses, Permits, Service Charges	17,022,380
Fines and Forfeitures	1,838,740
Use of Money and Property	5,971,025
Utilities and Enterprises	54,352,500
Other	6,665,544

Total	174,269,196
-------	-------------

Transfers-In

Encumbrance Rebudgets	3,000,000
Fund Contingency Elimination	
Sanitation	415,236
Self Insurance	4,442,501
Use of Carryover	3,821,464

Total	11,679,201
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Grand Total	\$185,948,397
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Budget Overview

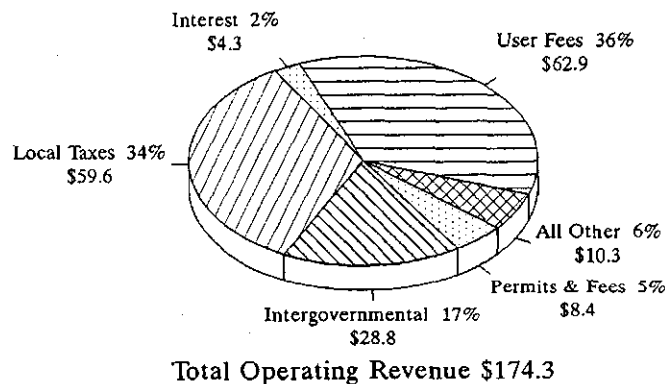
Budget Highlights

Revenues - Where the Money Comes From

Scottsdale relies upon many sources of revenue to fund its operating budget. Its largest source of revenue is user fees, representing 36% of total operating revenues, which are comprised of utility charges (water, sewer, and refuse; \$50 million), internal service charges (motor pool and risk management; \$9 million), and airport fees. Another major revenue source, representing another 34% of operating revenues, is local taxes, comprised primarily of sales taxes (\$34 million), property taxes (\$17 million), hotel/motel taxes (\$4 million), and other franchise and in-lieu property taxes.

The following graph identifies the major sources of revenue which combine to fund the City's operating budget.

Operating Revenue Fiscal Year 1993-94 (In Millions)



Estimated revenue for 1993-94 increases \$12.2 million over 1992-93. Significant increases from prior year are from sales taxes (10.9%), permits & fees (16.2%), property taxes (12.3%) and user fees (10.1%). The increases in sales tax and fees and permits can be attributed to a slowly improving economy, a strong retail sales tax base, and increasing residential construction activity. Increases in property taxes and user fees are caused by growth and rate increases to fund voter-approved capital improvements.

We consider 1993-94 to be a growth year for Scottsdale based on improving economic indicators. However, conservative estimates were used for revenue projections that vary directly with the economy. We are cautiously optimistic about the continued recovery of the economy and will continue to monitor revenues closely.

A complete schedule of City revenues is included in the Financial Summaries Section. More specific information and historical data is also presented for the largest revenue sources.

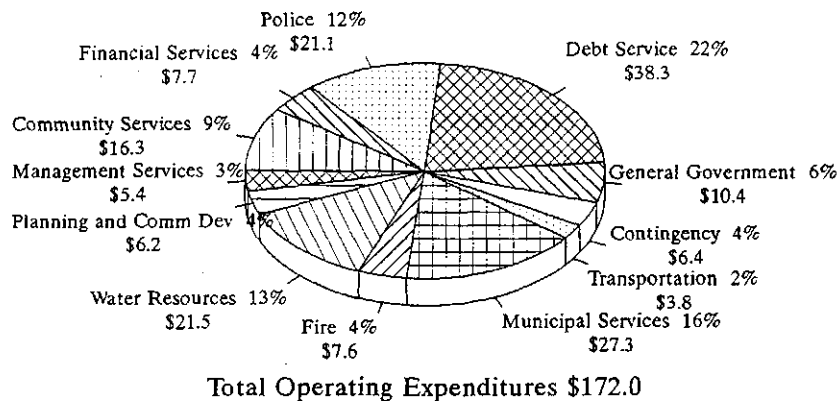
Budget Overview

Expenditures - Where the Money Goes

Scottsdale's operating expenditures are comprised of ten separate departments. The largest departmental budget is Municipal Services (\$27 million) and represents 15.8% of City operating expenditures. Municipal Services is responsible for refuse disposal, maintenance of City streets, municipal buildings, and all of the City's motor vehicles. Police (\$21 million) and Water Resources (\$21 million) are the next largest departmental budgets. Their combined departmental budgets represent 24.7% of the operating expenditures.

The following graph identifies City operating expenditures by department, including debt service and contingency.

Operating Expenditures Fiscal Year 1993-94 (In Millions)



Personal services represent 33.9% of the operating budget and have increased by \$3.9 million (7.2%). The change from prior year is due primarily to the addition of 44 new full-time positions. Significant changes in staffing include 20 positions to support public safety issues, to staff a Youth Intervention Unit, a Downtown Entertainment/Park Enforcement Unit, and a Community Policing effort. Eight positions support environmental-related issues in Water, Wastewater, and Sanitation. The remaining positions will support the new Citizen Service Center, coordinate Human Services, provide teen recreational programs, increase Code Enforcement efforts, and support the City's Geographic Information System, fleet management, and refuse disposal operations.

Contractual services, representing 30.3% of the operating budget, have increased \$7 million (15.8%). A significant portion of the contractual increase is due to an increase for Rural Metro fire services and the full year's funding of increased personnel to staff the new fire station being constructed at 74th and Shea Boulevard.

Budget Overview

Debt service costs, representing 22% of the operating budget, have increased by \$1,671,434 (4.6%) in order to pay for the voter-approved Capital Improvement Program.

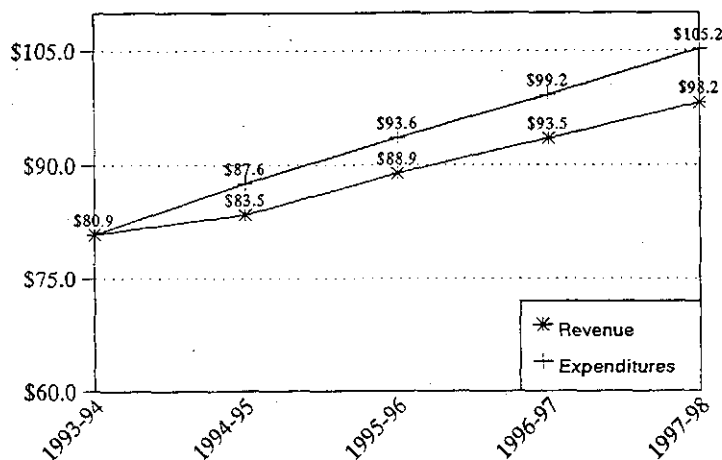
This budget also includes a commitment to our employees, our most important resource, by continuing to provide them competitive compensation and benefit programs. Personal services increases by 3.5% for the continuation of Quality Plus, Scottsdale's pay-for-performance compensation program. In addition, a 2% salary adjustment is included for all employees based upon a market comparison study with other cities.

Five-Year Forecast

The focus of the City's five-year forecast for operating revenues and expenditures is centered on the General Fund. The General Fund is the major operating fund of the City and the majority of departmental revenues and expenditures occur within this fund. The following graph represents the five-year revenue and expenditure forecast for the General Fund.

Revenues and Expenditures

Fiscal Years 1993-94 thru 1997-98



Revenues have been conservatively estimated and expenditures include consumer price index changes and increases to maintain current service levels. The forecast illustrates that revenues are growing at a slower rate (5-7% annual average) than anticipated expenditures (7-9% annual average), which continue to grow to meet service demands.

This budget includes funding to implement a citizen volunteer program, endowment program, matching grant funds, technology funding, and incentives for employees to find more innovative methods for meeting community needs without exceeding our resources. In addition, two positions have been added which have a positive revenue impact for the City. The positions will ensure fairness, accuracy and collection of property taxes, and administration of the City's alarm permitting and false alarm charges.

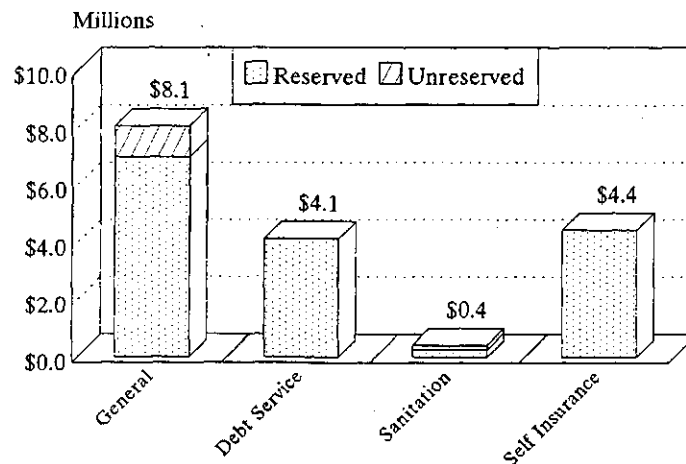
Budget Overview

Fund Balances - Reserves

Unrestricted fund balance represents Scottsdale's net financial resources that are expendable or available for appropriation (budget). Growth of fund balance occurs when revenues exceed expenditures. Fund balances are reserved for specific uses. These include: an Economic Stabilization Reserve to offset revenue sources most vulnerable to changes in the economy; a Debt Service Reserve restricted for payment of debt principal and interest; a Self-Insurance Reserve to indemnify the City against property and liability risk; and a Solid Waste Management Reserve to meet unpredictable costs associated with solid waste disposal.

The following graph identifies City fund balances and reserves.

Fund Balance Fiscal Year 1993-94



Positive changes to unreserved fund balance since 1992-93 are attributable to prior year expenditure savings and over \$4.5 million of Municipal Property Corporation (MPC) and Highway User Revenue Fund (HURF) bond refunding savings. An additional \$2.5 million savings was a result of general obligation bond refunding, but is restricted for debt service use.

The MPC and HURF refunding savings are unrestricted as to use and a portion has been budgeted to increase the Economic Stabilization Reserve from \$5 million to \$7 million for 1993-94. The ultimate goal for the Economic Stabilization Reserve is 9-10% of general fund operating expenditures. The remaining MPC and HURF refunding savings were budgeted as pay-as-you-go funding for the Capital Improvements Program and other one-time capital outlay decisions.

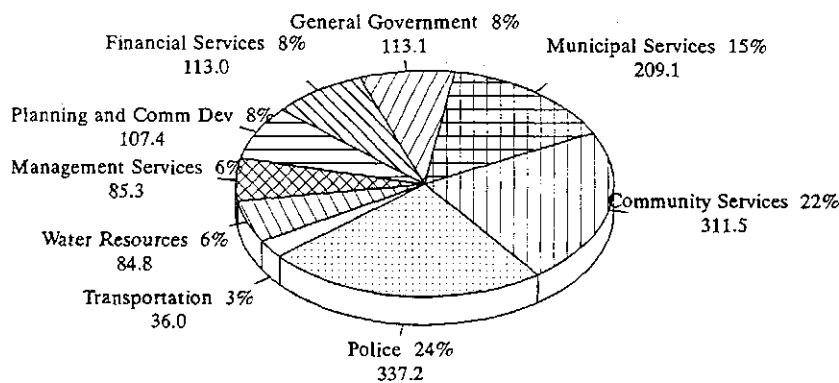
Budget Overview

Staffing

A significant part of the City's budget (34%) is funding for employees who in turn provide services to our citizenry.

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

Staff By Department Fiscal Year 1993-94



Total Full Time Equivalents 1397.4

The 1993-94 budget increases staffing by 44 full-time positions and 1 part-time position. Twenty positions will support public safety issues by staffing a Youth Intervention Unit, a Downtown Entertainment/Park Enforcement Unit, and a Community Policing effort. Eight positions will support environmental issues related to water quality sampling, industrial waste inspection, and solid waste recycling. Additional positions will support the new Citizen Service Center, coordinate Human Services, provide teen recreational programs, assist Development Services, increase Code Enforcement efforts, ensure compliance with OSHA standards, support the City's Geographic Information System, and assist with fleet maintenance and refuse disposal operations.

The FTEs per capita have actually decreased since 1992-93, from 9.27 per 1,000 citizens to 9.03 for 1993-94. This change is based upon our estimates of population growth from 145,000 citizens in 1992-93 to 154,760 citizens in 1993-94.

The Authorized Position Summary in the Appendix provides a complete listing of all positions by classification, division, and department, both full-time and part-time, and details the changes for 1993-94.

Budget Overview

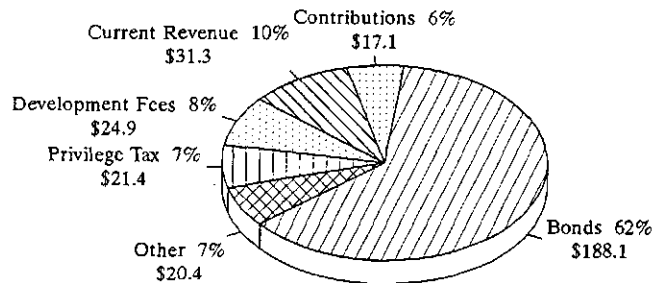
Capital Improvement Program

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

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

The 1993-94 Capital Budget totals \$303.2 million, which includes \$200.8 million of budget appropriations from prior years for projects which have not been completed. The following graph identifies funding sources for the 1993-94 Capital Improvement Program.

Capital Improvement Program Funding Sources
Fiscal Year 1993/94
(In Millions)



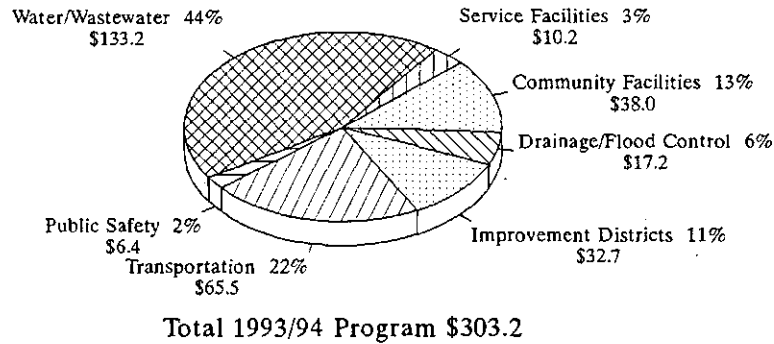
Total 1993/94 Program \$303.2

The largest funding source, representing 62% of the City's Capital Improvement Program, is bonds. The remainder of funding, (38%), is comprised of operating budget transfers, water and sewer development fees, the transportation portion of privilege taxes (.2%), contributions, and other sources. Capital expenditure policy requires that pay-as-you-go financing should account for 25-33% of all capital improvement projects for each five-year period.

Budget Overview

The following graph identifies the 1993-94 Capital Improvement Program by major project categories.

Capital Improvement Program Project Summary Fiscal Year 1993/94 (In Millions)



Water/wastewater and transportation improvements continue to represent nearly 70% of the total Capital Improvement Program. Major water and wastewater projects included in the 1993-94 program are:

- **The Water Campus (\$79.8 million).** Comprised of the advanced water treatment plant, regional wastewater reclamation plant, collection system, and initial recharge and recovery system, this facility will enable Scottsdale to treat wastewater and redistribute treated water to the golf courses in the northern area of the City. The 14 miles of recently constructed reclaimed water distribution lines will distribute this water. Excess water will be further treated in the water treatment plant and recharged back into the aquifer, thereby replenishing our groundwater table.
- **SRP Filtration Plant (\$18.8 million).** This plant will enable Scottsdale to treat SRP water, which is currently being treated by the City of Phoenix.

Transportation program highlights include:

- **64th Street Widening and Extension from McDowell Road to Indian School Road (\$10.5 million), and Pima Road Improvements (\$14.7 million).** We will continue to work with the community to finalize buffering plans, and will work with the neighboring communities to acquire the necessary right-of-way for these two important north/south roadways.

Budget Overview

- **Shea Boulevard from 124th Street to 136th Street (\$4.7 million).** Design has been completed and we will begin construction in September of this year. This portion of Shea Boulevard widening is slated for completion in June, 1994. The remaining section, from 136th Street to 144th Street, has been delayed until fiscal year 1996-97.
- **Downtown Roadway Improvements (\$15.3 million).** Construction of the southern portions of both the East and West Couplets will begin in 1993-94, with completion of both couplets scheduled for November, 1994. Improvement of Camelback Road from the West Couplet to Scottsdale Road has been delayed to accommodate any design changes that may be required due to canal bank improvements at the Scottsdale Road/Camelback Road intersection.
- **Multi-Modal Transportation Center (\$3.0 million).** This project is 80% grant-funded, with the City's share of the project cost at \$600,000. This transit hub is planned as a transfer point for all types of transportation including bus, taxi, hotel/motel shuttles, trolley, and horse-drawn carriage.

Other 1993-94 program highlights are:

- **Parks and Recreational Facilities (\$14.5 million).** Projects scheduled include Horizon Park, Rio Montana Park, Stonegate Park, Pulte Park, Paiute Community Center, Scottsdale Ranch Park Senior Center, Loloma Theater for Contemporary Arts, and construction of the final link in the Indian Bend Wash bike path system.
- **Civic Center Library Expansion (\$11.7 million).** This project will double the size of the Civic Center Library. Construction is under way, with completion scheduled for January, 1995.
- **Downtown/Civic Center Parking (\$6.2 million).** \$1.0 million in additional funding has been added this year to continue with the parking plan in the downtown and Civic Center areas. Construction of a new lot in the Fifth Avenue area is complete, and construction of the First Avenue/75th Street lot is under way. We will build underground parking with the new Justice Facility, and will construct surface lots in locations adjacent to the Stadium and downtown areas.
- **Justice Facility (\$3.4 million).** Construction will be under way soon on this new 30,000 square foot joint-use facility adjacent to the current Police/Court Building. The building will be occupied by Maricopa County Courts, City Courts, and Scottsdale Police. \$464,200 has been added to the budget this year to provide for interior furnishings for City Court and Police.

Budget Overview

- **Five-Year Automation Plan (\$5.5 million).** \$2 million in additional funding has been added this year to continue the five-year technology plan. The continued implementation of open systems environment technology, as well as the Geographic Information System and Applications are the major automation projects being implemented in the upcoming year.
- **Public Safety (\$3.9 million).** Construction will begin on the new Police/Fire Training Facility in 1993, with completion scheduled for summer 1994. \$125,000 has been added to the 1993-94 budget for interior furnishings. Fire stations at Shea Boulevard and 74th Place, and at the Rio Montana Park site on Via Linda and 132nd Street will be constructed. The Rio Montana station budget has been increased by \$490,000. This budget increase reflects a change from the originally budgeted temporary station to a permanent two-bay station.

A significant change to the 1992-93 Approved Capital Improvement Program includes delaying construction of several bond projects in order to remain within legal bonding limitations. The Capital Improvement Program includes construction delays in the following projects:

<u>Project</u>	<u>From</u>	<u>To</u>
McDowell Road/Granite Reef to Pima Road	1993-94	1995-96
Scottsdale Road/Indian Bend to Gold Dust	1994-95	1996-97
Scottsdale Road/Mercer to Sutton	1993-94	1996-97
Shea Boulevard/136th Street to 144th Street	1993-94	1996-97

This plan dedicates an additional two years of the transportation portion of privilege tax (.2%) to the 1989 bond program (through 1996-97). If this strategy were not used, the projects would be delayed an additional two to three years.

As capital improvement projects are completed, the operation of these facilities will be funded in the operating budget. The estimated increase in operating expenses over the next five years, due to completed capital improvement projects, is as follows:

Fiscal Year	Operating Costs
1993-94	\$ 442,400
1994-95	8,311,300
1995-96	8,848,900
1996-97	9,385,300
1997-98	<u>10,216,800</u>
Total	<u>\$37,204,700</u>

Budget Overview

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

Capital Improvement Program Summary
1993-94 through 1997-98
(In Thousands of Dollars)

	Prior Years	1993-94	1994-95	1995-96	1996-97	1997-98	Total Program
Resources							
Bonds	124,288	63,767	17,462	5,000	10,890	5,171	226,578
Pay-As-You-Go	76,547	38,556	18,360	18,619	23,416	16,361	191,859
Total Resources	200,835	102,323	35,822	23,619	34,306	21,532	418,437
Program Expenditures							
Transportation	38,186	27,244	3,322	7,089	10,261	5,571	91,673
Improvement District	11,413	21,241	2,625				35,279
Drainage/Flood Control	9,098	8,081	4,350	4,250	10,140	78	35,997
Water/Wastewater	108,667	24,546	20,794	12,158	13,743	15,751	195,659
Community Facilities	23,843	14,175	4,606	122	162	132	43,040
Service Facilities	5,316	4,904	50				10,270
Public Safety	4,312	2,132	75				6,519
Total Expenditures	200,835	102,323	35,822	23,619	34,306	21,532	418,437

Volume II, the Capital Improvement Program, provides a complete listing of all budgeted capital improvement projects for the five-year period through fiscal year 1997-98. In the appendix of this volume is a listing of all planned projects for which no funding source has been identified, as well as a supplemental five-year listing of transportation projects (fiscal years 1998-99 through 2002-03), and a list of projects completed during fiscal year 1992-93.

Impact on Citizens

User Fees - Mandated environmental-standard compliance costs, increased operating costs, and infrastructure costs attributed to population growth have resulted in user fee increases in the 1993-94 operating budget. The City charges these monthly user fees for utilities based on customer usage. The three utilities the City maintains and their corresponding rate increases are:

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

The major factors necessitating a water rate increase of 10% are:

- Increases mandated for water quality testing for additional and more frequent treatment. The number of tests required will rise from 525 to 6,944 due to federal mandates requiring testing for 56 rather than the current 17 chemicals.
- Increases in both the cost and use of purchased water. The cost of CAP water will nearly double over the next year, rising from \$53 to \$100 per acre foot.
- The City's required revenue-to-debt ratio which ensures Scottsdale's high bond rating.

The average monthly customer bill increase is estimated to be \$2.84.

Budget Overview

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

The major factors necessitating a sewer increase of 15% are:

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

The average monthly customer bill increase is estimated to be \$0.88.

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

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

- Increased costs of hauling solid waste to an EPA-approved landfill.
- The need to construct a solid waste transfer site and facility.

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

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

Utility User Fee Projected Increases			
Fiscal Year	Water	Sewer	Refuse
1993-94	10.0%	15.0%	5.0%
1994-95	10.0%	15.0%	4.0%
1995-96	10.0%	15.0%	2.0%
1996-97	9.0%	10.0%	2.0%
1997-98	7.0%	8.0%	2.0%

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

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

Budget Overview

Secondary Property Tax - is used to pay for general bonded debt obligations of the City. A secondary rate increase of 12 cents per \$100 of assessed value is needed to offset the debt service costs associated with the capital improvement program approved by citizens in 1989.

Property taxes are projected to increase in accordance with the following schedule to offset increasing operating costs and to fund the debt service for general obligation bonds related to the City's Capital Improvement Program. The 1993-94 annual property tax bill for a home assessed at \$100,000 is estimated to be \$127.13.

Projected Assessed Valuation Growth & Property Tax Rates				
Fiscal Year	Assessed Value Growth	Primary Rate	Secondary Rate	Combined Rate
1993-94	0	\$.51	\$.76	\$1.27
1994-95	1.0%	.52	.96	1.48
1995-96	2.0%	.52	.97	1.49
1996-97	2.0%	.52	1.05	1.57
1997-98	2.0%	.52	1.03	1.54

Emerging Issues

- Responsible programs that address social/economic issues. With a growing number of social service agencies seeking funding from state and federal government, there is less and less money to go around. As a result, an increasing number of these providers are turning to the City for assistance. Changing demographics, an increasing elderly population, and a rising demand for affordable health care, child care, and housing will place a significant demand on the City's resources. To meet this demand, we must explore new partnership opportunities and increase our use of community volunteers. Cooperation among service providers, local government, and individual citizens will be key as we address the changing social and economic needs of our community.
- Ensuring our future water supply. As a desert community, we face a complex water future. New supplies and treatment methods will need to be identified and developed to guarantee our City's water supply. The planned Scottsdale Water Campus is one example of how Scottsdale will meet its future water demands. One of the most comprehensive and innovative water management projects in the country, it will provide the resources and facilities for the treatment of irrigation water and wastewater, as well as a back-up water supply through groundwater recharge and recovery. We need to continue to explore state of the art, creative approaches to ensure our future water supply.

Budget Overview

- Neighborhood services. In the years ahead, getting "close to the customer" will mean more than simple community outreach. Citizens want more services to be provided in their immediate neighborhoods. They want to become more active in their City government. They are willing to invest hours of personal time in local volunteer efforts. To take full advantage of this community spirit, we must be equally aggressive in creating meaningful opportunities for citizen involvement. More programs, such as the new Citizen Service Center and Scottsdale's "I'll Do It" volunteer program, will need to be implemented to meet citizens' needs in a faster, more efficient manner.
- Land-use planning. Much of Scottsdale's future growth will be to the north. Due to the uniqueness of this area, several land-use planning issues will need to be resolved in the coming years. The North Area Drainage Plan is one such issue. Current plans will not only alleviate costly flooding, but offer citizens a new recreational amenity similar to the award-winning Indian Bend Wash greenbelt. An equally important corollary is the rejuvenation of the mature areas of our City, such as the Los Arcos area plan. This kind of innovative thinking and cooperation will be needed if we are to preserve the integrity of our City's land use.
- Visioning implementation. The Scottsdale Visioning Process concluded in 1992. While the Shared Vision Report is now complete, the most important effort is yet to come -- making it happen. The challenge is to take this set of recommendations and balance them with available resources. Areas which will receive a good deal of attention in the coming years parallel the themes presented by citizens in the report: preserving Scottsdale's Sonoran Desert environment, enhancing the City's resort image, fostering the arts, and continuing to attract the medical industry to Scottsdale.

Financial Policies

Financial policies establish the framework for overall fiscal planning and management. They set forth guidelines against which current budgetary performance can be measured and proposals for future programs to be evaluated. The City is in current compliance with all of the following financial policies.

Operating Budget Policies

Operating revenues will be sufficient to support operating expenditures.

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

Budget Overview

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

Grant funding should be considered to leverage City funds where significantly more service impact per City dollar expended can be demonstrated. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs.

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

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

Privatization of services will be considered to ensure that quality services are provided to our citizens at the most economical cost. Departments will identify commercial activities annually and review options/alternatives to current service delivery.

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

Capital Expenditure Policies

A five-year capital improvement program will be developed and updated annually, including anticipated funding sources.

Operating costs associated with new capital improvements will be coordinated with the development of the operating budget. Future operating costs associated with new capital improvements will be forecast and included in the operating budget.

Pay-as-you-go capital improvement program financing should account for 25-33% of all capital improvement projects for each five-year planning period.

A Citizens Bond Commission will be appointed to review the Capital Improvement Program and to ensure that expenditures are made in conformance with the 1989 Bond Authorization Election.

Debt Management Policies

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

Budget Overview

Municipal Property Corporation, contractual, and general revenue-supported debt will not be utilized unless a dedicated revenue source other than excise tax (e.g., sale of City real property) can be identified to pay debt service expenses.

A ratio of current assets to current liabilities of at least 2:1 will be maintained.

Water and sewer utility revenue bond coverage rate in excess of the coverage rate required in the bond indenture (bond indenture requirement 1:1.2, City goal 1:2) will be maintained.

Debt service costs should not exceed 25% of the City's operating budget.

Bond interest earnings will be limited to funding changes to the Five-Year Capital Improvements Program as approved by City Council, and any remaining funds will be applied to debt service payment on the bonds issued for construction of this program.

Reserve Policies

An Economic Stabilization Reserve will be maintained as part of the General Fund balance to help offset operating revenue sources which are most susceptible to changes in the economy. The ultimate goal is for the total fund balance to be 9-10% of operating expenditures.

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

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

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

Financial Reporting Policies

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

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

Budget Overview

Budget Process

Full disclosure will be provided in the City's Comprehensive Annual Financial Report and bond offering statements.

Roles and Responsibilities

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

Actual budget responsibility can be identified more specifically:

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

Budget Overview

- **The Mayor and City Council** are responsible for the review of the City Manager's tentative budget and approval of the final budget.

Budget Phases

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

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

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

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

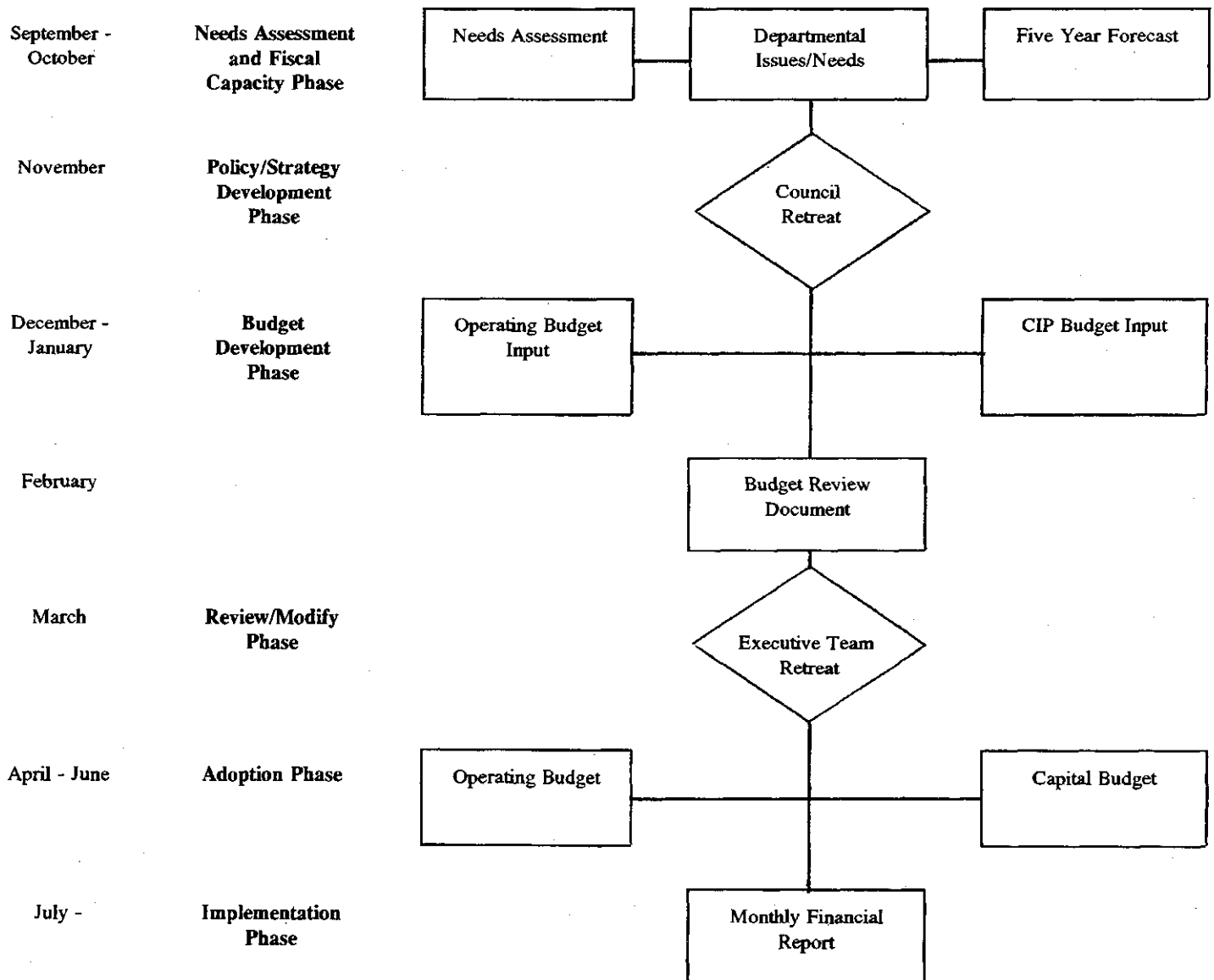
Budget Review/Modification Phase - Budget requests are reviewed by the Executive Team to ensure that the preliminary base budget and supplemental decision packages meet City needs and City Council priorities while maintaining the fiscal integrity of the City (not to exceed our fiscal capacity). A staff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

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

Budget Overview

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

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



Budget Overview

Review and Approval of the Budget

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

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

Implementation of the Budget

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

Amendment to the Budget

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

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

Financial Structure

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

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

Budget Overview

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

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

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

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

Capital Project Funds - are used to account for financial resources to be used for the acquisition or construction of major capital facilities, except those financed by Enterprise Funds. The City maintains several Capital Project Funds whose activity is detailed in Volume II of this budget: the Capital Budget and Capital Improvement Program.

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

Budgetary and Accounting Basis

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

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

Budget Overview

Operating and Capital Budget Relationship/Organization

The 1993-94 City of Scottsdale budget is comprised of two volumes:

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

Volume II, the Capital Budget and Capital Improvement Program, which includes the 1993-94 Capital Budget and the multi-year Capital Improvement Program.

A five-year revenue and expenditure forecast is included in the operating budget. The five-year plan covers the period 1992-93 through 1997-98. The summary forecasts results of operations by fund for the period and incorporates the effect of capital improvements upon operations.

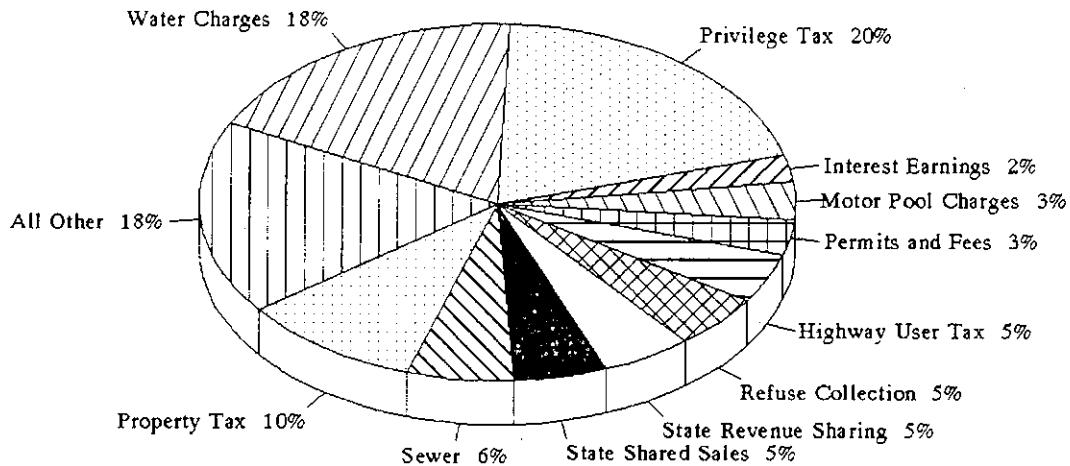
The remainder of the operating budget is presented by City operating department without regard to fund. Each department is divided into operating divisions and a summary of the budget by expenditure category is listed for each division.

The Capital Budget and Capital Improvements Program 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.



Revenue determines a city's capacity to provide services. On the chart below and on the following pages the City of Scottsdale's 11 largest sources of revenue are detailed. In addition to these, the City receives revenue from additional sources. A complete listing of all operating revenue sources follows the revenue summaries. The major revenue sources making up the 1993-94 budget are:

Total Operating Revenue 1993-94

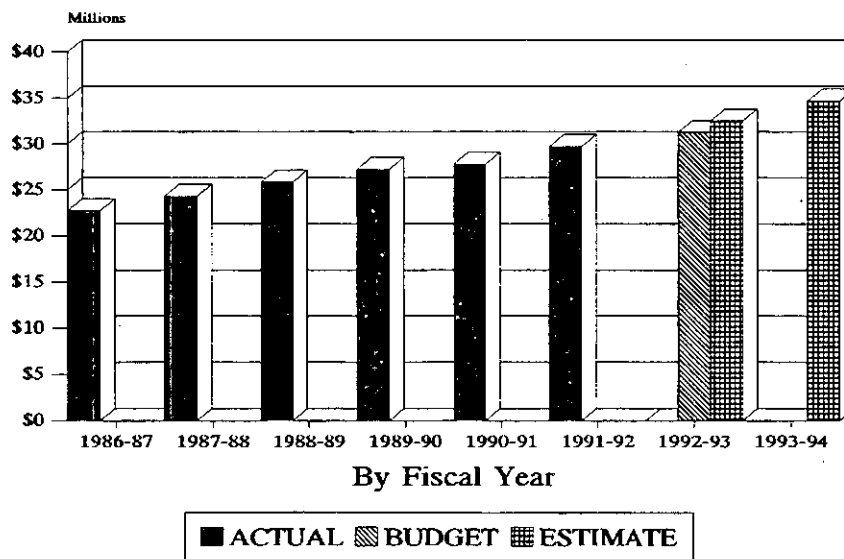


Privilege Tax	\$34,696,831
Water Charges	31,941,000
Property Tax	17,133,276
Sewer Charges	10,046,000
State Shared Sales Tax	8,926,400
State Revenue Sharing	8,500,000
Refuse Collection Charges	8,488,500
Highway User Tax	7,900,000
Permits and Fees	5,812,200
Motor Pool Charges	5,800,000
Interest Earnings	4,276,025
All Other	30,748,964

Total Operating Revenue	\$174,269,196
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Privilege (sales) tax is the City's largest source of revenue and is obtained from the 1.2% tax on retail and other sales. This item also includes application and penalty fees. The 1% portion of privilege tax revenue is used for repayment of excise debt and for general fund operations. The remaining .2% is used to assist in funding the Capital Improvement Program and is not included in the following amounts. Retail sales in 1992-93 are up almost 12% over 1991-92. Sales tax revenue has continued to grow even during the recent economic downturn. 1993-94 includes an anticipated increase of 6%, which is made up of 3% CPI and 3% growth.

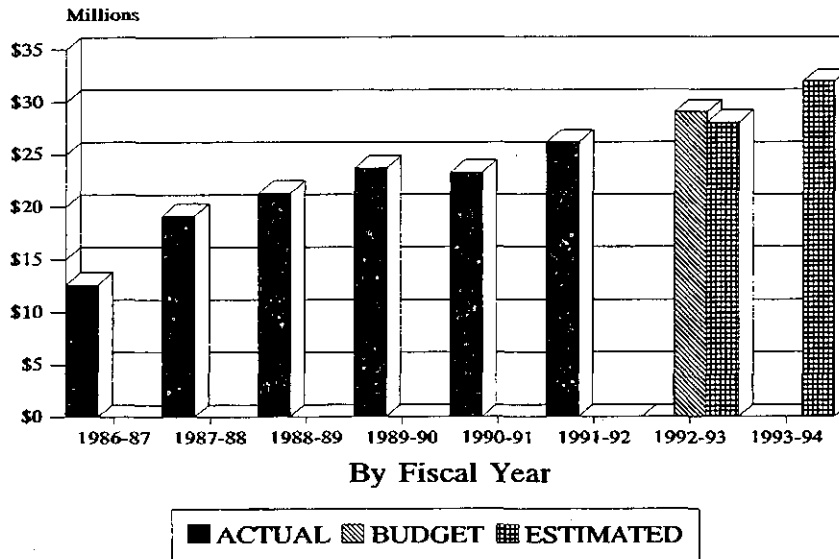
Privilege Tax



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	29,743,502
1992-93 Budget	31,300,000
1992-93 Estimate	32,552,000
1993-94 Estimate	34,696,831

Water charge revenues are received from the sale of domestic water to customers within the City. Monthly water billings consist of a base charge according to meter size and a variable charge for the amount of water consumed. The 1992-93 estimate was reduced because of abnormally wet weather. The 1993-94 budget estimate includes a rate increase of 10% that is needed for mandated water quality testing and treatment, increases in the cost of purchased water, and to maintain the required revenue to debt ratio.

Water Charges



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	26,180,321
1992-93 Budget	29,058,000
1992-93 Estimate	28,058,000
1993-94 Estimate	31,941,000

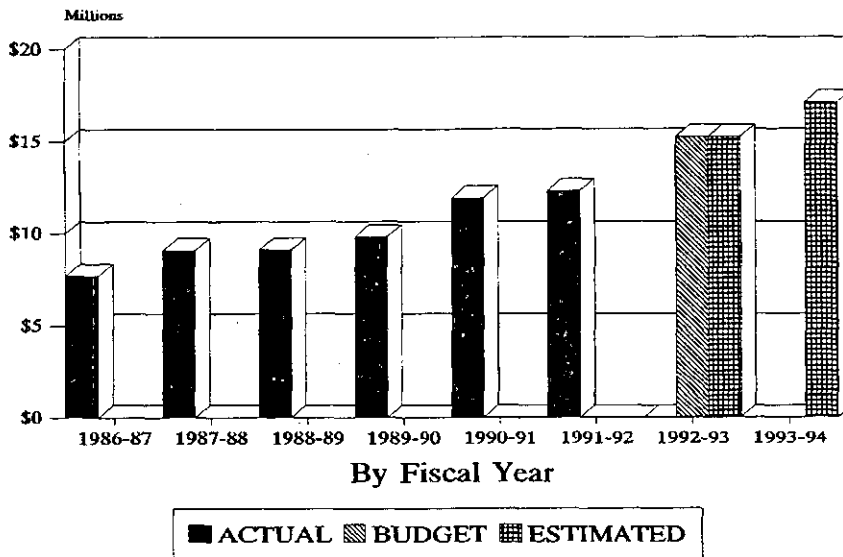
In Arizona, property taxes are divided into two parts:

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

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

A listing of property tax levies and rates for the last ten fiscal years follows on page 33.

Property Tax



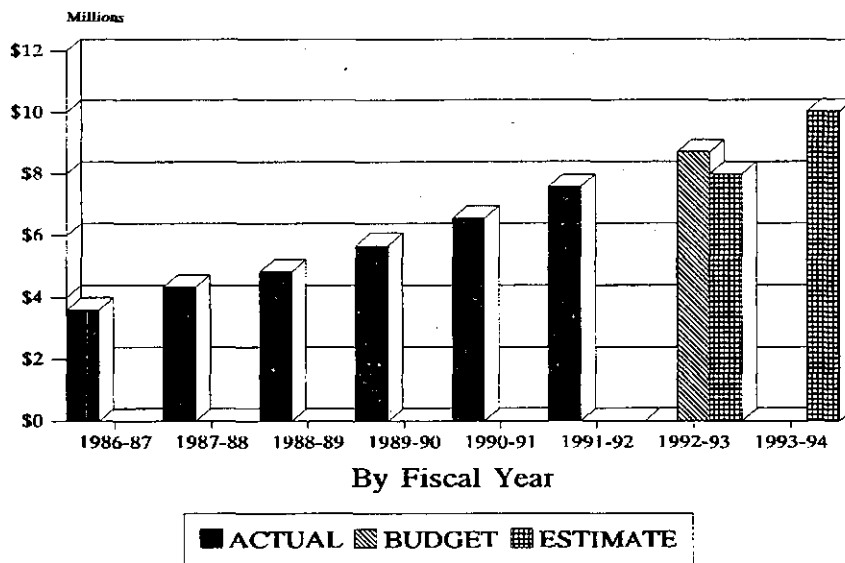
1986-87	\$7,707,117
1987-88	9,094,087
1988-89	9,125,216
1989-90	9,822,930
1990-91	11,924,839
1991-92	12,287,540
1992-93 Budget	15,257,617
1992-93 Estimate	15,257,617
1993-94 Estimate	17,133,276

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

Fiscal Year		Assessed Valuation	Tax Rate	Tax Levy
1984-85	Primary	569,442,626	0.48	2,719,021
	Secondary	670,558,525	0.42	2,762,021
	Total		0.90	5,481,042
1985-86	Primary	697,641,913	0.43	3,042,009
	Secondary	816,892,848	0.46	3,734,228
	Total		0.89	6,776,237
1986-87	Primary	862,628,358	0.42	3,609,800
	Secondary	1,011,329,426	0.44	4,364,000
	Total		0.86	7,973,800
1987-88	Primary	999,511,309	0.41	4,131,980
	Secondary	1,154,756,373	0.42	4,812,000
	Total		0.83	8,943,980
1988-89	Primary	1,123,010,824	0.40	4,526,857
	Secondary	1,284,822,157	0.35	4,569,000
	Total		0.75	9,095,857
1989-90	Primary	1,277,013,465	0.39	5,004,616
	Secondary	1,440,604,450	0.34	4,859,000
	Total		0.73	9,863,616
1990-91	Primary	1,374,143,616	0.39	5,415,500
	Secondary	1,477,813,367	0.48	7,052,177
	Total		0.87	12,467,677
1991-92	Primary	1,374,299,369	0.41	5,636,002
	Secondary	1,425,378,617	0.48	6,770,426
	Total		0.89	12,406,428
1992-93	Primary	1,353,872,136	0.49	6,668,886
	Secondary	1,378,888,764	0.64	8,806,586
	Total		1.13	15,475,472
1993-94 (Estimate)	Primary	1,323,886,295	0.50	6,564,100
	Secondary	1,362,885,383	0.77	10,569,176
	Total		1.27	17,133,276

The City charges fees for the disposal of sanitary sewer waste. Residential customers are charged a flat fee per month and commercial users are charged based upon water consumption and type of business. Fees are studied annually to determine if they are covering the cost of providing this service. 1993-94 sewer charges include a 15% rate increase necessary to offset increased costs at the 91st Avenue Wastewater Treatment Facility and increased industrial pretreatment monitoring and testing.

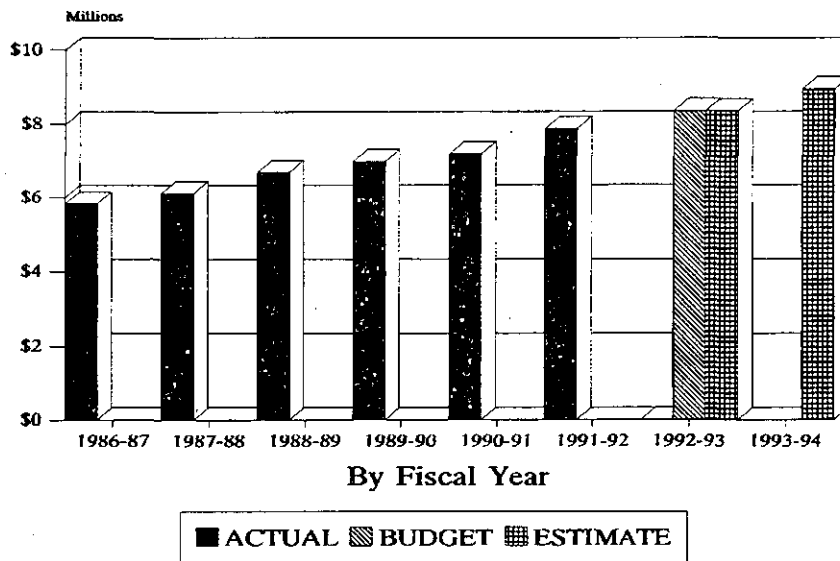
Sewer Charges



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	7,578,467
1992-93 Budget	8,725,000
1992-93 Estimate	8,000,000
1993-94 Estimate	10,046,000

Cities and towns share in a portion of the 5% sales tax collected by the State. Twenty percent is designated for education, 1% is deposited in the state's general fund, and the cities and towns collect 25% of the remaining 2%. The formula for distribution is based upon the relation of the City's population to the total state population. The State is estimating Scottsdale's share will grow 7% in 1993-94 based on increases in privilege tax collections and Scottsdale's population.

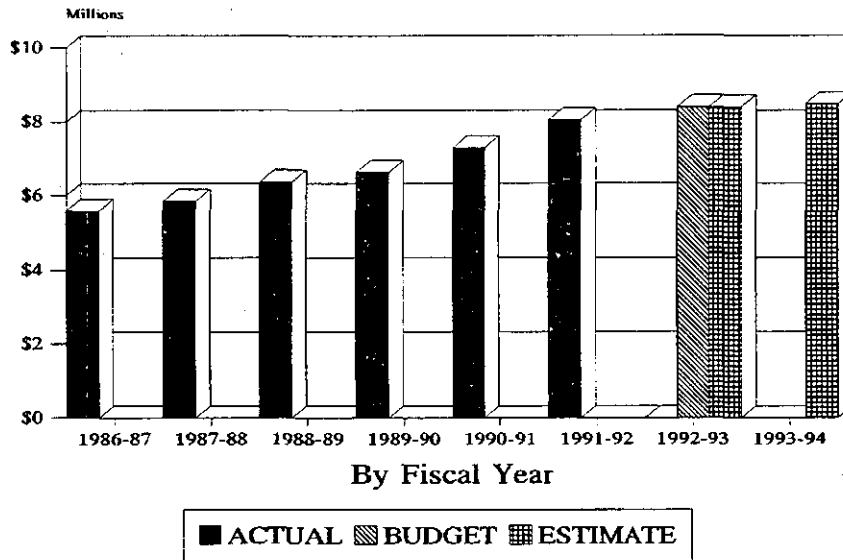
State Shared Sales Tax



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	7,874,427
1992-93 Budget	8,347,000
1992-93 Estimate	8,347,000
1993-94 Estimate	8,926,400

Cities and towns in Arizona are prohibited from levying an income tax but are entitled to 12.8% of state income tax collections from two years previous. The revenue for 1993-94 would come from the 1991 income tax collections. The City's share is based upon Scottsdale's population as a percentage of the total state population.

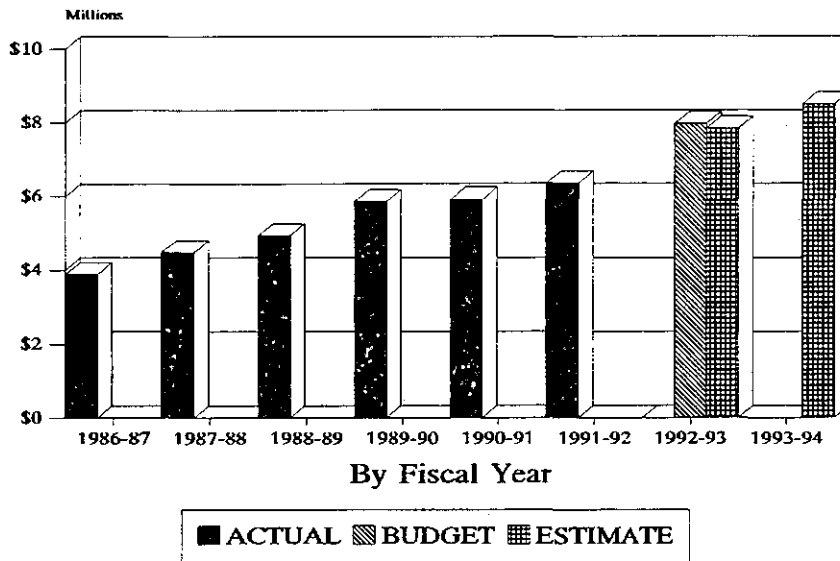
State Revenue Sharing



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	8,059,664
1992-93 Budget	8,408,000
1992-93 Estimate	8,408,000
1993-94 Estimate	8,500,000

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 upon the size of the container and the number of pickups per month. In addition, the City also provides roll-off, uncontained service, recycling programs, and household hazardous waste collection. The 1993-94 estimate includes a 5% rate increase for residential customers needed to offset increased costs of hauling solid waste to an EPA-approved landfill and for the construction of a solid waste transfer site and facility.

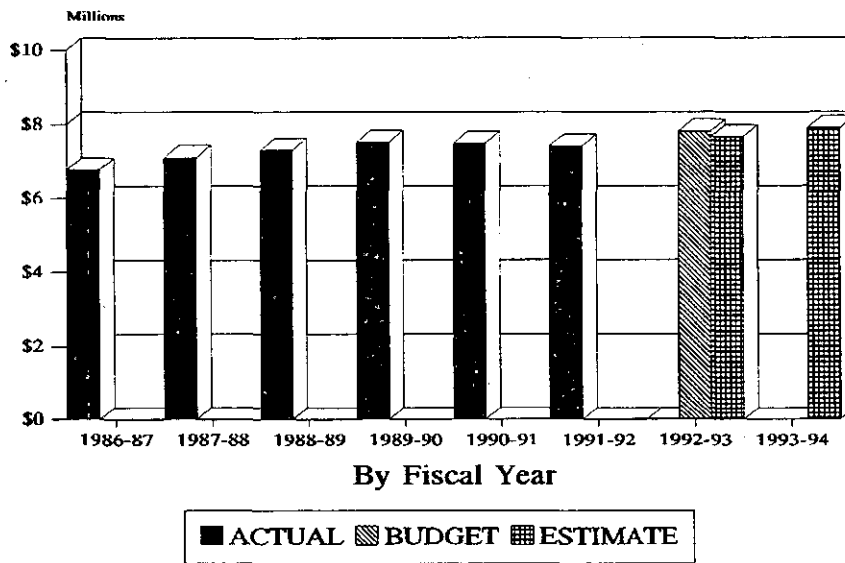
Refuse Collection Charges



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	6,344,546
1992-93 Budget	7,956,000
1992-93 Estimate	7,831,000
1993-94 Estimate	8,488,500

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

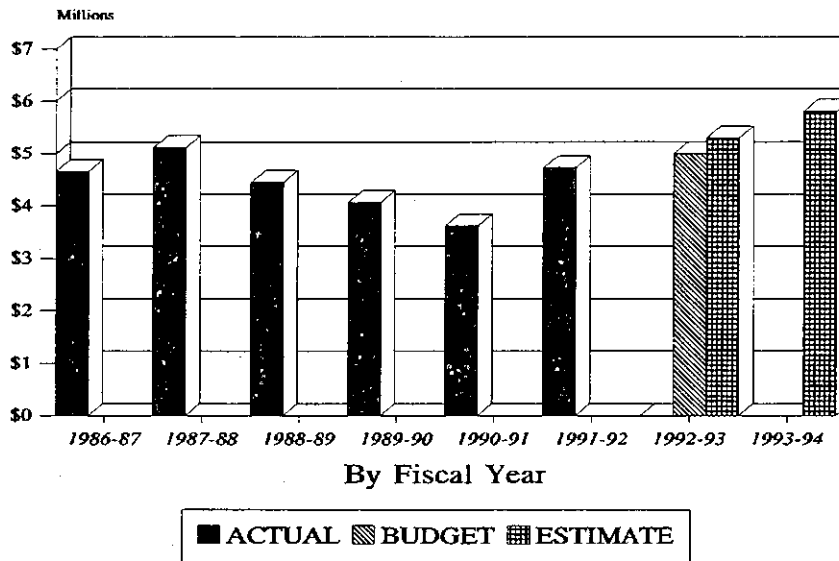
Highway User Fuel Tax



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	7,404,809
1992-93 Budget	7,800,000
1992-93 Estimate	7,650,000
1993-94 Estimate	7,900,000

The permits and fees category of revenue includes all fees recovered as a part of the development process. This would include building, electrical, mechanical, and plumbing permits. Subdivision, zoning, and plan check fees are also included in this category. This revenue category is directly impacted by changes in the economy that affect building. The City has enjoyed steadily increasing building activity since 1990-91 and it is expected to increase through 1993-94. In addition, the 1993-94 budget includes a rate increase of 3.7% on some development fees.

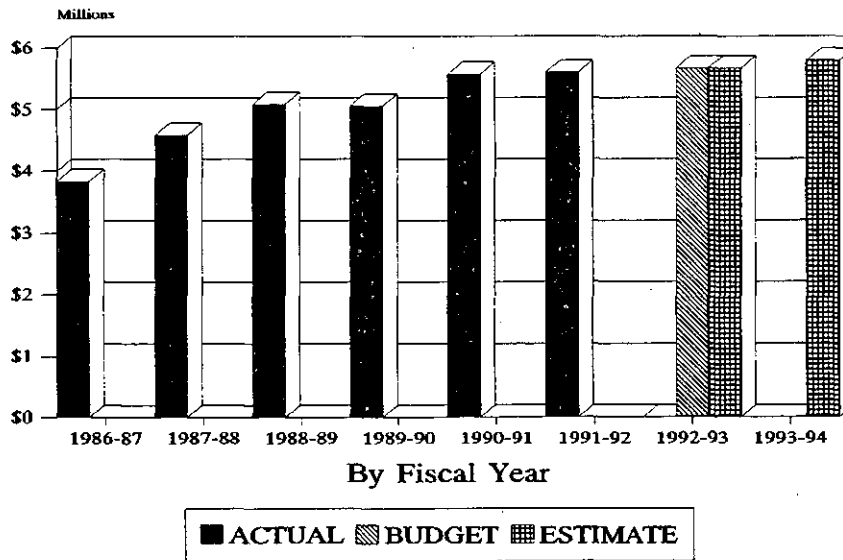
Permits And Fees



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
1991-92	4,726,282
1992-93 Budget	5,000,000
1992-93 Estimate	5,300,000
1993-94 Estimte	5,812,200

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

Motor Pool Charges



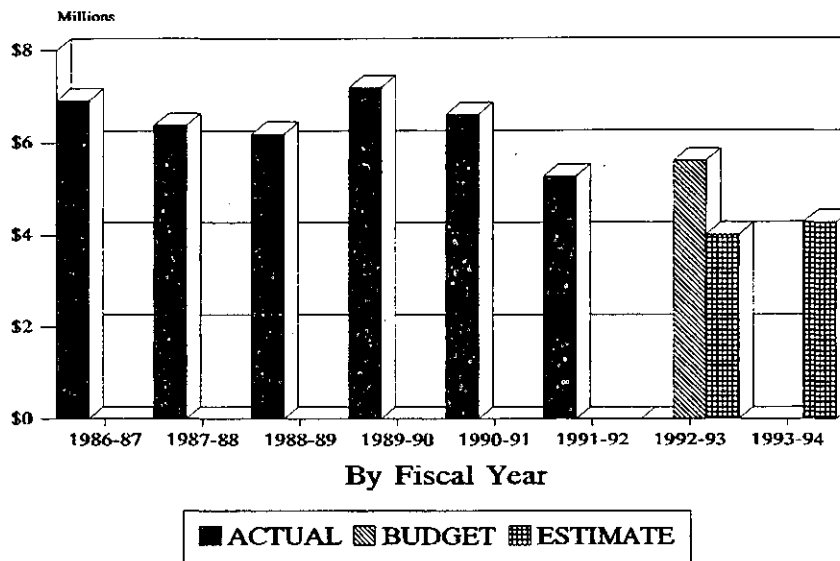
1986-87	\$3,389,400
1987-88	4,591,692
1988-89	5,086,668
1989-90	5,060,220
1990-91	5,573,844
1991-92	5,605,092
1992-93 Budget	5,676,000
1992-93 Estimate	5,676,000
1993-94 Estimate	5,800,000

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

Interest earnings have declined since 1990-91 as a result of the lowering of interest rates.

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

Interest Earnings



1986-87	\$6,907,053
1987-88	6,378,903
1988-89	6,185,127
1989-90	7,195,678
1990-91	6,605,964
1991-92	5,268,942
1992-93 Budget	5,605,000
1992-93 Estimate	4,000,000
1993-94 Estimate	4,276,025

Financial Summaries

Revenues

	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATE 1992-93	ADOPTED 1993-94
TAXES				
LOCAL				
Property Tax	\$12,287,540	\$15,257,617	\$15,257,617	\$17,133,276
Privilege Tax	29,743,502	31,300,000	32,820,788	34,696,831
Transient Occupancy Tax	3,419,920	3,700,000	3,775,000	4,037,500
Light & Power Franchise	2,404,508	2,520,000	2,600,000	2,600,000
Cable TV Franchise	735,777	750,000	800,000	800,000
Salt River Project Lieu	157,602	160,000	200,000	200,000
Fire Insurance Premium Tax	141,370	165,000	145,000	145,000
TOTAL	48,890,219	53,852,617	55,598,405	59,612,607
FROM OTHER AGENCIES				
State Shared Sales Tax	7,874,427	8,347,000	8,347,000	8,926,400
Auto Lieu Tax	2,162,135	2,300,000	2,300,000	2,400,000
State Revenue Sharing	8,059,664	8,408,000	8,408,000	8,500,000
TOTAL	18,096,226	19,055,000	19,055,000	19,826,400
TRANSPORTATION				
Local Transportation Assistance Fund	1,052,458	1,061,000	1,061,000	1,080,000
Highway User Tax	7,404,809	7,800,000	7,500,000	7,900,000
TOTAL	8,457,267	8,861,000	8,561,000	8,980,000
LICENSES/PERMITS/SERVICE CHARGES				
Business & Liquor Licenses	704,935	680,000	700,000	742,500
Permits and Fees	4,726,282	5,000,000	5,650,000	5,812,200
Recreation Fees	1,610,238	1,510,000	1,575,000	1,878,680
Motor Pool Charges	5,605,092	5,676,000	5,676,000	5,800,000
Risk Management	3,009,337	3,036,000	2,739,000	2,789,000
TOTAL	15,655,884	15,902,000	16,340,000	17,022,380
FINES AND FORFEITURES				
Parking Fines	230,040	250,000	225,000	250,000
Court Fines	1,848,367	2,042,000	1,392,000	1,420,740
Library Fines	149,684	148,000	168,000	168,000
TOTAL	2,228,091	2,440,000	1,785,000	1,838,740
USE OF MONEY & PROPERTY				
Interest Earnings	5,268,942	5,605,000	4,000,000	4,276,025
Property Rental	1,516,510	1,563,000	1,593,000	1,695,000
TOTAL	6,785,452	7,168,000	5,593,000	5,971,025
UTILITIES AND ENTERPRISES				
Refuse Collection Charges	6,344,546	7,956,000	7,831,000	8,488,500
Sewer Charges	7,578,467	8,725,000	8,000,000	10,046,000
Water Charges	26,180,321	29,058,000	28,058,000	31,941,000
Planet Ranch	380,535	500,000	425,000	440,000
Water Resources Development Fee	2,380,617	2,017,000	3,900,000	2,617,000
Airport	626,447	700,000	700,000	820,000
TOTAL	43,490,933	48,956,000	48,914,000	54,352,500
OTHER REVENUE				
Miscellaneous	846,466	1,000,000	1,783,000	1,363,000
Improvement District Fees	4,260,961	4,869,857	4,869,857	5,302,544
TOTAL	5,107,427	5,869,857	6,652,857	6,665,544
TOTAL OPERATING REVENUE	\$148,711,499	\$162,104,474	\$162,499,262	\$174,269,196

Financial Summaries

Expenditures

The City's organizational structure is based on departments. A department is a combination of divisions with a specific function. The following table shows the expenditure budget for all City departments. It also shows the total expenditure budget by expenditure category. Expenditures are further detailed following the departmental tabs.

<u>DEPARTMENTS</u>	<u>ACTUAL</u> <u>1991-92</u>	<u>ADOPTED</u> <u>1992-93</u>	<u>ESTIMATED</u> <u>1992-93</u>	<u>ADOPTED</u> <u>1993-94</u>
General Government	9,582,524	9,366,822	9,726,832	10,391,287
Police	18,431,597	19,556,599	19,994,311	21,131,813
Financial Services	6,937,641	7,062,461	8,168,225	7,668,770
Transportation	2,992,989	3,253,352	3,267,070	3,839,743
Community Services	14,483,667	15,372,858	15,407,155	16,272,010
Management Services	4,672,788	4,959,657	5,171,725	5,400,126
Planning & Community Dev.	5,954,566	5,668,618	5,987,956	6,229,447
Fire	6,209,823	6,648,094	6,614,709	7,562,436
Water Resources	17,519,918	19,704,909	20,279,272	21,504,266
Municipal Services	23,415,785	25,007,804	25,688,695	27,320,024
Debt Service	34,497,433	36,648,963	32,065,024	38,320,397
Contingency	4,152,701	7,581,892	4,261,831	6,357,737
Total	<u>148,851,432</u>	<u>160,832,029</u>	<u>156,632,805</u>	<u>171,998,056</u>

CATEGORY

Personal Services	50,826,164	54,514,331	54,426,486	58,412,423
Contractual	42,327,003	45,010,764	47,513,457	52,114,081
Commodities	12,837,625	13,864,612	14,326,172	13,600,249
Capital Outlay	4,210,506	3,211,467	4,039,835	3,193,169
Debt Service	34,497,433	36,648,963	32,065,024	38,320,397
Contingency	4,152,701	7,581,892	4,261,831	6,357,737
Total	<u>148,851,432</u>	<u>160,832,029</u>	<u>156,632,805</u>	<u>171,998,056</u>

Financial Summaries

Fund Balance

The total fund balance represents the equity (assets less liabilities) of the City's operating funds. The unreserved fund balance represents the net financial resources that are expendable or available for appropriation (budgeting). The following table details the fund beginning and ending balances for all operating funds in the City.

City of Scottsdale
Fund Balance – All Operating Funds
1993–94

	ACTUAL 1991–92	ADOPTED 1992–93	ESTIMATED 1992–93	ADOPTED 1993–94
BEGINNING FUND BALANCE				
Economic Stabilization Reserve	0	0	0	5,000,000
Debt Service Reserve	1,442,057	1,624,339	1,602,190	4,046,891
Risk Management Reserve	3,428,631	4,402,994	4,071,125	3,717,240
Solid Waste Management Reserve	66,837	(40,959)	0	129,921
Unreserved	8,348,154	8,391,939	10,688,951	8,482,776
TOTAL BEGINNING FUND BALANCE	13,285,679	14,378,313	16,362,266	21,376,828
REVENUES	148,711,499	162,104,474	162,499,262	174,269,196
EXPENDITURES	148,851,432	160,832,029	156,632,805	171,998,056
OTHER SOURCES/TRANSFERS IN	12,320,073	8,999,623	7,614,391	7,857,737
OTHER USES/TRANSFERS OUT	9,103,553	11,214,521	8,466,286	13,950,341
ENDING FUND BALANCE				
Economic Stabilization Reserve	0	5,000,000	5,000,000	7,000,000
Debt Service Reserve	1,602,190	1,624,339	4,046,891	4,135,884
Risk Management Reserve	4,071,125	5,349,892	3,717,240	4,442,501
Solid Waste Management Reserve	0	129,921	129,921	265,842
Unreserved	10,688,951	1,331,708	8,482,776	1,711,137
TOTAL ENDING FUND BALANCE	16,362,266	13,435,860	21,376,828	17,555,364

Financial Summaries

Fund Balance

The following schedule provides a more detailed summary of all City funds. The individual funds are detailed on the following pages.

	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
BEGINNING BALANCE	\$13,285,679	\$14,378,313	\$16,362,266	\$21,376,828
REVENUES				
General Fund	64,483,388	69,137,801	71,655,795	77,844,175
Highway User Revenue Fund	8,457,267	8,861,000	8,561,000	8,980,000
Debt Service Fund	22,188,302	25,047,673	24,268,467	23,578,521
Water & Sewer Fund	37,691,576	41,550,000	40,983,000	45,844,000
Airport Fund	627,537	700,000	700,000	820,000
Sanitation Fund	6,397,521	7,996,000	7,831,000	8,528,500
Motor Pool Fund	5,856,571	5,776,000	5,761,000	5,885,000
Self Insurance Fund	3,009,337	3,036,000	2,739,000	2,789,000
TOTAL REVENUES	148,711,499	162,104,474	162,499,262	174,269,196
EXPENDITURES				
General Fund	70,075,114	73,735,414	73,595,605	80,886,821
Highway User Revenue Fund	11,584,653	12,396,777	12,076,966	12,737,455
Debt Service Fund	22,351,011	24,862,923	21,639,016	25,989,528
Water & Sewer Fund	25,619,678	28,050,388	27,924,428	30,177,140
Airport Fund	684,230	647,742	673,544	758,772
Sanitation Fund	5,449,363	6,930,661	6,762,804	7,768,622
Motor Pool Fund	6,632,516	6,769,130	7,114,489	7,173,478
Self Insurance Fund	6,454,867	7,438,994	6,845,953	6,506,240
TOTAL EXPENDITURES	148,851,432	160,832,029	156,632,805	171,998,056
REVENUES OVER EXPENDITURES	(139,933)	1,272,445	5,866,457	2,271,140
OTHER SOURCES/TRANSFERS IN				
In Lieu Property Tax	620,148	682,453	682,453	939,317
Indirect Cost Allocation	4,827,292	4,871,832	4,871,832	5,690,052
Franchise Fee	1,723,250	1,889,150	1,889,150	2,094,200
Encumbrance - Rebudgets	4,409,889	3,000,000	3,352,560	3,000,000
Transfers From Other Funds	3,991,476	3,809,733	3,977,084	4,513,310
Bond Proceeds/Reserves	2,510,521	0	0	0
GAAP Adjustment	602,567	0	0	0
Fund Contingency Elimination	4,152,701	5,999,623	4,261,831	4,857,737
Inter-Fund Eliminations	(10,517,771)	(11,253,168)	(11,420,519)	(13,236,879)
TOTAL OTHER SOURCES/TRANSFERS IN	12,320,073	8,999,623	7,614,391	7,857,737
OTHER USES/TRANSFERS OUT				
In Lieu Property Tax	620,148	682,453	682,453	939,317
Indirect Cost Allocation	4,827,292	4,871,832	4,871,832	5,690,052
Franchise Fee	1,723,250	1,889,150	1,889,150	2,094,200
Encumbrance - Rebudgets	0	3,000,000	0	3,000,000
Reserve - Resource Development Fee	2,380,617	2,017,000	3,900,000	2,617,000
Transfers To Other Funds	9,888,151	10,007,254	8,543,370	12,846,651
GAAP Adjustment	181,866	0	0	0
Inter-Fund Eliminations	(10,517,771)	(11,253,168)	(11,420,519)	(13,236,879)
TOTAL OTHER USES/TRANSFERS OUT	9,103,553	11,214,521	8,466,286	13,950,341
ENDING BALANCE	\$16,362,266	\$13,435,860	\$21,376,828	\$17,555,364

**City of Scottsdale
General Fund Summary
1993-94**

	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
BEGINNING BALANCE				
Reserved for Economic Stabilization	\$0	\$0	\$0	\$5,000,000
Unreserved	6,718,222	6,824,852	6,375,440	4,289,884
TOTAL BEGINNING BALANCE	6,718,222	6,824,852	6,375,440	9,289,884
REVENUES				
Taxes				
Local				
Property Tax	5,571,380	6,451,031	6,451,031	6,564,100
Privilege Tax	19,559,738	20,807,770	23,107,764	27,290,030
Transient Occupancy Tax	3,419,920	3,700,000	3,775,000	4,037,500
Light & Power Franchise	2,404,508	2,520,000	2,600,000	2,600,000
Cable TV	735,777	750,000	800,000	800,000
Salt River Project Lieu	157,602	160,000	200,000	200,000
Fire Insurance Premium	141,370	165,000	145,000	145,000
From Other Agencies				
State Shared Sales	7,874,427	8,347,000	8,347,000	8,926,400
Auto Lieu	2,162,135	2,300,000	2,300,000	2,400,000
State Revenue Sharing	8,059,664	8,408,000	8,408,000	8,500,000
Licenses/Permits/Service Charges				
Business & Liquor License	704,935	680,000	700,000	742,500
Permits and Fees	4,726,282	5,000,000	5,650,000	5,812,200
Recreation Fees	1,610,238	1,510,000	1,575,000	1,878,680
Fines & Forfeitures				
Court Fines	1,848,367	2,042,000	1,392,000	1,420,740
Parking Fines	230,040	250,000	225,000	250,000
Library Fines	149,684	148,000	168,000	168,000
Use of Money & Property				
Interest Earnings	2,853,465	3,336,000	2,436,000	3,051,025
Property Rental	1,516,510	1,563,000	1,593,000	1,695,000
Other Revenue				
Miscellaneous	757,346	1,000,000	1,783,000	1,363,000
TOTAL REVENUE	64,483,388	69,137,801	71,655,795	77,844,175
EXPENDITURES				
General Government				
Legislative	481,622	502,081	490,128	450,534
City Manager	743,652	776,976	793,616	1,083,403
City Clerk	385,240	448,839	365,210	421,567
Elections	152,518	39,204	38,214	161,360
City Attorney	1,487,774	1,419,236	1,366,774	1,433,279
Intergovernmental Relations	176,296	189,791	203,729	375,427
Organizational Effectiveness	1,549,449	1,335,707	1,526,947	1,516,908
City Auditor	368,017	401,713	402,749	432,986
Office Environmental Affairs	265,591	353,629	344,233	218,849
Economic Development	2,799,416	2,480,837	2,772,517	2,752,601
Court	1,172,949	1,418,809	1,422,715	1,544,373
Total General Government	9,582,524	9,366,822	9,726,832	10,391,287

**City of Scottsdale
General Fund Summary
1993-94**

	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
EXPENDITURES (Continued)				
Police Department				
Chief of Police	1,804,560	876,158	901,829	935,497
Patrol	9,889,964	10,446,914	10,368,582	10,329,506
Criminal Investigations	3,424,036	3,949,022	4,224,657	5,387,006
Technical Services		1,936,189	2,007,433	2,094,361
Communications	3,313,037	1,376,116	1,469,271	1,474,750
Professional Standards		972,200	1,022,539	910,693
Total Police Department	18,431,597	19,556,599	19,994,311	21,131,813
Financial Services Department				
Financial Services Administration	201,895	224,943	237,394	313,852
Accounting and Budget	1,024,504	1,250,278	1,293,530	1,505,533
Tax Audit	467,461	483,934	477,605	556,037
Contribution to Self Insurance	200,000	200,000	200,000	250,000
Purchasing	1,159,804	1,200,834	1,206,490	1,226,789
Customer Service	477,260	564,443	568,702	649,026
Total Financial Services Department	3,530,924	3,924,432	3,983,721	4,501,237
Community Services Department				
Community Services Administration	463,482	613,356	444,354	456,052
Parks Maintenance	3,430,334	3,776,370	3,808,048	3,977,875
Library	3,706,739	3,829,532	3,842,861	4,044,855
Recreation	4,129,777	4,261,493	4,357,402	4,555,975
Human Services	961,011	1,046,013	1,108,396	1,335,776
Cultural Council	1,792,324	1,846,094	1,846,094	1,901,477
Total Community Services Department	14,483,667	15,372,858	15,407,155	16,272,010
Management Services Department				
Management Services Administration	151,146	224,256	225,865	235,001
Office of Management Systems	3,177,371	3,207,548	3,297,914	3,647,212
Communications and Public Affairs	630,154	638,230	654,093	682,942
Capital Project Management	528,657	565,874	549,524	535,253
Emergency Management Office	185,460	323,749	444,329	299,718
Total Management Services Department	4,672,788	4,959,657	5,171,725	5,400,126
Planning & Community Development				
Planning & Community Dev Admin	220,953	231,505	232,468	232,925
Planning Division	1,265,597	1,097,344	1,197,178	1,135,911
Development Services	1,251,546	1,132,435	1,129,797	1,340,981
Inspection Services	1,516,558	1,430,642	1,694,915	1,757,099
Project Review	1,652,779	1,776,692	1,733,598	1,762,531
Total Planning & Community Development	5,907,433	5,668,618	5,987,956	6,229,447

**City of Scottsdale
General Fund Summary
1993-94**

	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
EXPENDITURES (Continued)				
Fire Department				
General Fire Protection	5,933,973	6,344,765	6,354,052	7,315,995
Fire Support	275,850	303,329	260,657	246,441
Total Fire Department	6,209,823	6,648,094	6,614,709	7,562,436
Municipal Services				
Municipal Services Administration	180,844	202,832	248,887	286,807
Facilities Maintenance	5,319,213	5,346,072	5,410,068	6,172,386
Total Municipal Services	5,500,057	5,548,904	5,658,955	6,459,193
Debt Service/Lease Purchase	1,756,301	1,176,712	1,050,241	1,439,272
Operating Contingency		1,500,000		1,500,000
Compensation Contingency		12,718		
TOTAL EXPENDITURES	70,075,114	73,735,414	73,595,605	80,886,821
REVENUES OVER (UNDER) EXPENDITURES	(5,591,726)	(4,597,613)	(1,939,810)	(3,042,646)
OTHER SOURCES/TRANSFERS IN				
In Lieu Property Tax	620,148	682,453	682,453	939,317
Indirect Cost Allocation	4,827,292	4,871,832	4,871,832	5,690,052
Franchise Fee	1,723,250	1,889,150	1,889,150	2,094,200
Encumbrance - Rebudgets	2,721,630	3,000,000	1,883,903	3,000,000
GAAP Adjustment	14,795			
TOTAL OTHER SOURCES/TRANSFERS IN	9,907,115	10,443,435	9,327,338	11,723,569
OTHER USES/TRANSFERS OUT				
Encumbrance - Rebudgets		3,000,000		3,000,000
Transfer to				
HURF Fund	3,044,941	3,535,777	3,371,213	3,757,455
Airport Fund	302,140	273,956	269,871	258,949
Motor Pool	0	0	209,000	419,706
Capital Projects	1,311,090	623,000	623,000	2,459,604
TOTAL OTHER USES/TRANSFERS OUT	4,658,171	7,432,733	4,473,084	9,895,714
ENDING BALANCE				
Reserved for Economic Stabilization	0	5,000,000	5,000,000	7,000,000
Unreserved	6,375,440	237,941	4,289,884	1,075,093
TOTAL ENDING BALANCE	\$6,375,440	\$5,237,941	\$9,289,884	\$8,075,093

(Special Revenue) City of Scottsdale
 Highway User Fund Summary
 1993-94

	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
BEGINNING BALANCE	\$0	\$0	\$0	\$0
REVENUES				
LTAF	1,052,458	1,061,000	1,061,000	1,080,000
Highway User	7,404,809	7,800,000	7,500,000	7,900,000
TOTAL REVENUES	8,457,267	8,861,000	8,561,000	8,980,000
EXPENDITURES				
Transportation				
Transportation Administration	406,126	383,971	345,952	342,613
Traffic Engineering	498,868	524,269	526,099	748,580
Transportation Planning	449,737	492,955	492,232	544,913
Transit	954,028	1,207,463	1,229,243	1,503,603
Total Transportation	2,308,759	2,608,658	2,593,526	3,139,709
Planning & Community Development				
Project Review	47,133			
Municipal Services				
Transportation Maintenance	6,108,629	6,645,305	6,908,547	6,804,425
Debt Service	3,120,132	3,113,473	2,574,893	2,793,321
Compensation Contingency		29,341		
TOTAL EXPENDITURES	11,584,653	12,396,777	12,076,966	12,737,455
REVENUES OVER (UNDER) EXPENDITURES	(3,127,386)	(3,535,777)	(3,515,966)	(3,757,455)
OTHER SOURCES/TRANSFERS IN				
Transfer From General Fund	3,044,941	3,535,777	3,371,213	3,757,455
Encumbrance Rebudgets	92,442		144,753	
TOTAL OTHER SOURCES/TRANSFERS IN	3,137,383	3,535,777	3,515,966	3,757,455
OTHER USES/TRANSFERS OUT				
GAAP Adjustment	9,997			
TOTAL OTHER USES/TRANSFERS OUT	9,997	0	0	0
ENDING BALANCE	\$0	\$0	\$0	\$0

**City of Scottsdale
Debt Service Fund Summary
1993-94**

	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
BEGINNING BALANCE	\$1,442,057	\$1,624,339	\$4,102,190	\$6,546,891
REVENUES				
Privilege Tax	10,183,764	10,492,230	9,713,024	7,406,801
Property Tax	6,716,160	8,806,586	8,806,586	10,569,176
Special Assessments	4,260,961	4,869,857	4,869,857	5,302,544
Interest	1,027,417	879,000	879,000	300,000
TOTAL REVENUES	22,188,302	25,047,673	24,268,467	23,578,521
EXPENDITURES				
General Obligation Bonds	6,773,878	8,993,836	6,549,135	10,480,183
Municipal Properties Corporation Bonds	10,823,106	10,999,230	10,220,024	10,206,801
Special Assessment Bonds	4,754,027	4,869,857	4,869,857	5,302,544
TOTAL EXPENDITURES	22,351,011	24,862,923	21,639,016	25,989,528
REVENUES OVER (UNDER) EXPENDITURES	(162,709)	184,750	2,629,451	(2,411,007)
OTHER SOURCES/TRANSFERS IN				
Transfer From:				
M.P.C. Bond Reserves	2,510,521			
Capital Project Funds	644,395			
TOTAL OTHER SOURCES/TRANSFERS IN	3,154,916	0	0	0
OTHER USES/TRANSFERS OUT				
Reserved for Special Assessments	151,329			
Transfer To:				
Sinking Fund	180,745	184,750	184,750	
TOTAL OTHER USES/TRANSFERS OUT	332,074	184,750	184,750	0
ENDING BALANCE (Reserved for Debt Service)	\$4,102,190	\$1,624,339	\$6,546,891	\$4,135,884

**City of Scottsdale
Water and Sewer Fund Summary
1993-94**

	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
BEGINNING BALANCE	\$0	\$0	\$0	\$0
REVENUES				
Sewer Charges	7,578,467	8,725,000	8,000,000	10,046,000
Water Charges	26,180,321	29,058,000	28,058,000	31,941,000
Water Resources Development Fees	2,380,617	2,017,000	3,900,000	2,617,000
Planet Ranch	380,535	500,000	425,000	440,000
Interest Earnings	1,171,636	1,250,000	600,000	800,000
TOTAL REVENUES	37,691,576	41,550,000	40,983,000	45,844,000
EXPENDITURES				
Financial Services				
Customer Service	829,771	841,763	844,282	877,898
Water Resources				
Planning and Engineering	1,918,356	1,041,607	1,449,348	1,231,124
Planet Ranch	1,451,114	1,541,642	1,552,368	1,545,952
Water & Wastewater Operations	14,150,448	16,390,803	16,553,437	17,751,218
Water Quality		730,857	724,119	975,972
Total Water Resources	17,519,918	19,704,909	20,279,272	21,504,266
Debt Service	7,269,989	7,495,855	6,800,874	7,794,976
Compensation Contingency		7,861		
TOTAL EXPENDITURES	25,619,678	28,050,388	27,924,428	30,177,140
REVENUE OVER (UNDER) EXPENDITURES	12,071,898	13,499,612	13,058,572	15,666,860
OTHER SOURCES/TRANSFERS IN				
Encumbrance Rebudgets	621,513		692,805	
GAAP Adjustment	587,265			
TOTAL OTHER SOURCES/TRANSFERS IN	1,208,778	0	692,805	0
OTHER USES/TRANSFERS OUT				
In Lieu Property Tax	592,987	651,974	651,974	897,596
Indirect Cost Allocation	3,534,587	3,551,717	3,551,717	4,107,127
Franchise Fee	1,723,250	1,889,150	1,889,150	2,094,200
Reserve - Resource Development Fee	2,380,617	2,017,000	3,900,000	2,617,000
Transfer To:				
Motor Pool	0	0	0	77,200
Capital Projects Fund	5,049,235	5,389,771	3,758,536	5,873,737
TOTAL OTHER USES/TRANSFERS OUT	13,280,676	13,499,612	13,751,377	15,666,860
ENDING BALANCE	\$0	\$0	\$0	\$0

**City of Scottsdale
Airport Fund Summary
1993-94**

	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
BEGINNING BALANCE	\$0	\$0	\$0	\$0
REVENUES				
Airport Fees	626,447	700,000	700,000	820,000
Interest Earned	1,090			
TOTAL REVENUES	627,537	700,000	700,000	820,000
EXPENDITURES				
Transportation				
Airport	684,230	644,694	673,544	700,034
Debt Service				58,738
Compensation Contingency		3,048		
TOTAL EXPENDITURES	684,230	647,742	673,544	758,772
REVENUES OVER (UNDER) EXPENDITURES	(56,693)	52,258	26,456	61,228
OTHER SOURCES/TRANSFERS IN				
Transfer from General Fund	302,140	273,956	269,871	258,949
Encumbrance Rebudgets	54,415		29,887	
GAAP Adjustment	507			
TOTAL OTHER SOURCES/TRANSFERS IN	357,062	273,956	299,758	258,949
OTHER USES/TRANSFERS OUT				
In Lieu Property Tax	27,161	30,479	30,479	41,721
Indirect Cost Allocation	123,208	125,735	125,735	128,456
Direct Cost Allocation (Fire, Maintenance)	150,000	170,000	170,000	150,000
TOTAL OTHER USES/TRANSFERS OUT	300,369	326,214	326,214	320,177
ENDING BALANCE	\$0	\$0	\$0	\$0

**City of Scottsdale
Sanitation Fund Summary
1993-94**

	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
BEGINNING BALANCE				
Solid Waste Management Reserve	\$0	\$0	\$0	\$129,921
Unreserved	66,837	(40,959)	81,576	414,670
TOTAL BEGINNING BALANCE	66,837	(40,959)	81,576	544,591
REVENUES				
Refuse Collection	6,344,546	7,956,000	7,831,000	8,488,500
Interest Earnings	52,975	40,000		40,000
TOTAL REVENUES	6,397,521	7,996,000	7,831,000	8,528,500
EXPENDITURES				
Financial Services				
Customer Service	193,204	212,887	211,509	225,896
Municipal Services				
Sanitation	5,174,583	6,044,465	6,006,704	6,882,928
Debt Service				244,562
Fund Contingency	81,576	649,731	544,591	415,236
Compensation Contingency		23,578		
TOTAL EXPENDITURES	5,449,363	6,930,661	6,762,804	7,768,622
REVENUES OVER (UNDER) EXPENDITURES	948,158	1,065,339	1,068,196	759,878
OTHER SOURCES/TRANSFERS IN				
Encumbrance Rebudgets	12,727		1,608	
Fund Contingency Elimination	81,576	649,731	544,591	415,236
TOTAL OTHER SOURCES/TRANSFERS IN	94,303	649,731	546,199	415,236
OTHER USES/TRANSFERS OUT				
Indirect Cost Allocation	1,019,497	1,024,380	1,024,380	1,304,469
Transfer To Motor Pool	0	0	127,000	0
GAAP Adjustment	8,225			
TOTAL OTHER USES/TRANSFERS OUT	1,027,722	1,024,380	1,151,380	1,304,469
ENDING BALANCE				
Solid Waste Management Reserve	0	129,921	129,921	265,842
Unreserved	81,576	519,810	414,670	149,394
TOTAL ENDING BALANCE	\$81,576	\$649,731	\$544,591	\$415,236

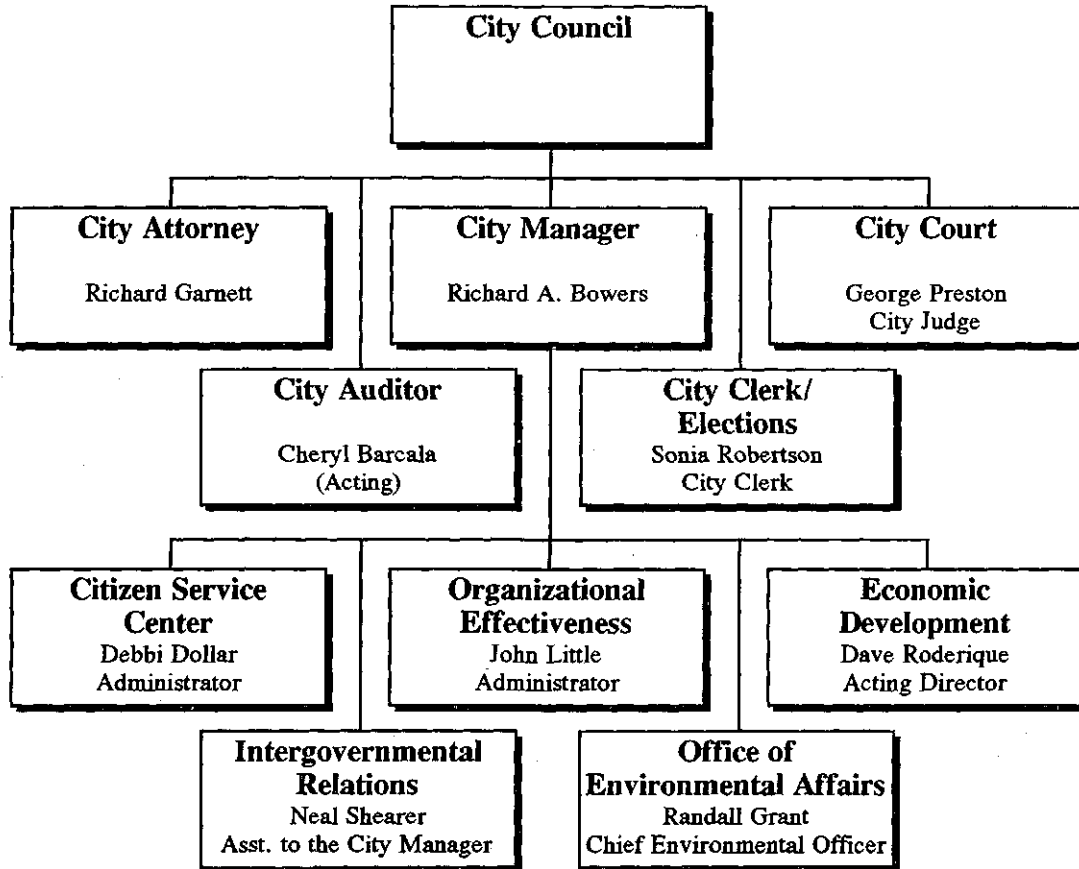
**City of Scottsdale
Motor Pool Fund Summary
1993-94**

	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
BEGINNING BALANCE	\$1,629,932	\$1,567,087	\$1,731,935	\$1,278,222
REVENUES				
Equipment Rental	5,605,092	5,676,000	5,676,000	5,800,000
Interest Earned	162,359	100,000	85,000	85,000
Other	89,120			
TOTAL REVENUES	5,856,571	5,776,000	5,761,000	5,885,000
EXPENDITURES				
Municipal Services				
Fleet Management	6,632,516	6,769,130	7,114,489	7,173,478
TOTAL EXPENDITURES	6,632,516	6,769,130	7,114,489	7,173,478
REVENUES OVER (UNDER) EXPENDITURES	(775,945)	(993,130)	(1,353,489)	(1,288,478)
OTHER SOURCES/TRANSFERS IN				
Encumbrance Rebudgets	887,287		563,776	
Transfer from				
General Fund			209,000	419,706
Water/Sewer Fund				77,200
Sanitation Fund			127,000	
TOTAL OTHER SOURCES/TRANSFERS IN	887,287	0	899,776	496,906
OTHER USES/TRANSFERS OUT				
GAAP Adjustment	9,339			
TOTAL OTHER USES/TRANSFERS OUT	9,339			
ENDING BALANCE	\$1,731,935	\$573,957	\$1,278,222	\$486,650

**City of Scottsdale
Self Insurance Fund Summary
1993-94**

	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
BEGINNING BALANCE	\$3,428,631	\$4,402,994	\$4,071,125	\$3,717,240
REVENUES				
Property & Liability	2,461,212	2,471,000	2,264,000	2,264,000
Unemployment	100,215	75,000	75,000	75,000
Interest	242,079	290,000	200,000	200,000
Contribution	200,000	200,000	200,000	250,000
Other	5,831			
TOTAL REVENUES	3,009,337	3,036,000	2,739,000	2,789,000
EXPENDITURES				
Financial Services				
Risk Management	2,383,742	2,083,379	3,128,713	2,063,739
Fund Contingency	4,071,125	5,349,892	3,717,240	4,442,501
Compensation Contingency		5,723		
TOTAL EXPENDITURES	6,454,867	7,438,994	6,845,953	6,506,240
REVENUES OVER (UNDER) EXPENDITURES	(3,445,530)	(4,402,994)	(4,106,953)	(3,717,240)
OTHER SOURCES/TRANSFERS IN				
Fund Contingency Elimination	4,071,125	5,349,892	3,717,240	4,442,501
Encumbrance Rebudgets	19,875		35,828	
TOTAL OTHER SOURCES/TRANSFERS IN	4,091,000	5,349,892	3,753,068	4,442,501
OTHER USES/TRANSFERS OUT				
GAAP Adjustment	2,976			
TOTAL OTHER USES/TRANSFERS OUT	2,976	0	0	0
ENDING BALANCE (Reserved for Self Insurance)	\$4,071,125	\$5,349,892	\$3,717,240	\$4,442,501

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



The General Government department is comprised of the City Council, the City Manager, the City Attorney, the City Court, the City Auditor, the City Clerk and Elections, the Citizen Service Center, Organizational Effectiveness, Economic Development, Intergovernmental Relations, and the Office of Environmental Affairs.

Departmental Budget Trends	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Expenditures	9,582,531	9,366,822	9,726,832	10,391,287
% of City's Operating Total	6.4%	5.8%	6.2%	6.0%

FINANCIAL HIGHLIGHTS

The 1993-94 adopted budget for General Government is \$1,024,465 (10.9%) more than the 1992-93 adopted budget and includes the net addition of four (4) full-time and two (2) part-time positions. Three additional part-time positions are for Court security in lieu of contractual services at no additional cost to the City. New budget items designed to enhance citizen participation include funding for a Citizen Service Center, including one (1) position transferred from Planning and Community Development, support for five (5) new citizen boards and commissions, and a full-time position to coordinate the Citizen Volunteer Services Program. Pilot funding is included for cultural diversity training to increase staff sensitivity towards diversity and improve the quality of our customer service. Funding is also included for federal consulting services in Washington, D.C. and for a new environmental attorney.

ISSUES FACING THE DEPARTMENT

Citizen Involvement - While Scottsdale has a long history of active citizen participation, there is much evidence nationally that the American public is feeling more and more distant from its government. We believe we are not immune from this trend and are committed to furthering our citizen involvement efforts and strengthening partnerships with the community.

Economic Development - Economic Development continues to work towards the development of major destination attractions; aggressively pursuing development activity that improves our community and enhances our overall lifestyle.

Legislative Mandates - A project currently under way for lower court automation through the Arizona Supreme Court may have a financial impact on City Court resources in the future. Other unanticipated Supreme Court decisions may adversely affect Court operations as well. Our challenge is to proactively plan for legislative changes that may be unknown at this time but mandated in the future.

Environmental Liability and Increasing Environmental Mandates - There is a dramatic increase in the scope and complexity of new environmental regulations Scottsdale and other cities face. Meeting the requirements of these laws and effectively monitoring the organization's activities to ensure compliance with all existing laws will be of paramount importance. Additionally, the costs of environmental regulations must be identified so that strategic financial planning to incorporate these costs can occur.

City-wide Management Information System (MIS) - As the City moves closer to the next decade, next century, next millennium, we need to ensure that we have a timely and intelligent management information system to effectively manage the operations of the City. A City-wide automated management information system, developed in an open systems technology environment, will be needed so that the City can maintain and improve the quality of services and can be proactive in addressing emerging needs and concerns of our customers.

Work Force 2000 - Employee-related issues arising from rapidly changing demographics and diversity in our work force need to be identified and managed. Such issues include complying with the Americans With Disabilities Act, developing a menu compensation program and family leave policy, offering sick child care and long-term care as optional benefits, providing bilingual training, and monitoring the potential impact of national health care legislation on the City and its employees.

Increase in Service Demands - The City faces an ever increasing need to continue to provide quality services and 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.

Rapidly Changing Community - As the City grows, new facilities are added, expenditure and revenue streams increase, capital programs develop, potential for fraud increases, contracts multiply, computer systems expand, and programs and staff diversify. The Auditor's Office will continue its efforts to provide adequate oversight of City resources.

General Government

Department Summary

EXPENDITURES BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	4,618,329	5,116,913	5,077,700	5,541,725
Contractual Services	4,321,373	3,863,406	4,108,684	4,524,431
Commodities	272,103	236,203	259,818	283,495
Capital Outlay	370,726	150,300	280,630	41,636
Total	9,582,531	9,366,822	9,726,832	10,391,287

EXPENDITURES BY DIVISION	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Legislative	481,623	502,081	490,128	450,534
City Manager	743,652	776,976	793,616	1,083,403
City Clerk	385,239	448,839	365,210	421,567
Elections	152,518	39,204	38,214	161,360
City Attorney	1,487,775	1,419,236	1,366,774	1,433,279
Intergovernmental Relations	176,296	189,791	203,729	375,427
Organizational Effectiveness	1,549,451	1,335,707	1,526,947	1,516,908
City Auditor	368,018	401,713	402,749	432,986
Office of Environmental Affairs	265,594	353,629	344,233	218,849
Economic Development	2,799,416	2,480,837	2,772,517	2,752,601
Court	1,172,949	1,418,809	1,422,715	1,544,373
Total	9,582,531	9,366,822	9,726,832	10,391,287

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	101	105	106	109
Part-time	6	6	6	8
Full-time Equivalent (FTE)	104.0	108.0	109.0	113.1

General Government

Legislative

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	288,237	288,270	288,270	296,259
Contractual Services	170,217	203,411	182,458	134,875
Commodities	16,395	10,400	19,400	19,400
Capital Outlay	6,774			
Total	481,623	502,081	490,128	450,534

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	10	10	10	10
Part-time				
Full-time Equivalent (FTE)	10.0	10.0	10.0	10.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Respond to all phone requests for information within one day.

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

% of written requests answered within two days	90%	90%	90%	90%
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The City Manager's Office provides the overall administrative leadership necessary for the implementation of City Council policies, administration of the organization, and delivery of services to the citizens.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	630,451	654,846	669,846	789,331
Contractual Services	100,042	99,412	100,580	201,677
Commodities	13,159	22,718	23,190	55,495
Capital Outlay				36,900
Total	743,652	776,976	793,616	1,083,403

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	9	9	10	11
Part-time	1	1	1	1
Full-time Equivalent (FTE)	9.5	9.5	10.5	11.5

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Respond to 100% of citizen and City Council requests within 24 hours.

Average # of requests for service per day	n/a	n/a	36/day	40/day
% of service requests responded to within 24 hours	n/a	95%	95%	100%

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Accomplish 100% of policy directives established by City Council.

# of work plan objectives undertaken	65	89	89	90
% of work plan objectives successfully completed on time	n/a	90%	95%	98%

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	256,612	279,465	238,384	278,933
Contractual Services	118,986	151,622	117,508	131,264
Commodities	9,641	17,752	9,318	11,370
Capital Outlay				
Total	385,239	448,839	365,210	421,567

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	7	7	7	7
Part-time	1	1	1	1
Full-time Equivalent (FTE)	7.5	7.5	7.5	7.5

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide legal notices for public hearings and publishings within 24 hours of the meeting, per legal requirements.

Legal postings	500	500	500	560
% of legal notices posted within 24 hours of hearing	100%	100%	100%	100%

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide an accurate and timely transcription of the City Council minutes.

Average # of days between meeting and transcription of minutes	unknown	unknown	3	3
% of City Council meeting minutes transcribed within seven days	60%	98%	100%	100%

General Government

Elections

The Elections division 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.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	22,093			21,047
Contractual Services	114,563	38,214	38,214	134,313
Commodities	9,187	990		6,000
Capital Outlay	6,675			
Total	152,518	39,204	38,214	161,360

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Increase the number of registered voters in Scottsdale and provide sample ballots/publicity pamphlets to each household of registered voter(s).

# of staff providing voter registration	8	n/a	n/a	0
# of registered voters	92,000	90,000	98,000	105,000
# of sample ballots/publicity pamphlets mailed per election	61,000	n/a	n/a	69,000
% of registered voter turnout	22%	n/a	n/a	22%

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	895,139	1,087,736	1,045,316	1,174,772
Contractual Services	495,309	284,855	273,689	202,846
Commodities	56,362	46,645	44,769	50,925
Capital Outlay	40,965		3,000	4,736
Total	1,487,775	1,419,236	1,366,774	1,433,279

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	18	18	18	20
Part-time	2	2	2	1
Full-time Equivalent (FTE)	19.0	19.0	19.0	20.7

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Thoroughly review documents to mitigate litigation, assist in drafting complex documents, and negotiate to achieve the desired results legally.

Approve and assist with drafting of all contracts to which the City is a party	97	180	110	130
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General Government

City Attorney

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Assist with drafting and approve all ordinances and resolutions.

# of ordinances and resolutions approved	201	340	210	240
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GOAL: Provide prosecution of 100% of violations of all ordinances and laws within the municipal court jurisdiction.

Pretrials conducted		10,500	10,000	10,500
Trials by prosecution		100	90	100
Bench trials		500	450	500

General Government

Intergovernmental Relations

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	145,170	152,587	150,000	157,035
Contractual Services	29,020	35,086	51,329	215,992
Commodities	2,106	2,118	2,400	2,400
Capital Outlay				
Total	176,296	189,791	203,729	375,427

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	2	2	2	2
Part-time	1	1	1	1
Full-time Equivalent (FTE)	2.5	2.5	2.5	2.7

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Attend 100% of MAG Management and Regional Council meetings and League of Arizona Cities and Towns policy meetings.

% of meetings attended	100%	100%	100%	100%
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General Government

Intergovernmental Relations

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Compile weekly and annual reporting on results of legislative program in a timely manner.

Reports prepared weekly during legislative session	23 wks/ 23 rpts	weekly thru session	weekly thru session	weekly thru session
End-of-season report completed within 30 days	comp. in 22 days	comp. in 30 days	comp. in 30 days	comp. in 30 days

General Government

Organizational Effectiveness

The Organizational Effectiveness division 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.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	908,938	939,374	966,531	989,655
Contractual Services	529,667	317,183	450,876	441,103
Commodities	95,349	72,350	86,010	86,150
Capital Outlay	15,497	6,800	23,530	
Total	1,549,451	1,335,707	1,526,947	1,516,908

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	20	20	20	20
Part-time	1	1	1	1
Full-time Equivalent (FTE)	20.5	20.5	20.5	20.5

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Attain and reward human resources by attracting, evaluating, and hiring quality service-oriented employees and compensating them in an equitable and competitive manner based upon performance.

90% of new hires pass 6 month probation	92.4%	90%	90%	90%
Turnover rate not to exceed 8%	6.83%	8.34%	8%	8%

General Government

Organizational Effectiveness

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide for the security of employees and their families by offering a viable, comprehensive, flexible benefits program that meets employees' needs.

Comply with state and federal laws and guidelines

n/a

n/a

100%

100%

GOAL: Provide the City of Scottsdale with the most effective and efficient service possible and meet or exceed client's expectations 100% of the time.

QRM cost per City of Scottsdale FTE

\$279

\$208

\$300

\$274

% of time QRM client's expectations met

n/a

100%

95%

100%

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	309,687	334,679	334,679	351,742
Contractual Services	39,932	56,273	56,912	71,893
Commodities	9,202	10,761	11,158	9,351
Capital Outlay	9,197			
Total	368,018	401,713	402,749	432,986

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	6	6	6	6
Part-time				
Full-time Equivalent (FTE)	6.0	6.0	6.0	6.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Conduct audits of 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.

Released reports (audits, whitepapers, investigations, follow-ups)	5	5	4	5
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The Office of Environmental Affairs develops, implements, analyzes, and monitors policies and programs that will improve the quality of the environment and make Scottsdale a leader in the field of environmental management; and serves as a resource to our citizens on federal, state, and local environmental and energy issues.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	116,716	113,905	98,905	118,898
Contractual Services	36,538	102,224	99,028	97,451
Commodities	20,190	2,500	13,300	2,500
Capital Outlay	92,150	135,000	133,000	
Total	265,594	353,629	344,233	218,849

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	2	2	2	2
Part-time				
Full-time Equivalent (FTE)	2.0	2.0	2.0	2.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Implement the Energy Efficiency Fund so that City departments are supported with energy efficiency improvements.

# of department requests for support	4	6	10	15
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General Government

Office of Environmental Affairs

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Achieve an annual reduction in energy on investments from the energy efficiency fund.

# of improvements that result in energy efficiency	8	10	14	20
Achieve average of 35% annual return on investment	30%	30%	35%	35%

GOAL: Return all telephone calls within 24 hours and respond to written requests for information within three working days.

# of citizen calls per day	96		100	120
Calls returned within 24 hours	85		90	100

General Government

Economic Development

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	182,099	227,274	215,895	252,687
Contractual Services	2,427,075	2,250,313	2,441,130	2,496,564
Commodities	3,252	3,250	2,892	3,350
Capital Outlay	186,990		112,600	
Total	2,799,416	2,480,837	2,772,517	2,752,601

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	4	4	4	4
Part-time				
Full-time Equivalent (FTE)	4.0	4.0	4.0	4.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide accurate and timely economic research.

Provide bed tax updates	monthly	monthly	monthly	monthly
Provide Economic Trends reports	semi-annual	semi-annual	semi-annual	semi-annual
Provide tourism studies	annual	semi-annual	semi-annual	semi-annual
Provide Retail Trends reports	annual	annual	annual	annual

General Government

Economic Development

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
GOAL: Increase tourism demand in Scottsdale.				
Analyze potential destination events	n/a	10	22	20
Analyze potential destination attractions	n/a	3	5	5
Increased bed tax receipts	\$136,800	\$239,000	\$300,000	\$256,000

General Government**Court**

The 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.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	863,187	1,038,777	1,069,874	1,111,366
Contractual Services	260,024	324,813	296,960	396,453
Commodities	37,260	46,719	47,381	36,554
Capital Outlay	12,478	8,500	8,500	
Total	1,172,949	1,418,809	1,422,715	1,544,373

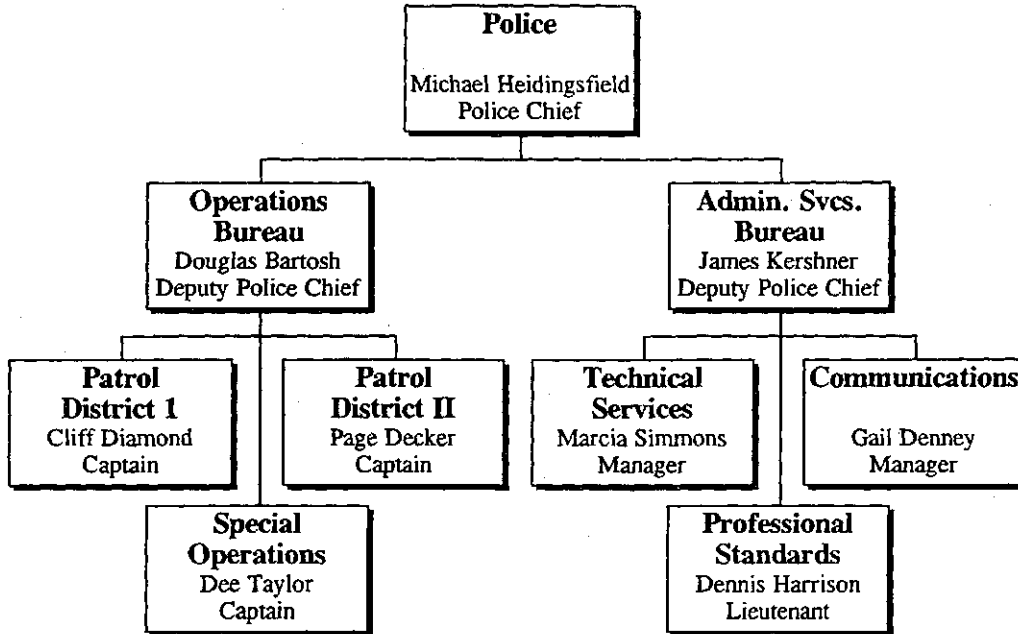
AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	23	27	27	27
Part-time				3
Full-time Equivalent (FTE)	23.0	27.0	27.0	28.2

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide prompt customer phone service to all court users calling the court.

78% of all phone calls are answered within one minute	54.1%	55.0%	59.0%	60.0%
Phone abandonment rate will not exceed 5%	20.3%	20.0%	15.0%	15.0%

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.



The Police department is comprised of the following divisions: Chief of Police, Patrol, Special Operations, Technical Services, Communications, and Professional Standards.

FINANCIAL HIGHLIGHTS

The 1993-94 adopted budget for Police is \$1,575,214 (8.1%) more than the 1992-93 adopted budget and includes the addition of twenty (20) full-time positions. Nine (9) of these positions were added in January to staff a Youth Intervention Unit to address our community's concerns about crimes and violent behavior attributed to young offenders in the City. Three (3) positions have been added to staff a Downtown Entertainment/Park Enforcement Unit for proactive control of disorderly conduct. Two (2) Detention Officers and six (6) Police Aides have also been added as civilian staff which creates additional officer availability time.

Departmental Budget Trends	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Expenditures	18,431,599	19,556,599	19,994,311	21,131,813
% of City's Operating Total	12.4%	12.2%	12.8%	12.3%

ISSUES FACING THE DEPARTMENT

Patrol Deployment - As the first line delivery source for police services, patrol officers must be staffed not only in proportion to demonstrated as well as projected workload, but to that critical level that allows a balance between answering calls for service, required administrative time, and time committed to meaningful community policing efforts.

Downtown Entertainment District - As the downtown district evolves into a 16 hour a day operation blending tourism, shopping, and entertainment, and as the Canal Bank development prepares to become a reality, attendant public safety issues require attention. Increased enforcement/police presence is required to provide an enhanced sense of security for users and business owners. The downtown area has recently experienced significant growth in the number of bars and nightclubs and these clubs generate an increase in order maintenance issues and traffic problems. Traffic congestion makes vehicle based patrol impractical for quick response and ignores the critical need for officer and citizen interaction. We have created a Bicycle Patrol Unit to address both this issue and parallel concerns within the parks.

Detective Staffing - The Legislatures's passage of the Victim's Right Bill, the increase in violent crime locally, and the increasing complexity of high profile criminal investigations, including homicides and property offenses, are impacting detective workloads. We will continue to monitor and evaluate staffing in this area.

Communications Staffing - Police Department communications staffing is the critical first point of contact for citizens seeking emergency and non-emergency police, fire, and medical services. It requires a commitment to minimal staffing to ensure responsiveness to citizens and police officer safety. The number of non-emergency and emergency calls answered within appropriate performance levels, citizen complaints, abandoned phone calls, and citizens placed on hold for varying lengths of time will continue to be monitored during FY 1993-94 with the potential for additional staffing requests for FY 1994-95.

CAD System - The current Computer Aided Dispatch (CAD) system has functionality concerns such as slowness during emergency traffic and limited disc storage space for on-line data queries. For the CAD System to interface with the new police records management system, the geographic information system and the City's open systems technology, the current system must be replaced. The new system is authorized in the capital improvements program. Funding is dependent upon the availability of RICO funds.

*Police**Department Summary*

EXPENDITURES BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	14,873,415	16,136,799	16,263,039	17,488,100
Contractual Services	2,801,833	2,950,224	2,988,976	3,119,080
Commodities	411,663	347,881	479,241	453,183
Capital Outlay	344,688	121,695	263,055	71,450
Total	18,431,599	19,556,599	19,994,311	21,131,813

EXPENDITURES BY DIVISION	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Chief of Police	1,530,086	876,158	901,829	935,497
Patrol Bureau	9,889,963	10,439,914	10,361,582	10,329,506
Special Operations	3,698,511	3,956,022	4,231,657	5,387,006
Technical Services	3,270,621	1,936,189	2,007,433	2,094,361
Communications	42,418	1,376,116	1,469,271	1,474,750
Professional Standards		972,200	1,022,539	910,693
Total	18,431,599	19,556,599	19,994,311	21,131,813

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	312	316	325	336
Part-time	3	3	3	3
Full-time Equivalent (FTE)	313.5	317.5	326.5	337.2

Police

Chief of Police

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	1,094,615	564,460	564,460	577,558
Contractual Services	363,261	302,927	326,830	346,708
Commodities	72,210	8,771	10,539	11,231
Capital Outlay				
Total	1,530,086	876,158	901,829	935,497

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	7	7	7	7
Part-time				
Full-time Equivalent (FTE)	7.0	7.0	7.0	7.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Complete formal research studies in a thorough and expeditious manner.

Formal projects completed per analyst (2)	7.5	7.5	7.5	6.5
% of formal reports completed on schedule	100%	100%	100%	95%

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Achieve maximum budget integrity through budget expenditure reports.

Budget expenditure reports per police budget analyst	4	4	4	4
% variance between year-end expenditure forecast and actual expenditure amount	0.5%	1%	1%	1%

GOAL: Respond to 100% of requests for requisitions and ensure the timely maintenance of computerized budget files.

# of requests per budget secretary (2)	1,268	1,394	1,394	1,534
% of requisitions processed within 10 work days	95%	95%	85%	80%
Average mapper budget file backlog	2 weeks	2 weeks	3 weeks	4 weeks

Police

Patrol

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	8,245,638	8,980,899	8,893,854	9,031,888
Contractual Services	1,614,542	1,423,736	1,424,331	1,268,583
Commodities	29,783	35,279	43,397	25,385
Capital Outlay		7,000	7,000	3,650
Total	9,889,963	10,446,914	10,368,582	10,329,506

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	169	172	171	171
Part-time	3	3	3	0
Full-time Equivalent (FTE)	170.5	173.5	172.5	171.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Respond to all crime scenes requiring forensic processing within three hours.

# of crime scenes processed per Crime Scene Specialist	178	187	187	196
% crime scene forensics processed within three hours	80.9%	85.0%	85.0%	90.0%

Police

Patrol

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Reduce the number of preventable vehicle accidents involving bureau employees.

# of preventable vehicle accidents involving employees	37	30	30	30
% of all employee accidents found to be preventable	61%	50%	50%	50%

GOAL: Respond to all emergency calls in an average of under six minutes.

# of calls which exceed the six minute response time	30	30	30	30
Average response time to emergency calls	3.6 min.	4 min.	4 min.	5 min.

GOAL: Average number of minutes spent on calls for service not to exceed 45 minutes.

# of calls for service per officer	1,200	1,254	1,316	1,381
Average amount of time spent on calls for service	52.5 min.	49 min.	50 min.	50 min.

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	3,110,567	3,228,575	3,389,971	4,454,402
Contractual Services	418,184	587,803	592,591	788,260
Commodities	57,472	82,419	119,042	117,044
Capital Outlay	112,288	50,225	123,053	27,300
Total	3,698,511	3,949,022	4,224,657	5,387,006

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	56	57	66	77
Part-time				3
Full-time Equivalent (FTE)	56.0	57.0	66.0	78.2

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Review and/or investigate 100% of crimes against persons.

# of crimes against persons reviewed and/or investigated per Violent Crime Detective (7)	787	861	861	941
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% of cases submitted for prosecution by VCU detective that will not be sent back by the prosecutor requesting further investigation	96.3%	95%	95%	95%
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Police

Special Operations

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Review and/or investigate 100% of property crime cases.

# of property crimes reviewed and/or investigated per Property Crime Detective (9)	997	1,078	1,078	1,164
% of cases submitted for prosecution by Property Crime detectives not requiring further investigation	95.3%	95%	95%	95%

GOAL: Review and investigate 100% of fraud and 100% of auto theft crimes.

# of fraud and embezzlements by fraud per detective (4) and # of auto thefts investigated per detective (2)	99/283	105/325	105/325	111/374
% of cases submitted for prosecution by detectives that will not be sent back requesting further investigation	95.8%	95%	95%	95%

GOAL: The Intelligence Unit will respond to 100% of requests for intelligence information.

# of intelligence requests per detective (3)	1,250	1,267	1,267	1,317
% of time requested information is disseminated within ten work days	100%	100%	100%	100%

Police

Special Operations

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: The Intelligence Unit will maintain productive intelligence contacts 100% of the time.

# of proactive contacts per detective (3)	74	117	117	132
% of proactive contacts which provide documentable assistance	95%	95%	95%	95%

GOAL: The Intelligence Unit will respond to 100% of narcotic activity information requiring further investigation by referring appropriate information to the Narcotics Unit.

# of intelligence assists to Narcotics Unit per detective (3); to increase 10% per year	81	117	117	135
100% of useable information is referred	100%	100%	100%	100%

GOAL: Respond to 100% of crisis intervention client referrals.

# of client referrals per crisis worker (4)	691	750	750	814
% of client contacts referred or placed within one day of receipt	95%	95%	95%	95%

GOAL: 85% of surveillances conducted by the Street Crimes Unit result in arrests or investigation of leads.

# of surveillances resulting in arrest or leads	34	33	33	56
% of leads and arrests	56.2%	60%	60%	75%

Police

Special Operations

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Respond to 100% of the requested asset forfeiture proceedings.

# of asset forfeiture proceedings processed by the asset officer	94	94	94	95
% of asset forfeiture requests processed within 30 days of case completion	100%	95%	95%	97%

GOAL: Reduce the number of traffic accidents and their primary causes as identified at high accident locations.

# of traffic accidents reported	3,120	3,495	3,500	3,914
% of time spent monitoring high accident locations by the Traffic Enforcement Unit	13%	10%	25%	25%

*Police**Technical Services*

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	2,422,595	1,541,381	1,578,374	1,671,804
Contractual Services	405,846	242,562	237,419	233,809
Commodities	209,780	147,246	185,390	188,748
Capital Outlay	232,400	5,000	6,250	
Total	3,270,621	1,936,189	2,007,433	2,094,361

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	42	42	42	45
Part-time				
Full-time Equivalent (FTE)	42.0	42.0	42.0	45.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Enter 100% of all department reports into the computer within 48 hours.

# of reports processed per Support Specialist	1,558	1,608	1,608	1,659
% of department reports entered into the computer within 48 hours	100%	100%	100%	100%

Police

Technical Services

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Attempt to notify victim 100% of the time prior to release of a prisoner.

Average # of victim's rights notifications per month	25	51	51	55
% of time notification is attempted prior to release of prisoner	100%	100%	100%	100%

GOAL: Impounded property is available for citizen pickup within ten working days of impound or case officer release 100% of the time.

# of items impounded per property custodian	5,795	6,833	6,833	8,050
% of time property is available for release within ten working days of impound or case officer release	100%	100%	100%	100%

GOAL: 75% of all latent print evidence is processed and compared within three days.

Average # of latent print comparisons per month	2,135	2,233	2,233	2,335
% of latent prints processed and compared within three days	31%	75%	75%	75%

GOAL: 100% of all detective tapes are transcribed within 10 days of receipt.

% of tapes transcribed within 10 days	60%	50%	50%	50%
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Police

Communications

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services		1,069,161	1,049,161	1,096,395
Contractual Services		245,555	253,942	305,475
Commodities	42,148	3,130	45,548	32,380
Capital Outlay		58,270	120,620	40,500
Total	42,418	1,376,116	1,469,271	1,474,750

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	25	25	25	25
Part-time				
Full-time Equivalent (FTE)	25.0	25.0	25.0	25.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Answer all incoming 911 calls within three rings (13 seconds).

# of 911 calls answered per person per year	3,084	2,650	2,877	3,122
% answered within three rings	99%	99%	99%	99%

Police

Communications

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
GOAL: Answer all non 911 calls within three minutes.				
# of non 911 calls answered per person per year	10,018	8,205	8,939	9,699
% of non 911 calls answered within three minutes	96%	99%	96%	96%

Police

Professional Standards

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services		752,323	787,219	656,053
Contractual Services		147,641	153,863	176,245
Commodities		71,036	75,325	78,395
Capital Outlay		1,200	6,132	
Total		972,200	1,022,539	910,693

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	13	13	14	11
Part-time				
Full-time Equivalent (FTE)	13.0	13.0	14.0	11.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Resolve citizen and supervisory complaints within 30 days.

Average # of formal citizen complaints per year which are coordinated by Professional Standards/I.A.

	38	48	48	60
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% of citizen and supervisory cases resolved within 30 days

	16%	30%	60%	90%
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Police

Professional Standards

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Respond to 100% of citizen requests for crime prevention appearances.

Average # of requests for crime prevention/public education appearances per crime prevention officer

226 250 275 300

% of crime prevention requests responded to within two days

85% 100% 100% 100%

GOAL: Ensure that 100% of the established block watch programs remain active in an effort to reduce crime.

of block watch programs established by crime prevention officer

67 75 85 100

% or average number of block watch programs active

95% 100% 100% 100%

GOAL: Ensure 100% compliance with ALEOAC mandated training.

Officers receiving mandated eight hours continuing training per officer per year, eight hours proficiency per officer every three years

208 208 214 225

% of officers receiving prescribed training

100% 100% 100% 100%

Police

Professional Standards

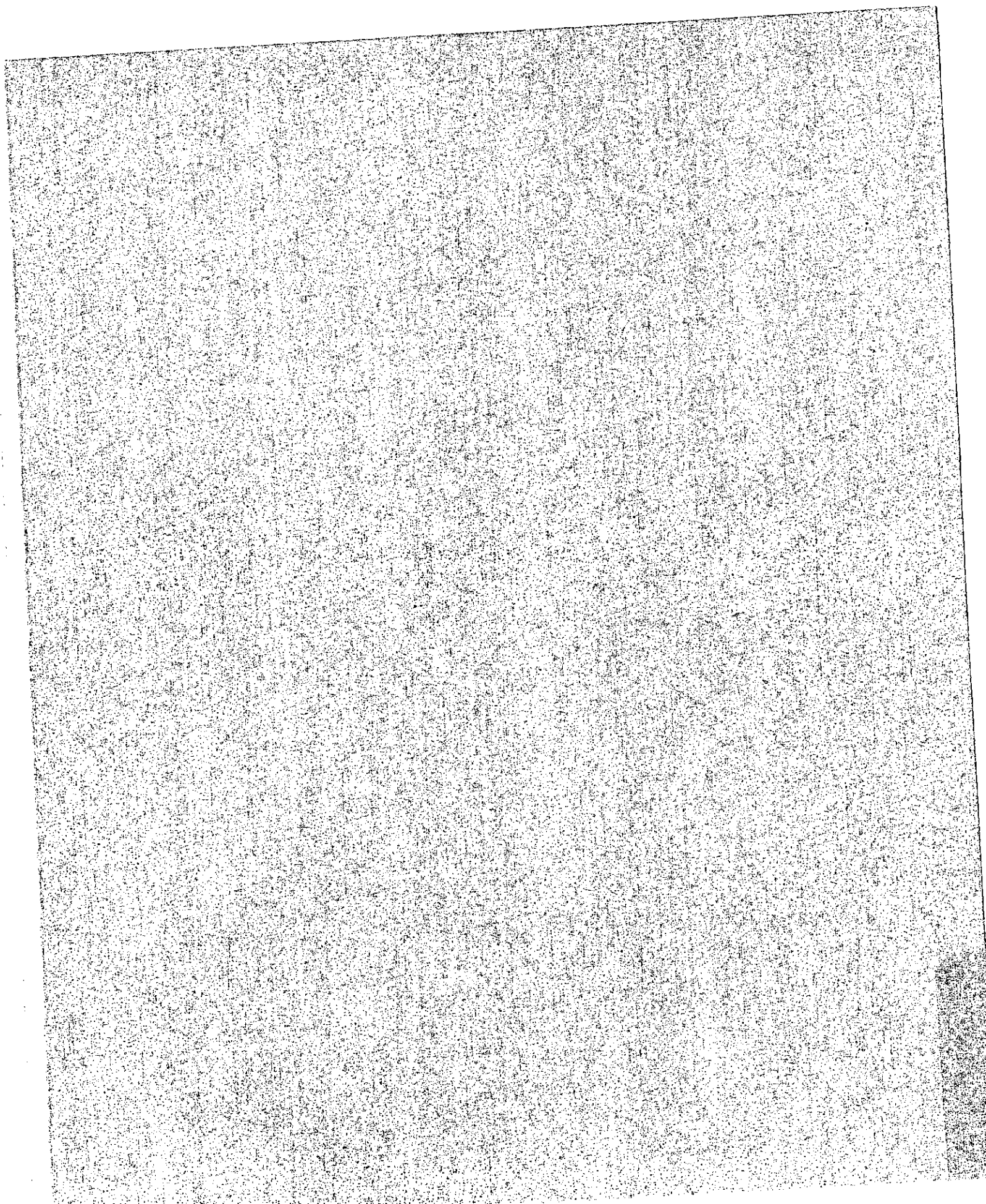
PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Ensure that 35% of police officer hires are from protected classes.

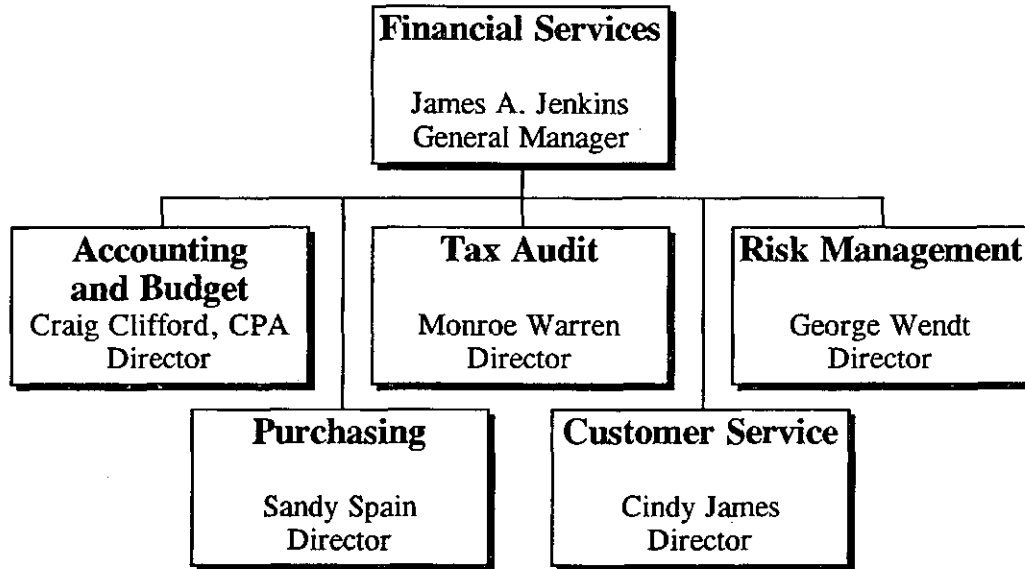
# of hired persons to fill sworn officer positions	26	15	20	30
% of officers hired from protected classes	35%	35%	35%	35%

GOAL: Ensure that 100% of police officers receive 16 training hours per year, excluding firearms training.

Officers receiving 16 hours of training per year, excluding firearms training.	208	208	214	219
% of officers receiving prescribed training	100%	100%	100%	100%



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



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

FINANCIAL HIGHLIGHTS

The 1993-94 adopted budget for Financial Services is \$606,309 (8.6%) more than the 1992-93 adopted budget and includes the addition of three (3) full-time positions. An additional Tax Auditor has been funded to ensure fairness and accuracy of City property tax records. A Risk Analyst has been funded to ensure compliance with OSHA standards and reduce the City's potential liability in event of an injury or property damage. An additional Customer Service Representative has been funded to administer the City's alarm permitting and false alarm charges. In addition, consulting funding has been included for a pilot program designed to help employees provide better customer services.

Departmental Budget Trends	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Expenditures	6,937,641	7,062,461	8,168,225	7,668,770
% of City's Operating Total	4.7%	4.4%	5.2%	4.5%

ISSUES FACING THE DEPARTMENT

Property Tax/Assessed Values - At the time of the 1989 bond election the City was projecting an assessed valuation (AV) growth of between 9% and 16%. Instead, AV has declined for the last two years. In response to this decline, some elements of the Capital Improvement Plan funded from the 1989 bond authorization must be delayed. This action is necessary both to remain within our legal bonding capacity and to effect a more modest property tax rate increase than would occur if no action were taken. The delays are reflected in the 1993-94 Capital Improvements Plan.

State Pre-emption of Privilege Tax Base - The State Legislature has shown an increasing propensity to reduce the City's ability to generate its own revenue. In the past three years the Legislature has pre-empted cities from taxing interstate long distance calls and Cactus League baseball. Although neither of these pre-emptions have hurt the City, the Legislature has also looked at pre-empting the taxing of residential rentals. Any pre-emption of the taxing of residential rentals would be very costly to the City of Scottsdale.

Regulation - Federal regulators, especially the Occupational Safety and Health Administration, are significantly increasing their requirements, as well as work levels for the Loss Control Manager. Specific areas of regulation include respiratory protection, scaffolding, personal protective equipment, and motor vehicles. Twelve additional regulations will be proposed or finalized in fiscal year 1992-93. It is anticipated that further regulations will follow.

Interest Rates - Today's lower interest rates reduce the City's interest income. At the same time, they reduce interest expense on new indebtedness. Long-term debt, issued at this time of low rates, will probably be advantageous to the City. Refinancing of higher interest debt is continuously explored.

Financial System Conversion - The City's existing financial software (MSA) will not be supported for Unisys hardware after March, 1995. Accounting is working in conjunction with OMS with the objective of migrating to an open system technology (UNIX based) hardware and fully functional, supported software to ensure the City's financial operation efficiency and effectiveness.

*Financial Services**Department Summary*

EXPENDITURES BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	3,769,005	4,175,108	4,114,192	4,473,588
Contractual Services	2,997,592	2,807,995	3,856,850	3,114,906
Commodities	76,691	57,036	69,136	57,026
Capital Outlay	94,353	22,322	128,047	23,250
Total	6,937,641	7,062,461	8,168,225	7,668,770

EXPENDITURES BY DIVISION	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Administration	201,896	224,943	237,394	313,852
Accounting and Budget	1,024,506	1,250,278	1,293,530	1,505,533
Tax Audit	467,461	483,934	477,605	556,037
Risk Management	2,383,742	2,083,379	3,128,713	2,063,739
Contribution to Risk Management	200,000	200,000	200,000	250,000
Purchasing	1,159,803	1,200,834	1,206,490	1,226,789
Customer Service	1,500,233	1,619,093	1,624,493	1,752,820
Total	6,937,641	7,062,461	8,168,225	7,668,770

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	106	107	107	110
Part-time	5	5	5	5
Full-time Equivalent (FTE)	108.5	109.5	109.5	113.0

Financial Services

Administration

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	168,920	199,492	211,100	213,404
Contractual Services	26,960	20,138	20,138	94,878
Commodities	6,016	5,313	6,156	5,570
Capital Outlay				
Total	201,896	224,943	237,394	313,852

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3.0	3.0	3.0	3.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide City executives with up-to-date information concerning general economic conditions and their potential impact to the City.

Coordinate and conduct the Fiscal Strategy meetings	4	N/A	12/year	12/year
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*Financial Services**Accounting and Budget*

The Accounting and Budget division is responsible for the City's payroll, accounts payable, special assessment bond district billings, special, monthly, and annual financial reports, City cash deposits and investments, and external audits; and 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.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	803,149	1,045,694	991,603	1,055,844
Contractual Services	165,797	188,714	194,452	431,069
Commodities	21,648	15,870	17,475	18,620
Capital Outlay	33,912		90,000	
Total	1,024,506	1,250,278	1,293,530	1,505,533

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	24	24	24	24
Part-time	2	2	2	2
Full-time Equivalent (FTE)	25.0	25.0	25.0	25.1

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Input financial data, process, and provide accurate financial information to users in a timely manner.

% of financial reports provided to users within 5 working days of each month-end	100%	100%	100%	100%
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Annual financial report is in compliance with generally accepted accounting principles (GAAP)	Yes	Yes	Yes	Yes
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Financial Services**Tax Audit**

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	423,515	437,467	431,467	506,567
Contractual Services	38,203	35,956	35,627	37,155
Commodities	5,743	6,211	6,211	7,015
Capital Outlay		4,300	4,300	5,300
Total	467,461	483,934	477,605	556,037

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	10	10	10	11
Part-time	1	1	1	1
Full-time Equivalent (FTE)	10.5	10.5	10.5	11.5

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Promote accurate sales tax self-assessments by taxpayer education programs.

Audit a minimum of 3.3% of businesses annually	2.3%	3.3%	3.3%	3.3%
Maintain a minimum ratio of \$2.00 collected to every \$1.00 in cost	\$2.20	\$2.00	\$2.25	\$2.35

*Financial Services**Risk Management*

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	253,950	262,145	262,145	314,913
Contractual Services	2,081,496	1,793,298	2,814,568	1,712,971
Commodities	43,674	27,936	34,000	31,905
Capital Outlay	4,622		18,000	3,950
Total	2,383,742	2,083,379	3,128,713	2,063,739

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	6	6	6	7
Part-time				
Full-time Equivalent (FTE)	6.0	6.0	6.0	7.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Maintain insurance protection on those insurable risks for which premiums are affordable.

# of policies maintained	8	8	8	8
Renew all necessary insurance prior to expiration	100%	100%	100%	100%

Financial Services

Risk Management

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Investigate and adjust claims in the best interest of the City.

# of claims filed	349		382	417
# of incidents reported	164		236	259
% of claims responded to in a fair and timely manner	100%		100%	100%

Contribution to Risk Management

The general fund contribution to Risk Management assists 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.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services				
Contractual Services	200,000	200,000	200,000	250,000
Commodities				
Capital Outlay				
Total	200,000	200,000	200,000	250,000

*Financial Services**Purchasing*

The Purchasing division 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.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	1,087,396	1,106,399	1,105,688	1,144,728
Contractual Services	105,867	137,417	144,963	142,101
Commodities	(43,409)	(49,782)	(48,161)	(60,040)
Capital Outlay	9,949	6,800	4,000	
Total	1,159,803	1,200,834	1,206,490	1,226,789

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	31	31	31	31
Part-time				
Full-time Equivalent (FTE)	31.0	31.0	31.0	31.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Place 90% of all purchase orders within three days of receipt of complete, approved purchase requisitions.

Annual purchase order volume	21,220	22,000	22,000	23,000
% placed within 3 days	90.5%	90%	90%	90%

*Financial Services**Purchasing*

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Issue formal solicitations within four weeks of receipt of complete specifications.

Annual solicitation volume	161	145	189	190
% issued within four weeks	96%	98%	96%	98%

GOAL: Receive, inspect, and deliver all materials ordered by the City within three days with 98% customer satisfaction for quality control.

# of receipts	10,268	10,500	10,500	11,750
# of deliveries	8,302	8,300	8,300	9,000
% of acceptance - quality control	100%	98%	99%	98%
% delivered in three days	100%	100%	100%	100%

GOAL: Produce 95% of orders within three days of customer lead time in Graphics and 98% of orders within one day in Copy Center.

Copy Center orders	1,619	1,600	1,600	1,600
Copy Center impressions	3,380,908	3,400,000	3,400,000	3,500,000
Graphics orders	1,065	1,100	1,100	1,220
Graphics impressions	3,059,917	3,100,000	3,100,000	3,250,000
% of Graphics orders produced within three days	98%	98%	98%	98%
% of Copy Center orders produced within one day	99%	95%	97%	95%

*Financial Services**Purchasing*

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Sort and deliver incoming mail with less than 2% error rate two times per day per schedule and process outgoing mail within three days of receipt.

Pieces of incoming mail received and sorted	426,803	425,000	425,000	420,000
Pieces of outgoing mail processed	1,154,520	1,165,000	1,165,000	1,170,000
% of errors	1%	2%	2%	2%
% of outgoing mail processed within three days	100%	100%	100%	100%

Financial Services

Customer Service

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	1,032,075	1,123,911	1,112,189	1,238,132
Contractual Services	379,269	432,472	447,102	446,732
Commodities	43,019	51,488	53,455	53,956
Capital Outlay	45,870	11,222	11,747	14,000
Total	1,500,233	1,619,093	1,624,493	1,752,820

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	32	33	33	34
Part-time	2	2	2	2
Full-time Equivalent (FTE)	33.0	34.0	34.0	35.4

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Answer phone calls in 30 seconds 90% of the time (ACD incoming).

# of calls received	93,349	95,203	95,353	100,206
% answered within 30 seconds	90%	89%	89%	90%

*Financial Services**Customer Service*

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Maintain uncollectible revenue at .4%.

City operating revenue	147,893,393	162,104,474	161,630,474	174,398,863
Uncollectible revenue (write-off)	931,660 .6%	648,418 .4%	589,084 .4%	697,595 .4%

GOAL: Collect \$10.00 for every \$1.00 spent in salaries.

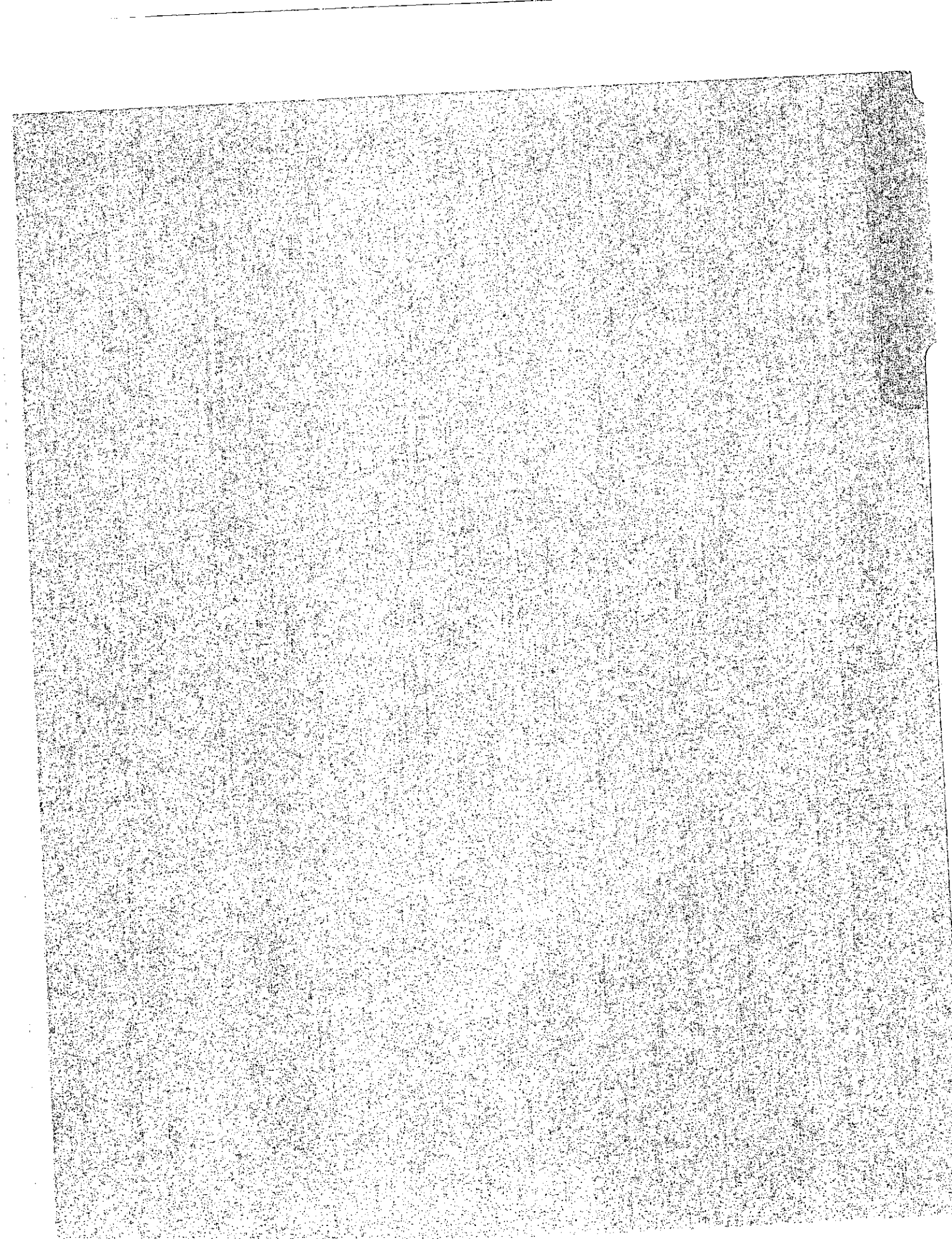
Delinquent dollars collected	\$4,187,767	\$4,500,000	\$4,500,000	\$4,800,000
Ratio of dollars collected to cost of collection	\$12.81	\$13.35	\$13.50	\$13.50

GOAL: 98% of customers receive their bills 14 days prior to due date.

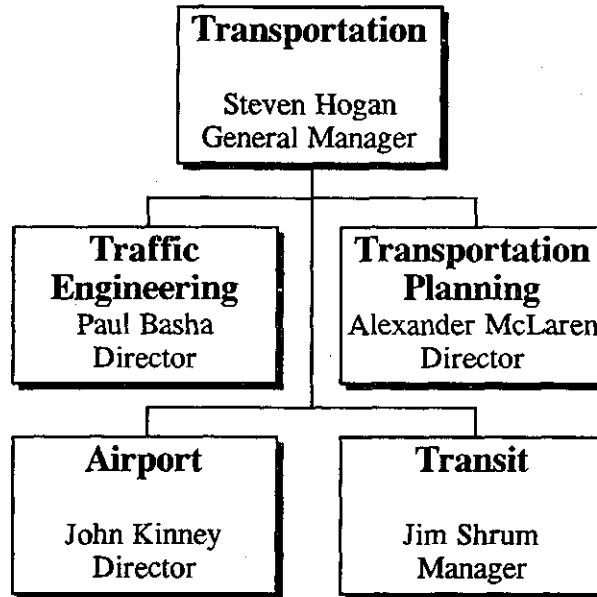
Total billings annually	725,187	726,000	746,708	780,064
% received 14 days prior to due date	100%	98%	99%	99%

GOAL: Read water meters monthly.

Average # of meters read monthly	47,930	49,397	50,057	52,785
% of meters read monthly	100%	100%	100%	100%



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



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

FINANCIAL HIGHLIGHTS

The 1993-94 adopted budget for Transportation is \$586,391 (18.0%) more than the 1992-93 adopted budget with no increase in staffing. Budget increases are due primarily to funding of increased frequency for City bus routes. Frequencies on the Scottsdale Connection bus routes will change from 60-minutes and 90-minutes to 30-minutes and 45-minutes. In addition, funding is also provided as a 10% match for an FAA Grant which will enable the City to complete several capital improvements at the Scottsdale Airport.

Departmental Budget Trends	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Expenditures	2,992,986	3,253,352	3,267,070	3,839,743
% of City's Operating Total	2.0%	2.0%	2.1%	2.2%

ISSUES FACING THE DEPARTMENT

North Area Drainage - Much of our future is dependent on effective resolution of difficult issues. The north area drainage is one of these. We must prepare an implementation plan to build facilities that will remove areas from special flood hazard areas. Implementation involves further studies of alignments and funding of alternatives for the project.

Pima Freeway - The Pima Freeway is an essential component to the City's transportation plan. The implementation of Maricopa County's regional freeway system will also continue to be a substantive and complex issue requiring our local involvement and leadership. We will continue to work with the Arizona Department of Transportation (ADOT) on the Pima Freeway, including the Interim Outer Loop north of the CAP Canal, and the issue of tollway versus freeway through Scottsdale. We will also continue cooperative efforts with the City of Phoenix regarding funding of the gap between 56th Street and Scottsdale Road.

City Transit Plan - In keeping with City Council adoption of the Transit Plan in July, 1990, additional transit enhancements are needed to expand service in the City. The fiscal year 1993-94 budget continues a measured and strategic improvement program by increasing the Transit budget by \$200,000 for the second consecutive year. The Dial-A-Ride component of this plan will continue to be a major consideration in order to comply with the Americans With Disabilities Act.

*Transportation**Department Summary*

EXPENDITURES BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	1,550,191	1,624,090	1,580,995	1,718,646
Contractual Services	1,313,418	1,572,509	1,624,857	2,070,231
Commodities	58,532	46,368	50,765	50,866
Capital Outlay	70,845	10,385	10,453	
Total	2,992,986	3,253,352	3,267,070	3,839,743

EXPENDITURES BY DIVISION	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Administration	406,125	383,971	345,952	342,613
Traffic Engineering	498,867	524,269	526,099	748,580
Transportation Planning	449,737	492,955	492,232	544,913
Airport	684,229	644,694	673,544	700,034
Transit	954,028	1,207,463	1,229,243	1,503,603
Total	2,992,986	3,253,352	3,267,070	3,839,743

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	34	34	33	33
Part-time	5	5	5	5
Full-time Equivalent (FTE)	37.0	37.0	36.0	36.0

Transportation

Administration

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	336,417	333,970	300,000	296,827
Contractual Services	48,932	36,959	32,252	32,744
Commodities	16,357	13,042	13,700	13,042
Capital Outlay	4,419			
Total	406,125	383,971	345,952	342,613

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	7	7	6	6
Part-time	1	1	1	1
Full-time Equivalent (FTE)	7.8	7.8	6.8	6.8

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Communicate effectively with citizen groups such as the Transportation Commission and the Airport Advisory Commission.

Frequency of meetings:

Transportation Commission	24	n/a	26	26
Airport Advisory Commission	10	n/a	12	12

Average # of calls answered per day	307	320	329	340
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% of calls responded to within 24 hours	95%	95%	95%	95%
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*Transportation**Traffic Engineering*

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	388,220	396,228	396,400	423,336
Contractual Services	105,446	118,173	118,225	321,796
Commodities	4,563	4,568	6,106	3,448
Capital Outlay	638	5,300	5,368	
Total	498,867	524,269	526,099	748,580

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	8	8	8	8
Part-time				
Full-time Equivalent (FTE)	8.0	8.0	8.0	8.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Respond to 100% of citizen requests for studies within one month.

Speed limit studies per year	10	20	10	25
Signal warrant studies per year	12	12	8	12

Transportation

Transportation Planning

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	380,765	426,253	426,253	472,522
Contractual Services	58,123	64,552	63,829	69,581
Commodities	5,231	2,150	2,150	2,810
Capital Outlay	5,618			
Total	449,737	492,955	492,232	544,913

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	10	10	10	10
Part-time				
Full-time Equivalent (FTE)	10.0	10.0	10.0	10.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Prepare planning studies which effectively improve City drainage and transportation.

# of drainage and transportation studies completed	7	6	8	6
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Transportation

Transportation Planning

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Meet with public to provide information regarding City planning efforts and to gain citizen feedback.

# of public meetings	30	41	40	40
# of attendees	900	590	700	650

Transportation

Airport

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	273,051	278,342	278,342	328,250
Contractual Services	332,358	336,951	364,186	343,368
Commodities	24,287	24,316	25,931	28,416
Capital Outlay	54,533	5,085	5,085	
Total	684,229	644,694	673,544	700,034

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	6	6	6	6
Part-time	3	3	3	3
Full-time Equivalent (FTE)	7.5	7.5	7.5	7.5

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Respond to 100% of constituent assistance (airport user and resident) calls within eight hours.

# of noise complaints responded to/response time (hours)	790/12	750/8	750/8	750/8
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Transportation

Airport

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Control vehicle traffic in aircraft operations 90% of the time.

# of aircraft landings/ takeoffs	239,414	250,000	240,000	250,000
# of emplanements per year	12,200	13,500	13,000	14,000

*Transportation**Transit*

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

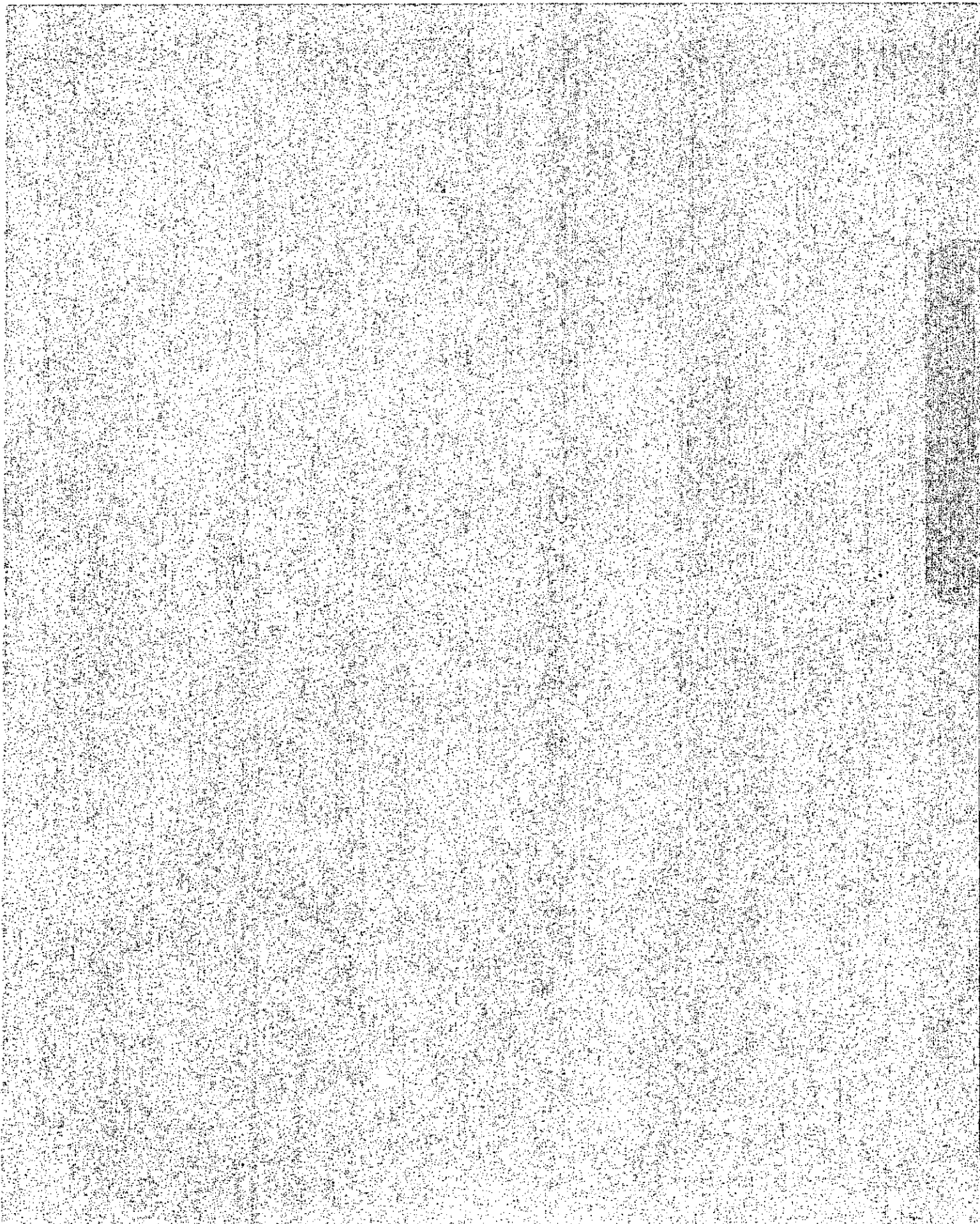
EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	171,738	189,297	180,000	197,711
Contractual Services	768,559	1,015,874	1,046,365	1,302,742
Commodities	8,094	2,292	2,878	3,150
Capital Outlay	5,637			
Total	954,028	1,207,463	1,229,243	1,503,603

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	3	3	3	3
Part-time	1	1	1	1
Full-time Equivalent (FTE)	3.5	3.7	3.7	3.7

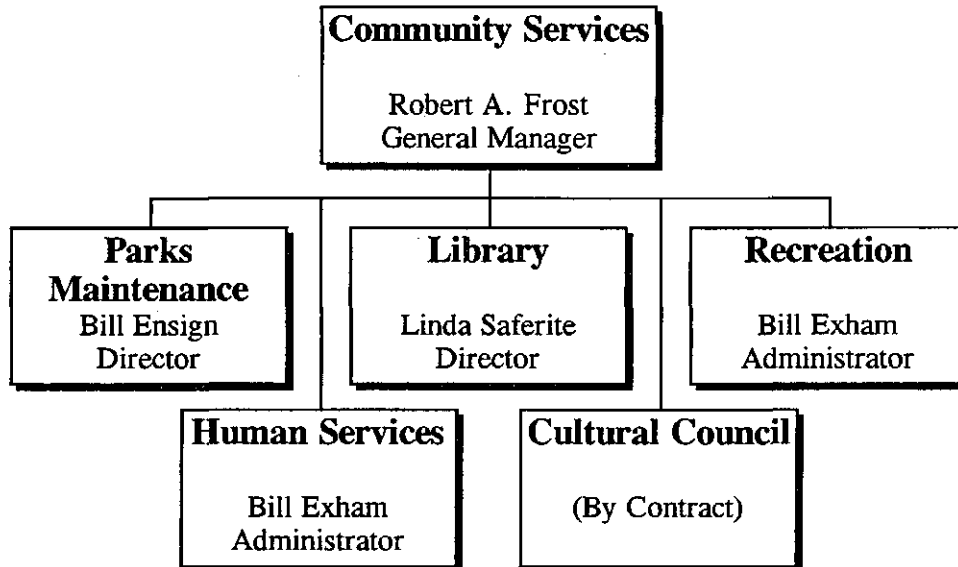
PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide employee and public with alternate mode opportunities.

Scottsdale Connection ridership	106,808	111,142	111,142	115,000
Phoenix Transit/RPTA ridership	704,360	814,212	814,212	825,000
Trolley ridership	17,537	31,000	31,000	32,000
Dial-A-Ride ridership	41,711	42,000	42,000	43,000
Farebox recovery %	18%	19%	19%	20%
Cost per passenger trip	\$0.90	\$0.90	\$0.90	\$0.85
# of employees participating in trip reduction	(est.) 900	900	900	1,000
% decrease of single occupancy vehicle miles	5%	5%	5%	5%



Mission: 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.



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

FINANCIAL HIGHLIGHTS

The 1993-94 adopted budget for Community Services is \$899,152 (5.8%) more than the 1992-93 adopted budget and includes the addition of six (6) full-time positions and the elimination of three (3) part-time positions. One position is funded to coordinate with other community agencies the opening of the Paiute Community Center. A Human Services Planner has been funded to provide a more comprehensive review of human service needs and coordination of services. Funding has also been provided to establish a trust account designated for replacement of train equipment at McCormick Railroad Park and increasing a part-time position to full-time to assist with operations at the park. Two part-time positions have been increased to full-time to provide teen programs at Vista del Camino and Eldorado Parks.

Departmental Budget Trends	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Expenditures	14,483,671	15,372,858	15,407,155	16,272,010
% of City's Operating Total	9.7%	9.6%	9.8%	9.5%

ISSUES FACING THE DEPARTMENT

Youth at Risk/Outreach - An increased number of troubled youth are requesting employment opportunities. As a result, more time is needed with each youth employment applicant to identify problems and make appropriate referrals. Some of the problems impacting those youth employment applicants are single parent homes, school problems, living out of the home, and gang involvement. In addition, demand for programs for children and teens has steadily increased. Story programs, teen recreation programs, and cooperative programs with the Scottsdale School District and Scottsdale Boys' and Girls' Club are provided but are limited in scope.

Security - Over the past two years the parks have experienced a 10% increase in the number of incidents involving vandalism, illegal behavior, and misuse of facilities. Part-time Recreation staff, with no police training, must address some of these activities. In addition, both Mustang and Civic Center libraries are also experiencing an increase in security problems. Over the past year, incidents have increased system-wide by 34%. Problems include theft of materials, incidents of indecent exposure, attempted arson, and verbal and physical confrontations.

Human Services - With more and more social service agencies going to the private sector and federal and state government for funding, there are less dollars available to individual agencies. More demands are being made for services in an environment of shrinking resources. Both agencies and individuals will look toward local government to provide these services in the near future. Changing neighborhoods, changing demographics, increasing elderly, and the opportunity for affordable health care, child care, and housing will all be issues which will place a significant demand on resources. Community partnerships and corporate involvement are options which are being pursued.

*Community Services**Department Summary*

EXPENDITURES BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	8,579,815	9,094,325	9,116,225	9,698,844
Contractual Services	4,462,715	4,849,333	4,778,060	4,927,210
Commodities	1,346,969	1,363,036	1,421,766	1,593,388
Capital Outlay	94,172	66,164	91,104	52,568
Total	14,483,671	15,372,858	15,407,155	16,272,010

EXPENDITURES BY DIVISION	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Administration	463,480	613,356	444,354	456,052
Parks Maintenance	3,430,335	3,776,370	3,808,048	3,977,875
Library	3,706,746	3,829,532	3,842,861	4,044,855
Recreation	4,129,776	4,261,493	4,357,402	4,555,975
Human Services	961,010	1,046,013	1,108,396	1,335,776
Cultural Council	1,792,324	1,846,094	1,846,094	1,901,477
Total	14,483,671	15,372,858	15,407,155	16,272,010

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	178	178	179	184
Part-time	334	334	334	331
Full-time Equivalent (FTE)	300.4	301.4	302.4	311.5

Community Services

Administration

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	379,635	409,309	409,309	423,312
Contractual Services	79,281	195,447	25,815	23,340
Commodities	4,564	8,600	9,230	9,400
Capital Outlay				
Total	463,480	613,356	444,354	456,052

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3.0	3.0	3.0	3.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Facilitate, coordinate, and evaluate 100% of the special community events which reach Community Services Administration using a lead time of 60 days as a guideline.

Hours per event (average)	4	n/a	4	4.5
Man-hour dollars per event	\$20	n/a	\$20	\$20
% of events accomplished within 60 days	80%	n/a	85%	95%

Community Services

Administration

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Average four facility tours per quarter, 100% handling of customer complaints within three working days, 100% completion of reports by required due date, and 100% dissemination of information within three working days.

\$ per hour per facility tour	\$30	n/a	\$30	\$30
\$ per report issued	\$20	n/a	\$30	\$30
\$ per complaint	\$10	n/a	\$10	\$10
# of tours completed	22	25	30	30
% of customer complaints handled	n/a	98%	100%	100%
% of reports issued on time	n/a	n/a	100%	100%

Community Services

Parks Maintenance

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	2,092,715	2,238,835	2,238,835	2,338,557
Contractual Services	943,411	1,116,568	1,115,600	1,214,787
Commodities	356,903	381,063	408,332	424,531
Capital Outlay	37,306	39,904	45,281	
Total	3,430,335	3,776,370	3,808,048	3,977,875

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	60	60	60	60
Part-time	6	6	6	6
Full-time Equivalent (FTE)	63.0	63.0	63.0	63.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Maintain 339 acres of turf.

PM 29 sprinkler systems 32 times per year	864	864	864	928
Mow 339 acres 38 times per year	11,232	11,856	11,856	12,882
Fertilize 339 acres four times per year	936	1,248	1,248	1,356
Scalp ten acres of turf once per year	10	10	10	10

Community Services

Parks Maintenance

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Promote an environment in the parks that is both safe and clean for park users.

Perform safety checks/21 buildings	1,092	1,092	1,092	1,196
Perform safety checks/five par courses	260	260	260	225
Perform lake/canal cleanup	104	104	104	100

GOAL: Maintain/patrol designated segments of non-paved trails in a safe and attractive manner.

Maintain/patrol 28 miles of designated trails	4	4	4	4
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Community Services

Library

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	2,579,171	2,696,300	2,670,100	2,804,051
Contractual Services	457,000	485,741	521,832	506,491
Commodities	637,141	624,531	620,025	734,313
Capital Outlay	33,434	22,960	30,904	
Total	3,706,746	3,829,532	3,842,861	4,044,855

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	62	62	62	62
Part-time	38	38	38	38
Full-time Equivalent (FTE)	87.5	87.5	87.5	87.5

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Enter 100% of books received into the collection within an average of seven days.

# of books handled per FTE	4,438	4,232	4,438	4,761
Labor cost per book	\$4.48	\$4.70	\$4.48	\$4.18
% of books entered within seven days	68%	85%	68%	90%

*Community Services**Library*

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide storytime programs for 90% of the children who register.

Staff hours per storytime program	6.65	6.75	6.7	7
Staff costs per storytime program	\$77.05	\$76.11	\$76.50	\$80.00
% children accommodated/quarter	84.5%	90%	80%	80%

GOAL: Maintain Civic Center Library shelves so that 98% of all books are in order on the shelves.

# of shelves read/hour	10.3	20	15	18
% of books in order on shelves	69.5%	98%	80%	80%

GOAL: Process 100% of requests from our customers to borrow materials from other libraries within five working days of receipt, and process at least 75% of all requests from other libraries for our materials within five working days of receipt.

Customer requests processed per hour	1.9	3	2.5	3
Customer requests processed within five working days	n/a	100%	96%	98%
Other library requests processed per hour	10.8	13.9	11.5	13.9
Other library requests processed within five working days	n/a	75%	75%	75%

Community Services

Recreation

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	2,889,237	3,063,061	3,063,061	3,255,809
Contractual Services	888,237	862,351	924,016	926,355
Commodities	328,870	332,781	366,306	353,281
Capital Outlay	23,432	3,300	4,019	20,530
Total	4,129,776	4,261,493	4,357,402	4,555,975

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	40	40	40	43
Part-time	280	280	279	276
Full-time Equivalent (FTE)	128.8	129.4	128.4	135.4

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Schedule public requests for facility use contracts within 24 hours of request.

Reservations scheduled per staff hour	1.4	1.6	1.6	1.6
% of reservation requests scheduled within 24 hours	100%	100%	100%	100%

Community Services

Recreation

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Answer 97% of phone calls received in the Recreation Administration office before call is abandoned.

% of calls answered before being abandoned	84%	85%	85%	97%
% of goal met	91%	92%	92%	100%

GOAL: Hold 80% of special interest classes offered.

% of classes held	77%	80%	80%	80%
% of goal met	96.3%	100%	100%	100%

GOAL: Fill 100% of budgeted team slots in the Youth Sports leagues.

% of team slots filled	105%	100%	100%	100%
% of goal met	105%	100%	100%	100%

GOAL: Maintain 98% level of satisfaction with park and recreation services, as determined by annual City-wide citizen survey.

% of voters satisfied	98%	98%	98%	98%
% of goal met	100%	100%	100%	100%

Community Services

Human Services

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	639,057	686,820	734,920	877,115
Contractual Services	302,462	343,132	344,703	354,760
Commodities	19,491	16,061	17,873	71,863
Capital Outlay			10,900	32,038
Total	961,010	1,046,013	1,108,396	1,335,776

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	13	13	14	16
Part-time	10	10	11	11
Full-time Equivalent (FTE)	18.1	18.5	20.5	22.6

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide teen employment services to 100% of applicants requesting service within five working days of request.

% of applicants seen within five days	0	50%	50%	75%
% of goal met	0	50%	50%	75%

Community Services

Human Services

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide 165 intake interviews per FTE per quarter at Vista del Camino.

Interviews per FTE	171	180	180	180
% of goal met	100%	100%	100%	100%

GOAL: Hold 80% of senior citizen special interest classes offered.

% of classes held	78%	80%	80%	80%
% of goal met	97.5%	100%	100%	100%

GOAL: Reduce percentage of "no comment" responses in annual citizen survey from 42% to 30% for Human Services category.

% of "no comment" responses	42%	30%	30%	25%
% of goal met	71.4%	100%	100%	100%

Community Services

Cultural Council

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services				
Contractual Services	1,792,324	1,846,094	1,846,094	1,901,477
Commodities				
Capital Outlay				
Total	1,792,324	1,846,094	1,846,094	1,901,477

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
GOAL: Provide 100% of scheduled performing art programs.				
# of programs	280	192	192	200
attendance	126,719	120,000	120,000	137,000

GOAL: Provide 100% of scheduled visual arts exhibits.				
# of exhibits	92	32	32	32
attendance	81,608	62,000	62,000	62,000

GOAL: Provide 100% of planned educational programs.				
# of programs	373	375	375	375
attendance	26,878	27,000	27,000	29,000

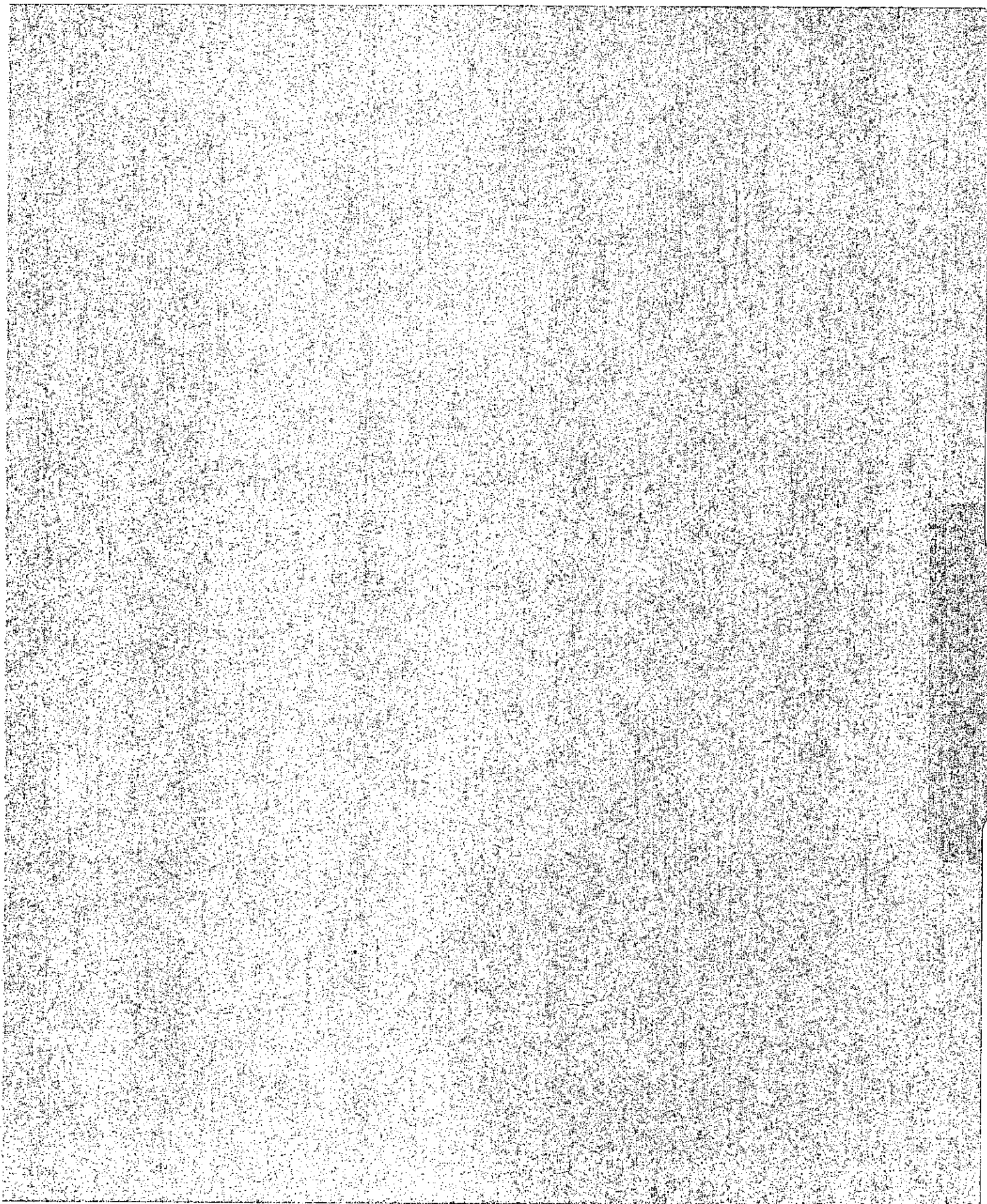
Community Services

Cultural Council

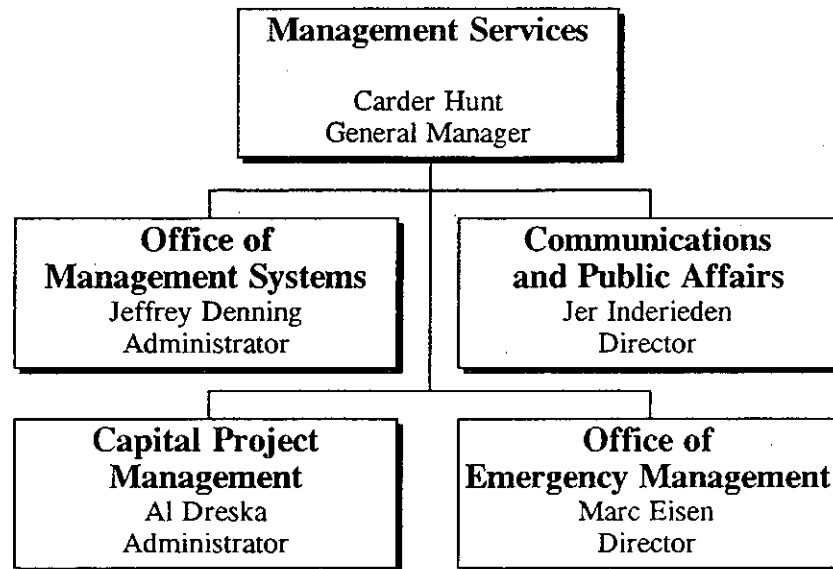
PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Plan and implement the annual arts festival.

# of artist booths	116	140	140	140
# of food booths	30	40	40	40
# of performances	130	130	130	120
attendance	77,500	75,000	75,000	76,000



Mission: Achieve excellence in the coordination and administration of approved capital projects; ensure that the City remains on the leading edge in the application of technological innovations; promote effective internal and external communications, media relations, and video production; and achieve superior responsiveness in the administration of fire protection, emergency medical services, animal control, and emergency disaster management.



The Management Services department is comprised of Management Services Administration, the Office of Management Systems, Communications and Public Affairs, Capital Project Management, and the Office of Emergency Management.

FINANCIAL HIGHLIGHTS

The 1993-94 adopted budget for Management Services is \$440,469 (8.9%) more than the 1992-93 adopted budget and includes the addition of one (1) full-time position and a transfer of one (1) full-time position from Planning & Community Development. A System Support Specialist is funded as technical support for the City's automated mapping database. The transfer position will be dedicated to the management of the City's Geographic Information System (GIS) implementation.

Departmental Budget Trends	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Expenditures	4,672,786	4,959,657	5,171,725	5,400,126
% of City's Operating Total	3.1%	3.1%	3.3%	3.1%

ISSUES FACING THE DEPARTMENT

Indian Bend Wash Development - We will continue to focus management efforts toward the development of the 160-acre parcel in the Indian Bend Wash to include a major water recharge facility for the City and recreation development to serve the citizens.

Parking Protection for Phoenix Open - Long-term parking protection is essential to assure continued success in the City's hosting of this annual event. Acquisition of the 123-acre state land parcel at the northeast corner of Hayden and Bell Roads will provide that assurance as well as provide opportunities for development of on-site revenue producing activities. Converting this land to the intended use will require some on and off-site improvements.

Geographic Information System (GIS) Map Automation - A field survey pilot program on a two and one half square mile area within the City will be conducted to test both our ability to automate City maps and meet the City's expectations for GIS. GIS offers the potential for city-wide information sharing that will result in more effective and efficient service to the growing community.

Fiber Optics Installation - The City commitment to open systems technology requires a faster and wider telecommunications network to carry data and information throughout the organization. Applications, such as GIS, require the speed of fiber optics to transmit large amounts of data in response to customer service requirements.

Local Area Networks (LAN) - Installation of LANs provides the opportunity to use smaller, faster, and less expensive computers in service to the community. Local Area Networks represent the type of technology required to support new applications such as GIS, Police records management, and the City's financial system.

*Management Services**Department Summary*

EXPENDITURES BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	2,952,683	3,179,372	3,136,871	3,427,171
Contractual Services	1,313,228	1,512,961	1,698,628	1,714,974
Commodities	226,180	231,323	264,650	254,416
Capital Outlay	180,695	36,001	71,576	3,565
Total	4,672,786	4,959,657	5,171,725	5,400,126

EXPENDITURES BY DIVISION	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Administration	151,146	224,256	225,865	235,001
Office of Management Systems	3,177,370	3,207,548	3,297,914	3,647,212
Communication and Public Affairs	630,154	638,230	654,093	682,942
Capital Project Management	528,657	565,874	549,524	535,253
Office of Emergency Management	185,459	323,749	444,329	299,718
Total	4,672,786	4,959,657	5,171,725	5,400,126

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	82	81	81	83
Part-time	3	3	3	3
Full-time Equivalent (FTE)	83.4	82.6	82.6	85.3

Management Services

Administration

Management Services Administration provides professional management and coordination of the divisions within the department; provides leadership and direction to effectively implement City goals and policies; and provides contract administration for the Tournament Players Club of Scottsdale, WestWorld, the Princess Resort, and the Bureau of Reclamation.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	119,631	205,230	205,230	213,739
Contractual Services	27,966	17,022	18,631	19,462
Commodities	3,549	2,004	2,004	1,800
Capital Outlay				
Total	151,146	224,256	225,865	235,001

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	3	2	3	3
Part-time				
Full-time Equivalent (FTE)	3.0	2.0	3.0	3.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL:

Respond to requests within 24 hours			100%	100%
Tournament Players Club Committee meetings			12	12
Monthly Issues Reports			12	12

Management Services

Office of Management Systems

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.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	1,953,026	2,032,274	2,005,473	2,275,148
Contractual Services	883,572	944,499	994,490	1,155,114
Commodities	189,283	194,774	226,375	213,385
Capital Outlay	151,489	36,001	71,576	3,565
Total	3,177,370	3,207,548	3,297,914	3,647,212

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	43	43	44	46
Part-time	1	1	1	1
Full-time Equivalent (FTE)	43.4	43.4	44.4	46.8

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Respond to customer requests within 24 hours.

% of response to customer requests within 24 hours	98%	98%	99%	100%
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Management Services

Office of Management Systems

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Support the communications network, including the planning, installation, and service of computer terminals and telephones.

# of requests for service	3,005	3,470	3,629	3,920
# of PC software products supported	80	95	105	130

GOAL: Achieve 100% system availability to the main frame user, being cognizant of site, system, and environmental controls.

# of computer applications supported	25	24	26	28
% of computer availability (uptime)	98.15%	98%	98%	99%

Management Services

Communications and Public Affairs

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	364,832	381,646	381,646	398,759
Contractual Services	216,728	230,949	246,695	255,248
Commodities	19,388	25,635	25,752	28,935
Capital Outlay	29,206			
Total	630,154	638,230	654,093	682,942

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	9	9	9	9
Part-time	1	1	1	1
Full-time Equivalent (FTE)	9.5	9.5	9.5	9.7

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Respond to all customer service contacts within 24 hours.

City Hall information hours (8 a.m. to 5 p.m.)	M-F	M-F	M-F	M-F
Hours of uninterrupted service per day	6	8	8	9
# of rings per call	3	3	3	2
# of calls per year	33,000	35,000	37,000	40,000

*Management Services**Communications and Public Affairs*

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Improve media relations by reducing response time to media calls by 50%, increasing press contacts by 25%, and improving our contacts to articles generated ratio by 25%.

Time to produce news release	4 hrs.	4 hrs.	3 hrs.	2 hrs.
Response time to press calls	1 hr.	1 hr.	30 min.	30 min.
# of press contacts	465	500	625	750
# of press briefings	25	30	30	35
# of press releases	80	80	80	80
# of articles generated	1,200	1,200	1,500	1,500

GOAL: Approve printing approval requests within four hours 90% of the time.

Time to approve printing request	4 hrs.	4 hrs.	4 hrs.	2 hrs.
Average # of corrections per request	25	25	25	25
Printing requests	1,500	1,500	1,500	1,750

*Management Services**Capital Project Management*

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	456,283	492,657	476,957	457,076
Contractual Services	65,549	66,007	65,044	70,877
Commodities	6,825	7,210	7,523	7,300
Capital Outlay				
Total	528,657	565,874	549,524	535,253

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	26	26	24	24
Part-time				
Full-time Equivalent (FTE)	26.0	26.0	24.0	24.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide accurate and timely coordination, development, and implementation of the City's Capital Improvement Program and City-funded projects. Respond within 24 hours to all customer contacts.

# of projects scheduled for completion	34	48	49	35
% of projects completed within 60 days of schedule (80-100%)	68%	95%	95%	95%
Total active projects	107	101	102	59
% of total CIP budget expended for all projects completed during fiscal year (80-100%)	88%	95%	80%	95%

Management Services

Office of Emergency Management

The Office of Emergency Management provides effective administration of the City's contracts for private ambulance service to Scottsdale and for the provision of emergency services from Rural Metro Fire; 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.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	58,911	67,565	67,565	82,449
Contractual Services	119,413	254,484	373,768	214,273
Commodities	7,135	1,700	2,996	2,996
Capital Outlay				
Total	185,459	323,749	444,329	299,718

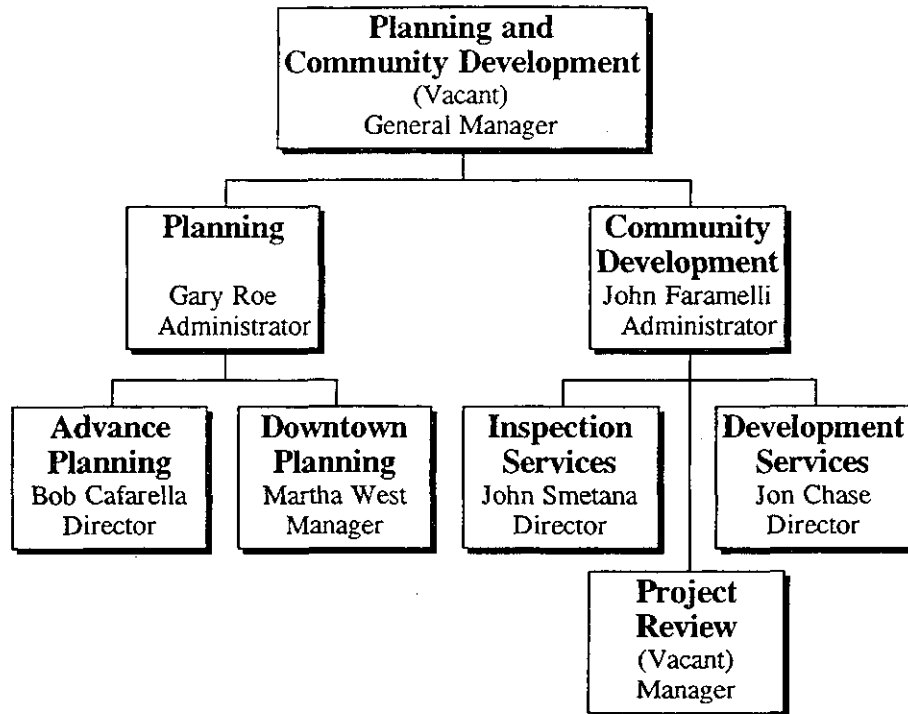
AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	1	1	1	1
Part-time	1	1	1	1
Full-time Equivalent (FTE)	1.5	1.7	1.7	1.8

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Administer emergency services agreements and ensure the greatest possible degree of service to the citizens of Scottsdale.

# of citizen inquiries per year	78	60	75	75
% of inquiries responded to within 24 hours	100%	100%	100%	100%

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



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

FINANCIAL HIGHLIGHTS

The 1993-94 adopted budget for Planning & Community Development is \$560,829 (9.9%) more than the 1992-93 adopted budget. The budget adds one (1) full-time position as front-line service support due to increased demand, and one (1) new Code Inspector. One (1) full-time position has been transferred to Management Services, which will be dedicated to the management of the City's Geographic Information System (GIS) implementation. Another full-time position has been transferred to General Government for the new Citizen Service Center. The budget also provides funds for aerial/orthophotographs which will update the City's current aerial photos and increase our ability to utilize the City's digital GIS technology.

Departmental Budget Trends	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Expenditures	5,954,570	5,668,618	5,987,956	6,229,447
% of City's Operating Total	4.0%	3.5%	3.8%	3.6%

ISSUES FACING THE DEPARTMENT

Quality Development Processes - Development-related statistics indicate that we are in the beginning of another growth cycle. We are committed to assuring quality development consistent with the general plan and providing a high level of customer service and continuous improvement within the department. We will continue to monitor work demand, department resources and improvement opportunities, and will make strategic additions as necessary.

Zoning Ordinance Rewrite - The City's zoning ordinances constitute one of the most visible elements of the City code and must be updated to accurately reflect our community's land use policies. This project was originally funded in 1992-93 but was postponed until the Visioning Process was completed. Based on City Council instruction, staff will work directly through the Planning Commission on this project. We are now proceeding to move this important project forward.

Downtown Public/Private Partnerships - The Downtown Plan reinforces the community vision of downtown as a fully integrated mixed use center with strong emphasis on the pedestrian scale and linkages of the built environment. A key component of success will be to encourage human activity and interactions on the streets reinforced through urban design and public amenities as a critical backdrop. A public/private partnership is essential.

Scottsdale General Plan - The City's General Plan guides our growth and development and needs to be responsive to community goals. Efforts are under way to evaluate the effectiveness of the General Plan and make needed changes in process and content.

Community Development Block Grant (CDBG) - In fiscal year 1993-94, CDBG will administer a \$1.8 million program to provide community services in the areas of housing, community development, and public services. In addition, the Section 8 program will provide \$1.2 million in rental assistance. CDBG issues are a growing component of the Scottsdale community.

Americans With Disabilities Act (ADA) - Federal legislation requires government entities to provide equal services and accessibility to facilities for all persons wishing to participate. Discriminatory impediments must be eliminated as quickly as possible, but no later than January, 1995. The capital improvement and operating budgets include items to address this issue.

*Planning & Community Development**Department Summary*

EXPENDITURES BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	4,106,973	4,306,206	4,356,477	4,495,808
Contractual Services	1,666,043	1,262,524	1,486,670	1,620,812
Commodities	123,378	97,788	109,369	107,827
Capital Outlay	58,176	2,100	35,440	5,000
Total	5,954,570	5,668,618	5,987,956	6,229,447

EXPENDITURES BY DIVISION	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Administration	220,954	231,505	232,468	232,925
Planning	1,265,596	1,097,344	1,197,178	1,135,911
Development Services	1,140,300	1,132,435	1,129,797	1,340,981
Inspection Services	1,516,558	1,430,642	1,694,915	1,757,099
Project Review	1,811,162	1,776,692	1,733,598	1,762,531
Total	5,954,570	5,668,618	5,987,956	6,229,447

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	103	104	103	104
Part-time	4	4	4	4
Full-time Equivalent (FTE)	106.1	107.1	106.1	107.4

Planning & Community Development

Administration

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	173,548	208,198	208,198	215,236
Contractual Services	39,567	20,707	21,355	15,089
Commodities	7,839	2,600	2,915	2,600
Capital Outlay				
Total	220,954	231,505	232,468	232,925

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3.0	3.0	3.0	3.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Ensure that the client receives initial follow-up contact from staff within 24 hours and that requests for assistance are resolved within one week.

Respond to 95% of requests within 24 hours	95%	95%	95%	97%
Resolve 95% of requests within one week	95%	95%	95%	97%

Planning & Community Development

Planning

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	729,770	813,009	795,009	813,089
Contractual Services	505,280	261,725	353,691	296,436
Commodities	14,443	20,510	24,938	21,386
Capital Outlay	16,103	2,100	23,540	5,000
Total	1,265,596	1,097,344	1,197,178	1,135,911

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	17	17	17	17
Part-time				
Full-time Equivalent (FTE)	17.0	17.0	17.0	17.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Be highly responsive to citizens and decision-makers and provide accurate information and/or requested recommendations as required.

Same day call back for all inquiries			100%	100%
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Planning & Community Development

Planning

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Improve the physical linkages and pedestrian scale of the downtown-built environment and activities.

Support special events	2	n/a	3	3
Complete plan/implement two projects per year	2	n/a	2	2
Screen all develop/ext renov projects for compliance with design/architect guidelines	60%	n/a	100%	100%

GOAL: Provide complete housing rehabilitation of 96 homes owned by low income Scottsdale residents per year.

Completed housing rehabilitations per month	9	8	9	9
% of clients satisfied with housing rehabilitation of their homes	n/a	n/a	95%	95%

Planning & Community Development

Development Services

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	906,240	915,935	919,587	925,307
Contractual Services	194,351	181,189	162,997	380,163
Commodities	39,709	35,311	36,213	35,511
Capital Outlay			11,000	
Total	1,140,300	1,132,435	1,129,797	1,340,981

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	23	23	22	24
Part-time	2	2	2	2
Full-time Equivalent (FTE)	24.5	24.5	23.5	25.7

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Review State Department of Liquor licenses and control applications within 50 days; business license applications within five days; and Motor Vehicle Division applications within 24 hours.

# of liquor license applications reviewed in 50 days	117	170	190	200
# of business license applications reviewed	3,402	3,300	3,350	3,300
MVD applications in 24 hours	30	30	35	40
% of applications reviewed in 50 days	100%	100%	98%	98%
% of business license applications reviewed within 50 days	98%	98%	98%	98%

Planning & Community Development

Development Services

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Respond to 100% of graffiti incidents within 24 hours of notification using City staff and volunteer resources.

# of graffiti complaints	n/a	n/a	50	100
% of complaints responded to and completed	n/a	n/a	90%	95%

GOAL: Seek voluntary compliance of cases in 30 days or less without issue of civil citation 98% of the time.

# of cases handled	10,796	12,500	13,000	14,000
% of cases achieving compliance in 30 days or less	98%	98%	95%	95%

GOAL: Respond to all customer requests (walk-in or phone) within 24 hours.

# of walk-in customers served per FTE (1)	8,759	7,194	10,160	13,005
# of phone calls answered per FTE (1)	9,690	15,080	11,240	14,388
% of customer requests responded to within 24 hours	100%	100%	100%	100%

GOAL: Produce designs/illustrations and packet graphics within five working days or as needed.

Design/illustrations per FTE	972	955	1,127	1,442
% of designs/illustrations and graphics produced on time	100%	100%	100%	100%

Planning & Community Development

Development Services

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Research ownership information within five working days from receipt or as needed.

# of ownerships researched per FTE	272	188	316	404
% of ownerships researched on time	100%	100%	100%	100%

GOAL: Review 95% of sign permit applications within five working days.

# of sign permit applications reviewed within five days	1,180	1,360	1,580	1,400
% of sign permit applications reviewed within three days	96%	95%	96%	96%

GOAL: Return 95% of phone calls within a 24 hour period.

Average # of phone calls returned per day	142	165	170	195
% of phone calls returned within a 24 hour cycle	98%	95%	95%	95%

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

Average # of permits issued per day	6	6	7	8
% of permits issued within 24 hour cycle	98%	98%	98%	98%

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	917,918	832,584	953,857	1,022,321
Contractual Services	546,659	582,491	718,074	711,648
Commodities	22,758	15,567	22,084	23,130
Capital Outlay	29,223		900	
Total	1,516,558	1,430,642	1,694,915	1,757,099

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	28	28	28	28
Part-time	1	1	1	1
Full-time Equivalent (FTE)	28.8	28.8	28.8	28.8

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Issue 99% of on-site Certificates of Occupancy and clear utilities within 24 hours of inspection. Issue 99% of off-site Certificates of Acceptance within 24 hours of completion notification.

# of Certificates of Occupancy	2,203	2,400	2,630	3,375
# of utilities cleared	3,135	3,400	3,024	3,543
# of Certificates of Acceptance	248	220	336	352
Hours required for service	178	212	252	266
% of Certificates of Occupancy/ Acceptance and utilities issued	98.8%	99%	98.8%	99%

Planning & Community Development

Inspection Services

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
GOAL: Perform 95% of all requested building code inspections within 24 hours and the remainder within 48 hours.				
Building code inspections	86,152	98,900	117,000	154,250
Hours required for service	8,551	9,890	11,700	15,425
Cost per inspection	\$5.50	\$5.67	\$4.79	\$3.69
% of building inspections performed within 24 hours (standard)	99.6%	95%	97%	95%

GOAL: Perform 95% of all public works inspections within 24 hours and the remainder within 48 hours.

# of inspections	4,853	6,240	7,280	7,616
Cost per inspection	\$88.09	\$58.10	\$49.80	\$73.33
Total cost	\$427,498	\$362,521	\$362,521	\$558,242

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	1,379,497	1,536,480	1,479,826	1,519,855
Contractual Services	380,186	216,412	230,553	217,476
Commodities	38,629	23,800	23,219	25,200
Capital Outlay	12,850			
Total	1,811,162	1,776,692	1,733,598	1,762,531

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	32	33	33	32
Part-time	1	1	1	1
Full-time Equivalent (FTE)	32.8	33.8	33.8	32.9

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Coordinate 70 cases (zoning, use permit, development review, variances) per FTE.

# of cases per coordinator	73	73	65	70
% of cases per coordinator	105%	105%	93%	100%

Planning & Community Development

Project Review

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Public hearing packets will be distributed to board and commission members one week prior to the public hearing meeting 90% of the time.

Packets per employee	14.3	15.6	14.7	15.1
Cost per packet	\$2,975	\$1,604	\$1,925	\$1,872
% of packets distributed one week prior to meeting	90%	95%	95%	95%

GOAL: Maintain a 24 hour turnaround on work order requests 90% of the time.

# of work orders per staff	189	200	231	266
Cost per work order	\$29.02	\$28.86	\$25.00	\$24.95
% of work orders turned around in 24 hours	90%	90%	90%	90%

GOAL: Review all submitted building, planning, and civil plans within five working days 90% of the time.

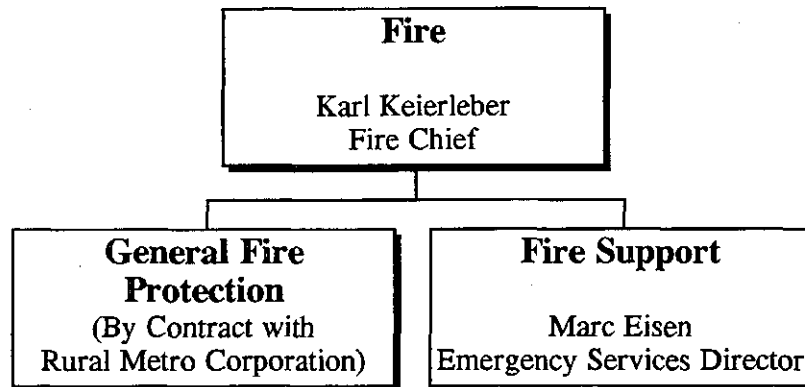
# of plan sheets reviewed	49,478	66,150	57,889	74,217
% of plans reviewed on time	82%	90%	90%	90%

GOAL: Review utility plans and issue utility encroachment permits within ten working days 90% of the time.

# of utility plans submitted	511		598	767
% of review/permits completed on time	98%	90%	90%	90%



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



The Fire Department is comprised of General Fire Protection (by contract with Rural Metro Corporation), and Fire Support.

FINANCIAL HIGHLIGHTS

The 1993-94 adopted budget for Fire is \$914,342 (13.8%) more than the 1992-93 adopted budget. The significant increase in the budget is due to a contractual agreement with Rural Metro and the full year's funding of increased personnel located at 74th Street and Shea Boulevard.

Departmental Budget Trends	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Expenditures	6,209,822	6,648,094	6,614,709	7,562,436
% of City's Operating Total	4.2%	4.1%	4.2%	4.4%

ISSUES FACING THE DEPARTMENT

Phase II Training Facility - As firefighter safety and training standards continue to become more stringent, the emphasis on an environmentally sound training facility becomes important. Phase I of the facility is under way, however, we must focus on the future development of Phase II for project completion.

Public Education Programs - The public education department exists to develop quality programs that will address the various safety needs of our citizens. Our efforts focus on achieving better exposure for our programs (CPR, home/business safety, EDITH trailer, water safety, and school education). This will be accomplished through quality offerings and proper use of the local media in our attempt to make the City more fire safe. As the community grows, the complexity of public education and the need for public involvement in fire prevention will increase.

Growing City and Increased Fire Service Demand - A growing city is placing increased demand on fire prevention and suppression departments. Continued build-out of the north areas will call for new fire stations and prevention personnel. The growth of the Scottsdale Airport will call for an upgrade in service levels. Cost effective and balanced department growth must be planned.

*Fire**Department Summary*

EXPENDITURES BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	202,365	254,088	204,088	198,496
Contractual Services	5,922,883	6,349,056	6,357,498	7,318,420
Commodities	63,349	44,950	53,123	45,520
Capital Outlay	21,225			
Total	6,209,822	6,648,094	6,614,709	7,562,436

EXPENDITURES BY DIVISION	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
General Fire Protection	5,933,974	6,344,765	6,354,052	7,315,995
Fire Support	275,848	303,329	260,657	246,441
Total	6,209,822	6,648,094	6,614,709	7,562,436

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time				
Part-time*	40	40	40	40

Full-time Equivalent (FTE)*

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

Fire

General Fire Protection

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services				
Contractual Services	5,885,849	6,313,865	6,322,307	7,284,595
Commodities	46,984	30,900	31,745	31,400
Capital Outlay	1,141			
Total	5,933,974	6,344,765	6,354,052	7,315,995

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide a state certified trained professional staff to serve the citizens of Scottsdale.

Average # of yearly training hours per firefighter	399	240	240	240
% of state certification of firefighters				
1. emergency medical tech -defibrillation	100%	100%	100%	100%
2. firefighter III (firefighter II required)	FFII 100%	FFIII 100%	FFIII 100%	FFIII 100%

Fire**General Fire Protection**

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Respond in a timely manner to emergencies and citizens' requests for assistance.

Average calls per day				
1. Emergency	26.5	28	28	30
2. Non-emergency	8	8.5	8.5	9
Average response times				
1. Emergency *Jan 91-June 92	*3:59	4:00	4:00	4:00
2. All calls (includes non-emergency)	*4:09	5:00	5:00	5:00

GOAL: All building and fire plans submitted to be reviewed within five days.

Average # of plans reviewed per day	64	70	70	80
% of plans reviewed within five days	99%	98%	98%	98%

GOAL: Provide a professional and responsive inspection staff.

Average # of inspection stops per day	40	43	43	49
% of inspection requests responded to within 24 hours	not measured	90%	98%	98%

Fire

Fire Support

In conformance with the contract between the City of Scottsdale and Rural Metro Corporation, Fire Support services is comprised of 40 full-time and part-time City employees to supplement the regular firefighting personnel. All support personnel are trained to Arizona State Firefighter I and II certifications.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	202,365	254,088	204,088	198,496
Contractual Services	37,034	35,191	35,191	33,825
Commodities	16,365	14,050	21,378	14,120
Capital Outlay	20,084			
Total	275,848	303,329	260,657	246,441

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time				
Part-time*	40	40	40	40

Full-time Equivalent (FTE)*

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

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Supplement the regular firefighting personnel with on-call personnel.

# of incidents responded to	62	99	99	110
Average # of personnel reporting to call out	12.6	10	10	10

Fire

Fire Support

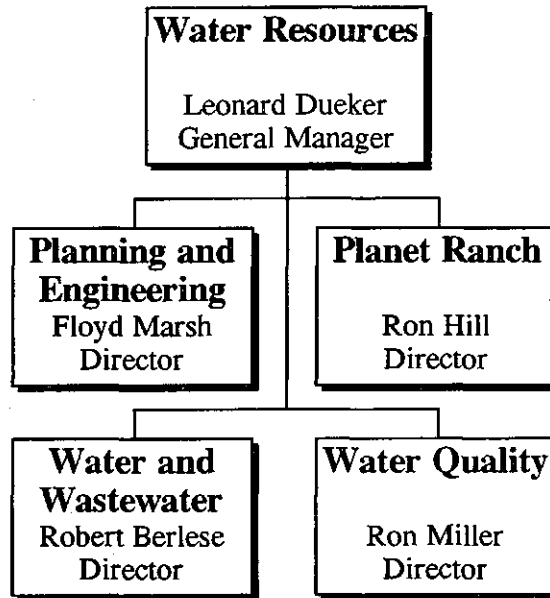
PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: All Fire Support personnel are trained to state certification level II.

Average yearly training hours	59	48	48	48
% of state certified firefighter II	70%	100%	95%	95%



Mission: Provide Scottsdale citizens with a safe, reliable water supply and wastewater reclamation system.



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

FINANCIAL HIGHLIGHTS

The 1993-94 adopted budget for Water Resources is \$1,799,357 (9.1%) more than the 1992-93 adopted budget and includes the addition of four (4) full-time positions. One position funded is a Water Resource Technician to test City water meters and to ensure accuracy and/or replacement of faulty meters. An Industrial Waste Inspector has been added to ensure compliance with EPA standards for inspection of businesses. A Water Quality Sampler has been added to ensure compliance with federal and state water quality standards. An Electrician has also been added to assist with various system changes regarding pressure, reservoir levels, turning pumps on and off, etc. Funding is provided for chemicals and lab supplies needed for the operation of the City's new Ground Water Treatment Facility, however these costs will be directly offset by payments from participating industrial firms. A contract employee will also be funded to coordinate non-hazardous liquid waste (septic tank) disposal and the costs will be offset by charges to participants.

Departmental Budget Trends	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Expenditures	17,519,922	19,704,909	20,279,272	21,504,266
% of City's Operating Total	11.8%	12.3%	12.9%	12.5%

ISSUES FACING THE DEPARTMENT

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

Environmental Compliance With Wastewater Quality Regulations - Compliance actions associated with the National Pollution Discharge Elimination Standard (NPDES) permit at our 91st Avenue Wastewater Treatment Plant require changes to the plant and its operational processes, as well as extensive upstream controls. The City must also comply with state surface water quality standards, industrial pretreatment requirements, and must develop new nonhazardous liquid waste processes. We currently have 11 permitted industrial pre-treatment customers and are required to contact 1,400 additional businesses to determine if they should be permitted.

Assured Water Supply - The 1980 Groundwater Management Act requires us to work toward eliminating reliance on mined groundwater. Therefore, the City is increasing its use of CAP water, constructing a wastewater reclamation plant, beginning recharge and recovery projects, building a nonpotable water line in conjunction with north area golf courses, and encouraging water conservation.

Superfund - Construction of a groundwater treatment facility is underway which will be operated by the City on completion in early 1994. Cleanup work in "area 7" property owned by the City is underway. Citizen communication efforts and information assistance regarding a potential toxic tort lawsuit are being provided.

Private Development Activity - There are significant increases in activity among nondeveloper property owners requiring water and sewer line extension and negotiation of oversizing and reimbursement agreements that will significantly impact current staff levels.

*Water Resources**Department Summary*

EXPENDITURES BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	3,126,420	3,221,446	3,163,604	3,539,326
Contractual Services	8,161,627	9,730,175	10,310,832	10,277,743
Commodities	6,084,155	6,640,038	6,691,292	7,586,247
Capital Outlay	147,720	113,250	113,544	100,950
Total	17,519,922	19,704,909	20,279,272	21,504,266

EXPENDITURES BY DIVISION	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Planning and Engineering	1,918,359	1,041,607	1,449,348	1,193,124
Planet Ranch	1,451,112	1,541,642	1,552,368	1,545,952
Water and Wastewater Operations	14,150,451	16,390,803	16,553,437	17,789,218
Water Quality		730,857	724,119	975,972
Total	17,519,922	19,704,909	20,279,272	21,504,266

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	70	70	70	74
Part-time	11	11	11	11
Full-time Equivalent (FTE)	80.8	80.8	80.8	84.8

Water Resources

Planning and Engineering

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	766,920	594,231	628,103	649,522
Contractual Services	1,024,679	415,811	784,888	512,477
Commodities	85,857	26,565	24,550	31,125
Capital Outlay	40,903	5,000	11,807	
Total	1,918,359	1,041,607	1,449,348	1,193,124

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	15	11	12	12
Part-time			1	1
Full-time Equivalent (FTE)	15.0	11.0	12.8	12.8

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Reduce the City's groundwater use in compliance with the Arizona Groundwater Management Act.

Groundwater/surface water ratio per calendar year	30/70	20/80	32/68	25/75
Moving toward compliance with safe yield	yes	yes	yes	yes

Water Resources

Planning and Engineering

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Implement, manage, and complete water and sewer capital projects within schedule and budget to ensure safe and reliable services.

# of active projects	40	33	39	37
% of total CIP projects completed within 60 days of schedule	85%	90%	90%	90%
% of total CIP projects finished within 10% of budget	85%	90%	90%	90%

GOAL: Maintain all water and sewer accounts. Produce accurate data, including monitoring, analysis, account changes, and bill adjustments.

Total # of customer accounts maintained	48,577	49,510	50,980	53,150
% of account complaints	< 1%	< 1%	< 1%	< 1%

Water Resources

Planet Ranch

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	525,660	547,403	520,000	544,570
Contractual Services	496,458	538,476	564,412	532,395
Commodities	409,836	440,763	448,307	459,087
Capital Outlay	19,158	15,000	19,649	9,900
Total	1,451,112	1,541,642	1,552,368	1,545,952

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	7	7	7	7
Part-time	10	10	10	10
Full-time Equivalent (FTE)	17.0	17.0	17.0	17.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Ensure protection of 14,500 acre feet of water rights.

Maintain alfalfa hay production on 2,250 acres of planted area	2,250	2,250	2,250	2,250
Maintain use of 14,500 acre feet of water	14,500	14,500	14,500	14,500

Water Resources

Planet Ranch

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Produce 200,000 bales of alfalfa hay annually.

Average 11,765 bales of hay per employee	12,233	11,765	11,765	11,765
Bale and stack 200,000 bales of alfalfa hay (17 employees)	207,965	200,000	200,000	200,000

Water Resources

Water and Wastewater Operations

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	1,833,840	1,861,790	1,797,479	2,028,954
Contractual Services	6,640,490	8,277,273	8,480,085	8,691,437
Commodities	5,588,462	6,167,240	6,204,005	7,012,777
Capital Outlay	87,659	84,500	71,868	56,050
Total	14,150,451	16,390,803	16,553,437	17,789,218

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	48	48	47	49
Part-time	1	1		
Full-time Equivalent (FTE)	48.8	48.8	47.0	49.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Meet demand for potable water.

Electrical PMs	191	382	382	412
Mechanical PMs	603	776	776	860
No water outages due to equipment failure	100%	100%	100%	100%

Water Resources

Water and Wastewater Operations

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Respond to water quality and pressure complaints within 24 hours.

Average time per complaint less than one hour	.7 hrs	.7 hrs	.7 hrs	.7 hrs
Complaints responded to in under one hour	100%	100%	100%	100%

GOAL: Maintain the sanitary sewer system.

Clean 1/3 of the sanitary sewer system	100%	100%	100%	100%
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There were 34 sewer stoppages
in FY 1991-92 versus 53 in
FY 1990-91. There have been
45 stoppages YTD in FY 1992-93.

Water Resources

Water Quality

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services		218,022	218,022	316,280
Contractual Services		498,615	481,447	541,434
Commodities		5,470	14,430	83,258
Capital Outlay		8,750	10,220	35,000
Total		730,857	724,119	975,972

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time		4	4	6
Part-time				
Full-time Equivalent (FTE)		4.0	4.0	6.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Monitor City-owned underground storage tanks (USTs) monthly to maintain compliance with federal and state environmental regulations.

# of City-owned underground storage tanks	48	48	45	43
Compliance with regulations	100%	100%	100%	100%

Water Resources

Water Quality

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Ensure that drinking water produced and delivered is in full compliance with the Safe Drinking Water Act and regulations adopted by the EPA and the Arizona Department of Environmental Quality (ADEQ).

Samples collected, analyzed, and reported as required by regulations (minimum number, more samples possible)	3,200	3,300	3,300	3,400
Compliance with regulations	99.9%	100%	100%	100%

GOAL: Collect TCE samples weekly to maintain compliance with federal and state regulations.

# of TCE samples collected	0	0	0	26
Compliance with regulations		100%	100%	100%

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

# of permits issued each year	11		15	25
# of samples collected	88		120	200
# of inspections	11		15	25
Compliance with regulations	100%		100%	100%

GOAL: Meet federal pre-treatment requirements (40 CFR 403) for nonhazardous liquid waste (NHLW).

# of loads per year	1,905		3,000	3,000
# of loads sampled each year	19		300	3,000
% sampled for compliance	1%		10%	100%

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



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

FINANCIAL HIGHLIGHTS

The 1993-94 adopted budget for Municipal Services is \$2,312,220 (9.2%) more than the 1992-93 adopted budget and includes the addition of five (5) full-time positions and one (1) part-time position. One position funded is a Maintenance Worker needed to help support the increased fleet maintenance activities. Four additional Sanitation workers and one additional truck have been funded to support City growth. Another part-time position, supplies, and contractual funding have been provided as support for four new pilot recycling programs: two neighborhood curbside pickup programs and two additional drop-off programs (municipal buildings and neighborhoods).

Departmental Budget Trends	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Expenditures	23,415,787	25,007,804	25,688,695	27,320,024
% of City's Operating Total	15.7%	15.5%	16.5%	15.9%

ISSUES FACING THE DEPARTMENT

Infrastructure Maintenance - Increasing transportation and building inventories due to bond projects and growth coupled with the water department service changeouts are requiring more maintenance and will affect street life cycle funding needs. Growth in the maintenance of infrastructure in excess of CIP growth is expected.

Solid Waste Disposal - Environmental regulations and sites will continue to impact solid waste collections. Tipping fees continue to escalate. Growth and disposal sites require more travel time, wear on vehicles, and increases in staff. The need for a transfer station is becoming a critical component in managing solid waste disposal. The future of solid waste is complex and will require creative regional approaches.

Recycling - Increasing need to expand recycling efforts will require careful planning to implement programs which are flexible in dealing with changing markets, costs, contamination, and collection methods.

*Municipal Services**Department Summary*

EXPENDITURES BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	7,046,968	7,405,984	7,413,295	7,834,869
Contractual Services	9,366,308	10,112,581	10,302,402	13,423,174
Commodities	4,174,605	4,799,989	4,927,012	3,167,231
Capital Outlay	2,827,906	2,689,250	3,045,986	2,894,750
Total	23,415,787	25,007,804	25,688,695	27,320,024

EXPENDITURES BY DIVISION	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Administration	180,846	202,832	248,887	286,807
Facilities Management	5,319,214	5,346,072	5,410,068	6,172,386
Field Services	6,108,624	6,645,305	6,908,547	6,804,425
Sanitation	5,174,584	6,044,465	6,006,704	6,882,928
Fleet Management	6,632,519	6,769,130	7,114,489	7,173,478
Total	23,415,787	25,007,804	25,688,695	27,320,024

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	199	199	200	205
Part-time	3	3	4	5
Full-time Equivalent (FTE)	200.5	200.5	202.0	209.1

Municipal Services

Administration

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	127,734	169,792	213,404	246,896
Contractual Services	48,273	28,473	32,021	36,449
Commodities	4,839	4,567	3,462	3,462
Capital Outlay				
Total	180,846	202,832	248,887	286,807

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	3	3	3	3
Part-time				
Full-time Equivalent (FTE)	3.0	3.0	3.0	3.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL:

Respond to 100% of citizen requests within 24 hours	98.7%	100%	100%	100%
Resolve citizen requests within one week				90%

*Municipal Services**Facilities Management*

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	1,555,279	1,601,366	1,583,340	1,685,098
Contractual Services	3,393,065	3,446,205	3,480,652	4,137,276
Commodities	367,930	298,501	346,076	350,012
Capital Outlay	2,940			
Total	5,319,214	5,346,072	5,410,068	6,172,386

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	49	49	49	49
Part-time	1	1	2	2
Full-time Equivalent (FTE)	49.5	49.5	50.0	50.8

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
GOAL: Paint 18% of the City's interior walls annually.				
# of square feet painted	50,188	54,000	54,000	58,000
% of plan complete	100%	100%	100%	100%

*Municipal Services**Facilities Management*

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Paint 20% of the City's exterior walls annually.

# of square feet painted	64,542	66,000	66,000	68,000
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% of plan complete	90%	95%	95%	100%
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GOAL: Inspect City roofs 1.5 times annually.

# of inspections completed	240	255	255	260
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% of plan complete	100%	100%	100%	100%
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GOAL: Clean 15,522 square feet daily per employee.

# of square feet cleaned daily per employee	14,962	15,522	15,650	16,000
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% of plan complete	100%	100%	100%	100%
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GOAL: Perform preventive maintenance twice annually on coolers.

# of cooler PMs completed	86	172	172	190
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% of plan complete	42%	84%	84%	93%
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GOAL: Perform preventive maintenance twice annually on all plumbing fixtures.

# of PMs completed	272	280	280	295
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% of plan complete	100%	100%	100%	100%
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*Municipal Services**Field Services*

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

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	1,970,263	2,068,106	2,069,266	2,101,887
Contractual Services	2,257,012	2,135,126	2,340,338	4,221,975
Commodities	1,872,832	2,433,573	2,490,955	480,563
Capital Outlay	8,517	8,500	7,988	
Total	6,108,624	6,645,305	6,908,547	6,804,425

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	56	56	57	57
Part-time				
Full-time Equivalent (FTE)	56.0	56.0	57.0	57.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Perform preventive maintenance on each traffic signal pole (1,047) once annually.

Planned preventive maintenance on all sign poles annually	1,029	1,047	1,047	1,072
% of plan complete	95%	100%	100%	100%

*Municipal Services**Field Services*

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Restripe all roadway markings once annually (1,295 lane miles).

Planned restriping of all roadway markings	1,260	1,295	1,295	1,300
% of plan complete	75%	100%	76%	75%

GOAL: Maintain 50% of sign inventory (59,040) annually.

Planned maintenance of 50% of sign inventory	56,100	59,030	59,030	62,030
% of plan complete	80%	100%	74%	71%

GOAL: Clean all 2,044 curb miles of public streets 18.5 times per year.

Curb miles swept	43,205	37,814	37,814	37,814
% of plan complete	116%	100%	100%	100%

GOAL: Sweep 38 miles of multi-use paths 12 times per year.

Annual path miles swept	348	456	456	456
% of plan complete	76%	100%	58%	100%

Municipal Services

Field Services

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide maintenance and repair of roadways to ensure the safe movement of traffic.

Apply pavement maintenance treatments to 10% of asphalt inventory (overlay, slurry seal, surface treatment)

	10%	10%	10%	10%
% of plan complete	9%	10%	10%	10%

GOAL: Perform maintenance to all 226 lane miles of gravel roads 4.5 times per year.

Road grading 4.5 times per year	1,011 lane miles	1,017 lane miles	1,017 lane miles	1,017 lane miles
% of plan complete	99.4%	100%	92%	100%

GOAL: Repair erosion on 200 miles of gravel shoulder twice per year per mile to maintain a safe pull-off for vehicles.

Shoulder maintenance twice per year	343 miles	400 miles	400 miles	300 miles
% of plan complete	86%	100%	50%	75%

GOAL: Perform wash repairs to 680 washes once per year.

Wash repairs once per year	346	680	680	680
% of plan complete	51%	100%	100%	100%

Municipal Services

Field Services

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Restore 25% 100 miles of all unpaved alleys annually.

Alley restoration alley miles	33	25	25	25
% of plan complete	132%	100%	100%	100%

GOAL: Control weeds using 40,000 gallons of herbicides to washes and 146 acres of medians.

Gallons of herbicide applied	19,536	50,000	50,000	50,000
% of plan complete	49%	100%	100%	100%

GOAL: Perform minor maintenance to 146 acres of landscaped medians 66 times per year.

Minor maintenance acres	8,693	9,636	10,118	10,624
% of plan complete	90%	100%	70%	71%

GOAL: Perform major maintenance to 146 acres of landscaped medians 12 times per year.

Major maintenance acres	871	1,752	1,840	1,932
% of plan complete	50%	100%	29%	50%

Municipal Services

Field Services

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Pick-up litter on 231 acres of right-of-way 12 times per year.

Acres maintained per year	2,772	2,772	2,772	2,172
% of plan complete	21%	100%	18%	23%

GOAL: Perform preventive maintenance on 690 irrigation stations four times per year.

PM stations	3,095	2,760	2,898	3,043
% of plan complete	112%	100%	100%	100%

GOAL: Repair 690 irrigation stations twice per year.

System repairs	793	1,380	1,440	1,521
% of plan complete	57%	100%	100%	100%

GOAL: Provide a safe and aesthetically pleasing environment for downtown visitors. Ensure that communication between merchants/owners and maintenance staff remains top priority.

Daily routine maintenance, seasonal activities	152 days	260 days	260 days	260 days
% of plan complete	100%	100%	100%	100%

Municipal Services

Sanitation

The Sanitation division provides healthy, aesthetic, and timely refuse collection service to the residents and businesses within the City and maintains an effective and efficient system to collect and dispose of recyclable waste and household hazardous waste.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	1,881,031	1,968,204	1,948,769	2,141,267
Contractual Services	3,047,446	3,842,437	3,823,080	4,326,057
Commodities	200,906	233,824	213,655	415,604
Capital Outlay	45,201		21,200	
Total	5,174,584	6,044,465	6,006,704	6,882,928

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	52	52	52	56
Part-time	2	2	2	3
Full-time Equivalent (FTE)	53.0	53.0	53.0	58.3

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide residential collection to all residential households twice per week.

Tons collected per employee per month	285	277	280	280
# of households serviced	42,473	44,152	44,307	46,330
# of complaints from citizens per month	5	12	10	12

*Municipal Services**Sanitation*

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide residential collection in a cost effective manner.

Cost per home per month	\$6.63	\$7.25	\$7.25	\$7.50
Cost per ton (fully burdened)	\$57.09	\$62.87	\$62.87	\$65.04
Residential collection budget versus expenditure variance	0 - 5%	0 - 5%	0 - 5%	0 - 5%

GOAL: Provide the community with effective commercial solid waste collection and disposal services.

Tons collected per year	38,462	38,085	40,105	40,105
Tons collected per employee	401	385	410	410
Cost per ton (fully burdened)	\$45.70	\$47.20	\$46.00	\$46.00

GOAL: Provide brush collection to all residential households once every four weeks.

Tons collected per employee per month	60	62	62	62
# of households serviced	42,473	44,152	44,307	46,330
# of complaints from citizens per month	6	4	5	5

GOAL: Provide brush removal in a cost effective manner.

Cost per home per month	\$1.71	\$1.85	\$1.85	\$1.90
Cost per ton (fully burdened)	\$108.88	\$118.00	\$118.00	\$124.00
Brush removal budget versus expenditure variance	0 - 5%	0 - 5%	0 - 5%	0 - 5%

Municipal Services

Sanitation

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Provide recycling services to Scottsdale residents.

Tons of recyclables collected	794	821	821	1,600
Cost per ton of recyclables collected	\$149.50	\$147.50	\$160.00	\$160.00

GOAL: Provide the community with effective commercial roll-off collection and disposal service.

Containers in service	25	42	51	51
Tons collected	6,313	7,321	13,089	13,340
Cost per ton	\$25.47	\$25.47	\$27.00	\$32.00

*Municipal Services**Fleet Management*

Fleet Management provides ongoing preventive maintenance and refurbishment of existing equipment, performs emergency repair of City vehicles, and administers the fleet rental system; specifies and procures additional or replacement equipment.

EXPENDITURE BY TYPE	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Personal Services	1,512,661	1,598,516	1,598,516	1,659,721
Contractual Services	620,512	660,340	626,311	701,417
Commodities	1,728,098	1,829,524	1,872,864	1,917,590
Capital Outlay	2,771,248	2,680,750	3,016,798	2,894,750
Total	6,632,519	6,769,130	7,114,489	7,173,478

AUTHORIZED POSITIONS	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
Full-time	39	39	39	40
Part-time				
Full-time Equivalent (FTE)	39.0	39.0	39.0	40.0

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Achieve 90% user satisfaction from responses received.

# of responses received	70	1,500	150	159
% of positive responses	87%	90%	90%	90%

Municipal Services

Fleet Management

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Achieve less than 1% error of continual inventory verification.

# of items inventoried daily	24	23	23	23
Average inventory turnover per year	3	3	3	3
Average inventory value per year	228,273	225,000	225,000	225,000
% of error (continuous inventory count)	.04%	.5%	.5%	1.0%

GOAL: Achieve 97% equipment availability for all users.

ROs completed per mechanic	597	600	622	637
Labor hours/emergency road repairs	996	1,800	1,500	1,600
# of road repairs per year	1,540	2,000	1,404	1,500
% of equipment availability	98.3%	97%	98%	97%

GOAL: Achieve less than 15 vehicles down per day.

Vehicles/equipment per mechanic	23	23	24	24
# of repair orders	14,913	15,000	15,542	15,932
Average # of vehicles down per day	10	15	12	12

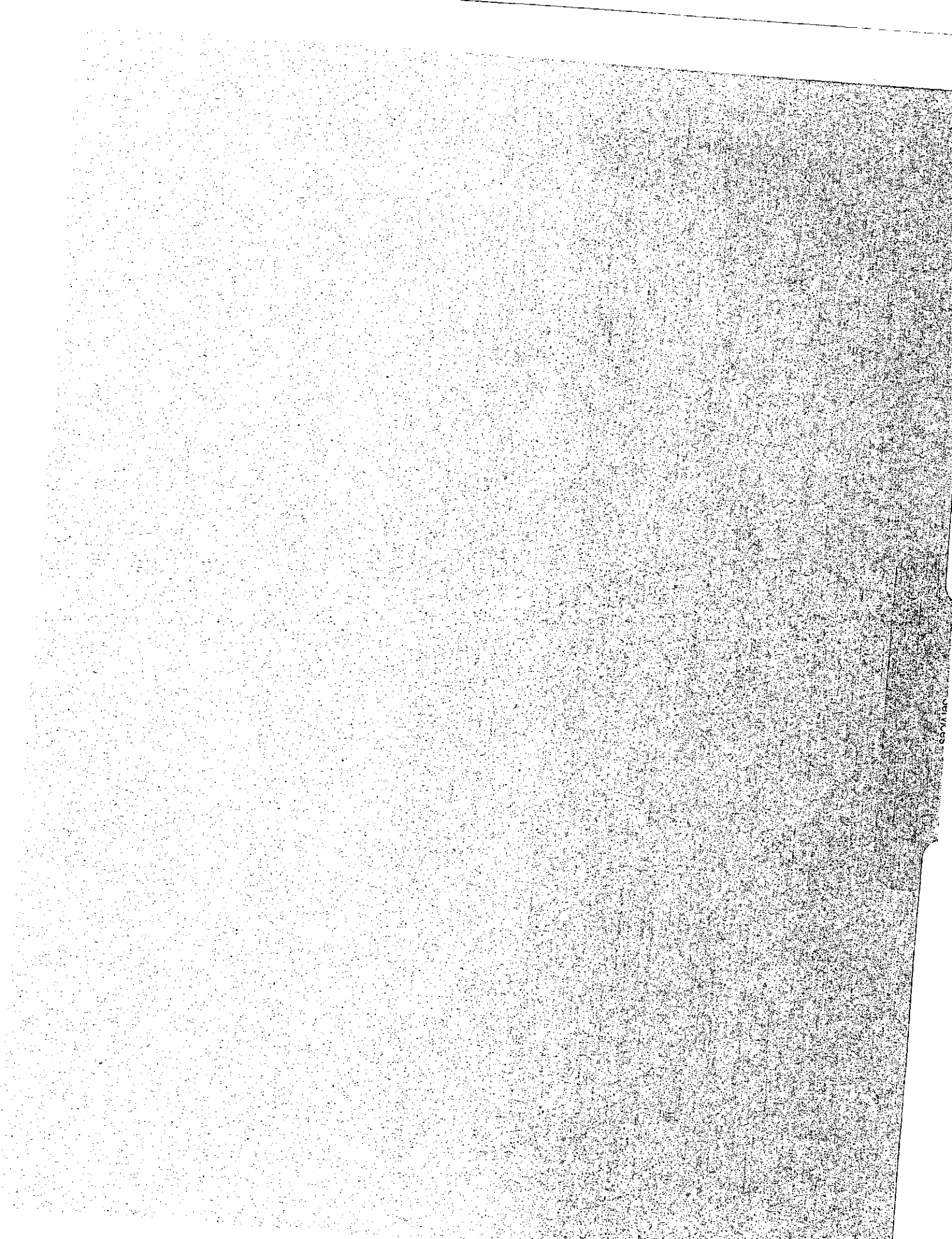
Municipal Services

Fleet Management

PERFORMANCE INDICATORS	Actual 1991-92	Forecast 1992-93	Estimated 1992-93	Forecast 1993-94
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GOAL: Allocate 10% of total labor hours for preventive maintenance of vehicles.

# of PM labor hours	4,391	4,038	4,038	4,278
# of PMs	2,357	2,400	2,052	2,082
% of labor hours for preventive maintenance	10.9%	10%	10%	10%



Debt Service

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

General Obligation Bonds

Debt service costs for general obligation bonds increased 12.6% over the 1992-93 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 decreased 3.4% from the 1992-93 adopted budget. This decrease is due to savings incurred from two refunding bond issues. 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 7.2% from the 1992-93 adopted budget as a result of an issuance of a refunding bond. 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 increased 43.3% in 1993-94 as compared to the 1992-93 adopted budget. This increase is due to the incurrance of necessary debt for several contracts initiated in 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 11.4% increase over the 1992-93 adopted budget is caused by the change in replacement and extension reserve and bond reserve funding.

Special Assessment Bonds

Special assessment bond debt service increased 8.9% as compared to the 1992-93 adopted budget. This debt is paid by the affected property owners who are a part of each improvement district. The City does not provide any of the funds to repay this debt.

Debt Management Policy

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 utilize general obligation debt, which is supported by property tax revenues and grows in proportion to the City's assessed valuation, and other forms of debt (e.g., water, sewer), which are supported by dedicated revenue sources (i.e., fees and water charges);
- Municipal Property Corporation, contractual, and general revenue supported debt should not be utilized 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 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 (bond indenture, 1:1.2; City goal 1:2);
- 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 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
General Obligation Bonds	9,938,701	12,211,389	9,766,688	13,746,336
Revenue Bonds	5,593,313	6,000,898	4,729,573	5,794,218
Municipal Property Corporation Bonds	10,823,106	10,999,230	10,220,024	10,206,801
Contracts Payable	1,960,947	1,287,474	1,161,003	1,844,595
Other Liabilities	1,427,339	1,280,115	1,317,879	1,425,903
Special Assessment Bonds	4,754,027	4,869,857	4,869,857	5,302,544
Total	34,497,433	36,648,963	32,065,024	38,320,397

FUNDING SOURCES

Debt Service Fund	6,773,878	8,993,836	6,549,135	10,480,183
Water & Sewer Fund	7,269,989	7,495,855	6,800,874	7,794,976
Airport Fund	0	0	0	58,738
Sanitation Fund	0	0	0	244,562
Excise Debt Fund	10,823,106	10,999,230	10,220,024	10,206,801
General Fund	1,756,301	1,176,712	1,050,241	1,439,272
Highway User Revenue Fund	3,120,132	3,113,473	2,574,893	2,793,321
Special Assessment Fund	4,754,027	4,869,857	4,869,857	5,302,544
Total	34,497,433	36,648,963	32,065,024	38,320,397

DEBT SERVICE DEPARTMENT
Debt Type by Fund

GENERAL OBLIGATION BONDS	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
Debt Service Fund:				
1968 Civic Center	252,975	243,475	243,475	259,075
1984 Public Buildings Series A	1,882,800	1,774,800		
1984 Parks & Recreation Series A	653,750	616,250		
1984 Storm Sewer Series A	78,450	73,950		
1985 Public Buildings Series B	11,250	123,750	123,750	
1985 Parks & Recreation Series B	14,625	160,875	160,875	
1985 Storm Sewer Series B	11,625	127,875	127,875	
1989 Series A	2,035,080	2,035,080	2,035,080	2,035,080
1991 Series B	852,245	1,237,130	1,237,130	1,237,130
1991 Refunding	790,516	650,568	650,568	1,058,458
1992 Series C		1,755,833	2,666,883	3,422,243
New Bonds				2,973,375
Refunding Savings			(890,751)	(512,678)
Fiscal Agent Fees	3,312	7,000	7,000	7,500
Total Debt Service Fund	6,586,628	8,806,586	6,361,885	10,480,183 ✓
Water/Sewer Utility Fund:				
Water Bonds				
1986 Water Acquisition	3,164,823	3,217,553	3,217,553	3,266,153
Total Water/Sewer Utility Fund	3,164,823	3,217,553	3,217,553	3,266,153 ✓
Sinking Fund:				
1973 Storm Sewer	187,250	187,250	187,250	
Total Sinking Fund	187,250	187,250	187,250	0 ✓
Total General Obligation Bonds	9,938,701	12,211,389	9,766,688	13,746,336

DEBT SERVICE DEPARTMENT

Debt Type by Fund

REVENUE BONDS	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
Highway User Revenue Fund:				
1984 HURF Series A	542,562	557,500	557,500	568,312
1985 HURF Series B	531,822	531,460	531,460	522,510
1987 HURF Series C	805,235	783,410	783,410	782,950
1989 HURF Refunding	1,237,513	1,237,903	1,237,903	1,237,508
Refunding Savings			(538,580)	(321,159)
Fiscal Agent Fees	3,000	3,200	3,200	3,200
Total Highway User Fund	3,120,132	3,113,473	2,574,893	2,793,321
Water/Sewer Utility Fund:				
Water Fund				
1973 Utility Refunding	265,908	274,908		270,908
1977 Utility Series C	462,000			
1984 Utility Revenue	812,238	1,381,988	690,625	
1989 Utility Series A	373,579	371,729	371,729	369,242
1992 Refunding			235,526	579,909
1992 Series B		281,250	281,250	231,928
New Bonds				174,544
Fiscal Agent Fees	2,875	2,000		2,700
Total Water Bonds	1,916,600	2,311,875	1,579,130	1,629,231 ✓
Sewer Fund				
1973 Utility Refunding	66,477	68,727	68,727	67,727 ✓
1977 Utility Refunding Series C	115,500			
1989 Utility Series A	373,579	371,729	371,729	369,242 ✓
1992 Utility Refunding <i>ser A</i>				579,909 ✓
1992 Series B		133,594	133,594	201,582 ek
New Bonds				151,706
Fiscal Agent Fees	1,025	1,500	1,500	1,500
Total Sewer Bonds	556,581	575,550	575,550	1,371,666
Total Water/Sewer Utility Fund	2,473,181	2,887,425	2,154,680	3,000,897
Total Revenue Bonds	5,593,313	6,000,898	4,729,573	5,794,218

DEBT SERVICE DEPARTMENT
Debt Type by Fund

MPC BONDS	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
Excise Debt Fund:				
Asset Transfer 1992	4,011,950	4,197,902	4,033,927	3,921,479
Golf Course 1984	1,564,663	1,563,713	1,563,713	1,562,652 ✓
Arts Building, Parking Garage 1974 MP-5	683,420	681,960	681,960	679,150 ✓
Street Improvements AMFP Dwa 1987	189,465	189,465	189,465	189,465 ✓
Underpass, Library, Police, Horseworld 1987 Refunding	4,334,785	4,334,190	4,334,190	4,339,085
Refunding Savings			(615,231)	(525,030)
Fiscal Agent Fees	38,823	32,000	32,000	40,000
Total Excise Debt Fund	10,823,106	10,999,230	10,220,024	10,206,801
Total MPC Bonds	10,823,106	10,999,230	10,220,024	10,206,801

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DEBT SERVICE DEPARTMENT
Debt Type by Fund

CONTRACTS PAYABLE	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
General Fund:				
Computer Phase IVA (Update)	26,570			
Computer Phase IVB	1,003,730	105,000	105,000	
East Couplet/Galleria				105,000
Ladder Truck	91,814	87,428	87,428	87,106
Pepperwood	41,118	41,118	41,118	302,000
Telephone Phase III	59,810			
U.S. Corps Of Engineers - IBW	231,166	231,166	231,166	231,166
West Couplet/Camelview		400,000	273,529	400,000
Total General Fund	1,454,208	864,712	738,241	1,125,272
Water Utility Fund:				
Water Contracts				
Plan 6	506,739	422,762	422,762	313,023
Water Resources Building				103,000
Total Water Contracts	506,739	422,762	422,762	416,023
Airport Fund				
Airport Hangers				58,738
				58,738
Sanitation Fund				
Transfer Station				244,562
				244,562
Total Contracts Payable	1,960,947	1,287,474	1,161,003	1,844,595

DEBT SERVICE DEPARTMENT
Debt Type by Fund

OTHER LIABILITIES	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
General Fund:				
Fiscal Agent Fees	2,093	12,000	12,000	14,000
Contributions to Benefits Trust	300,000	300,000	300,000	300,000
Total General Fund	302,093	312,000	312,000	314,000
Water/Sewer Utility Fund:				
Other Water Liabilities				
Required Contributions:				
Replacement & Ext. Reserve	592,456	581,160	581,160	656,000
Bond Reserve	179,097	111,539	141,971	132,628
Total Other Water Liabilities	771,553	692,699	723,131	788,628
Other Sewer Liabilities				
Required Contributions:				
Replacement & Ext. Reserve	174,596	174,500	151,400	208,000
Bond Reserve	179,097	100,916	131,348	115,275
Total Other Sewer Liabilities	353,693	275,416	282,748	323,275
Total Water/Sewer Utility Fund	1,125,246	968,115	1,005,879	1,111,903
Total Other Liabilities	1,427,339	1,280,115	1,317,879	1,425,903

DEBT SERVICE DEPARTMENT

Debt Type by Fund

SPECIAL ASSESSMENTS	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
Special Assessment Fund	4,754,027	4,869,857	4,869,857	5,302,544
Total Special Assessments	4,754,027	4,869,857	4,869,857	5,302,544
Total Debt Service	34,497,433	36,648,963	32,065,024	38,320,397

Contingency

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

Operating contingency funds may be used for two purposes:

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

The Compensation Contingency provides 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

CONTINGENCY	ACTUAL 1991-92	ADOPTED 1992-93	ESTIMATED 1992-93	ADOPTED 1993-94
Operating Contingency	0	1,500,000	0	1,500,000
Self Insurance Reserve	4,071,125	5,349,892	3,717,240	4,442,501
Sanitation Reserve	81,576	649,731	544,591	415,236
Compensation Contingency	0	82,269	0	0
Total	4,152,701	7,581,892	4,261,831	6,357,737
FUNDING SOURCES				
General Fund	0	1,512,718	0	1,500,000
Highway User Fund	0	29,341	0	0
Water/Sewer Fund	0	7,861	0	0
Airport Fund	0	3,048	0	0
Sanitation Fund	81,576	673,309	544,591	415,236
Self Insurance Fund	4,071,125	5,355,615	3,717,240	4,442,501
Total	4,152,701	7,581,892	4,261,831	6,357,737

Authorized Personnel/Positions Summary

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
General Government				
Full-time	101	105	106	109
Part-time	6	6	6	8
FTE	104.0	108.0	109.0	113.1
Police				
Full-time	312	316	325	336
Part-time	3	3	3	3
FTE	313.5	317.5	326.5	337.2
Financial Services				
Full-time	106	107	107	110
Part-time	5	5	5	5
FTE	108.5	109.5	109.5	113.0
Transportation				
Full-time	34	34	33	33
Part-time	5	5	5	5
FTE	37.0	37.0	36.0	36.0
Community Services				
Full-time	178	178	179	184
Part-time	334	334	334	331
FTE	300.4	301.4	302.4	311.5
Management Services				
Full-time	82	81	81	83
Part-time	3	3	3	3
FTE	83.4	82.6	82.6	85.3
Planning and Community Development				
Full-time	103	104	103	104
Part-time	4	4	4	4
FTE	106.1	107.1	106.1	107.4
Water Resources				
Full-time	70	70	70	74
Part-time	11	11	11	11
FTE	80.8	80.8	80.8	84.8
Municipal Services				
Full-time	199	199	200	205
Part-time	3	3	4	5
FTE	200.5	200.5	202.0	209.1
Total Authorized Full-time Positions				
	1,185	1,194	1,204	1,238
Total Authorized Part-time Positions				
	374	374	375	375
Total Authorized FTE				
	1,334.2	1,344.4	1,354.9	1,397.4
Total Grant Funded Full-time Positions				
	4	5	10	9
Total Grant Funded Part-time Positions				
	2	2	2	2

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
GENERAL GOVERNMENT				
01010 Legislative				
Executive Secretary	2	2	2	2
Management Assistant	1	1	1	1
Mayor and Council	7	7	7	7
Total Full-time	10	10	10	10
01020 City Manager				
Administrative Services Manager	1	0	0	0
Administrative Assistant*	1	1	1	1
Assistant City Manager	2	2	2	2
Assistant to the City Manager	1	1	1	1
Citizen Services Administrator	0	0	1	1
City Manager	1	1	1	1
Endowment Officer	0	1	1	1
Executive Assistant	1	1	1	1
Executive Secretary	3	3	3	3
Volunteer Coordinator	0	0	0	1
Total Full-time	9	9	10	11
Total Part-time*	1	1	1	1
01030 City Clerk				
Administrative Secretary	1	1	1	1
City Clerk	1	1	1	1
City Clerk Aide	1	1	1	1
City Clerk Aide*	1	1	1	1
City Clerk Assistant I	0	0	1	1
City Clerk Assistant II	2	2	2	2
Deputy City Clerk	2	2	1	1
Total Full-time	7	7	7	7
Total Part-time*	1	1	1	1
01050 City Attorney				
Administrative Secretary	0	0	1	1
Assistant City Attorney	6	6	6	7
City Attorney	1	1	1	1

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
01050 City Attorney (Continued)				
City Prosecutor	1	1	1	1
Clerk Typist	2	2	2	2
Deputy City Attorney	1	1	1	1
Law Clerk*	2	2	2	1
Legal Secretary	3	3	2	3
Office Coordination Manager	1	1	1	1
Prosecutor I	3	3	3	3
Total Full-time	18	18	18	20
Total Part-time*	2	2	2	1
01330 Intergovernmental Relations				
Administrative Secretary*	1	1	1	1
Assistant to the City Manager - IGR	1	1	1	1
Intergovernmental Coordinator	1	1	1	1
Total Full-time	2	2	2	2
Total Part-time*	1	1	1	1
01410 Human Resources				
Benefits Coordinator	1	1	1	1
Benefits Services Representative*	1	1	1	1
Corporate Development Manager	0	1	0	0
Employee Programs Manager	1	1	1	1
Human Resources Analyst	4	4	4	4
Human Resources Assistant	0	0	1	1
Human Resources Director	1	1	1	1
Human Resources Manager	2	2	1	1
Human Resources Representative	3	3	3	3
Human Resources Supervisor	1	0	0	0
Office Coordination Manager	0	1	1	1
Undesignated	1	1	1	1
Total Full-time	14	15	14	14
Total Part-time*	1	1	1	1

* 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.

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
01440 Quality Resources Management				
Administrative Secretary	0	0	1	1
Organizational Effectiveness Administrator	1	1	1	1
Quality Resources Analyst	3	2	3	3
Quality Resources Manager	1	1	1	1
Secretary	1	1	0	0
Total Full-time	6	5	6	6
01500 City Auditor				
Administrative Secretary	1	1	1	1
Assistant City Auditor	2	2	2	2
City Auditor	1	1	1	1
Deputy City Auditor	1	1	1	1
Internal Auditor	1	1	1	1
Total Full-time	6	6	6	6
01700 Office of Environmental Affairs				
Chief Environmental Officer	1	1	1	1
Environmental Coordinator	1	1	1	1
Total Full-time	2	2	2	2
01810 Economic Development				
Administrative Secretary	0	0	1	1
Economic Development Director	1	1	1	1
Economic Development Coordinator	1	1	1	1
Economic Development Specialist	1	1	1	1
Secretary	1	1	0	0
Total Full-time	4	4	4	4
01900 Court				
Administrative Secretary	1	1	1	1
Associate City Judge	1	2	2	2
City Judge	1	1	1	1
Court Collection Investigator	1	1	1	1
Court Security Guard*	0	0	0	3
Court Services Director	1	1	1	1

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
01900 Court (Continued)				
Court Services Representative	12	14	14	14
Court Services Supervisor	1	2	2	2
Court Systems Analyst	1	1	1	1
Senior Court Services Representative	4	4	4	4
Total Full-time	23	27	27	27
Total Part-time*	0	0	0	3
Department Total Full-time	101	105	106	109
Department Total Part-time*	6	6	6	8
Department Total FTE	104.0	108.0	109.0	113.1
POLICE				
02300 Chief of Police				
Administrative Secretary	1	1	1	1
Deputy Police Chief	2	2	2	2
Police Analyst	2	2	2	2
Police Chief	1	1	1	1
Police Strategic Planning Officer	0	1	1	1
Secretary	1	0	0	0
Total Full-time	7	7	7	7
02410 Patrol				
Clerk Typist	1	1	1	0
Parking Control Checker	2	2	2	2
Police Aide	18	18	18	25
Police Captain	2	2	2	2
Police Lieutenant	6	6	6	5
Police Officer	121	124	123	120
Police Sergeant	17	17	17	16
Secretary	2	2	2	1
Wrangler*	3	3	3	0
Total Full-time	169	172	171	171
Total Part-time*	3	3	3	0

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
02420 Criminal Investigations				
Clerk Typist	2	2	3	4
Data Conversion Operator I	1	1	1	1
Police Aide	2	2	2	1
Police Captain	1	1	1	1
Police Crisis Intervention Specialist	3	3	3	3
Police Crisis Intervention Supervisor	1	1	1	1
Police Intelligence Analyst	1	1	1	1
Police Lieutenant	1	1	2	3
Police Officer	38	38	44	50
Police Sergeant	5	5	6	7
Secretary	1	1	1	1
Wrangler*	0	0	0	3
Total Full-time	56	56	65	73
Total Part-time*	0	0	0	3
02421 Federal RICO				
Police Officer	0	0	0	2
Police Sergeant	0	0	0	1
Total Full-time	0	0	0	3
02424 City RICO				
Police Officer	0	1	1	1
Total Full-time	0	1	1	1
02530 Technical Services				
Crime Laboratory Manager	1	1	1	1
Criminalist I	2	2	0	0
Criminalist II	3	3	0	0
Criminalist III	1	1	0	0
Fingerprint Technician	2	2	3	3
Police Crime Lab Technician	0	0	2	2
Police Detention Manager	1	1	1	1
Police Detention Officer	8	0	0	10
Police Detention Technician	0	8	8	0
Police Forensic Photographer	0	0	1	1
Police Latent Print Examiner II	0	0	1	1

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
02530 Technical Services (Continued)				
Police Lead Latent Print Examiner	0	0	1	1
Police Property and Evidence Custodian	2	2	2	2
Police Property and Evidence Manager	1	1	1	1
Police Records Manager	1	1	1	1
Police Records Supervisor	1	1	4	4
Police Strategic Planning Officer	1	0	0	0
Police Support Specialist	15	15	15	15
Police Technical Services Manager	0	1	1	1
Secretary	0	0	0	1
Senior Police Support Specialist	3	3	0	0
Total Full-time	42	42	42	45
02540 Communications				
Communications Dispatcher	19	19	19	19
Communications Manager	1	1	1	1
Communications Supervisor	5	5	5	5
Total Full-time	25	25	25	25
02550 Professional Standards				
Clerk Typist	1	1	1	1
Police Lieutenant	1	1	1	1
Police Officer	6	6	6	3
Police Personnel Specialist	0	1	1	1
Police Sergeant	2	2	3	3
Police Technical Services Manager	1	0	0	0
Polygraph Examiner	1	1	1	1
Secretary	1	1	1	1
Total Full-time	13	13	14	11
Department Total Full-time	312	316	325	336
Department Total Part-time*	3	3	3	3
Department Total FTE	313.5	317.5	326.5	337.2

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
FINANCIAL SERVICES				
03000 Financial Services Administration				
Administrative Secretary	1	1	1	1
Financial Services Specialist	1	1	1	1
General Manager, Financial Services/ City Treasurer	1	1	1	1
Total Full-time	3	3	3	3
03100 Accounting and Budget				
Accountant	1	1	1	1
Account Clerk	3	3	3	3
Accounting Coordinator	1	1	1	1
Accounting and Budget Director	1	1	1	1
Accounting Leadworker	1	1	0	0
Accounting Manager	1	1	1	1
Accounting Supervisor	1	1	1	1
Accounting Technician	3	3	6	6
Administrative Secretary	0	0	1	1
Budget Manager	1	1	1	1
Budget Technician	1	1	0	0
CIP Coordinator	1	1	1	1
Payables Manager	0	0	1	1
Payroll Manager	1	1	0	0
Secretary	1	1	0	0
Senior Account Clerk	7	7	6	6
Senior Account Clerk*	2	2	2	2
Total Full-time	24	24	24	24
Total Part-time*	2	2	2	2
03200 Tax Audit				
Secretary	1	1	1	1
Senior Tax Auditor	3	3	4	5
Tax/Accounting Intern*	1	1	1	1
Tax Audit Director	1	1	1	1
Tax Audit Supervisor	1	1	1	1
Tax Auditor	4	4	3	3
Total Full-time	10	10	10	11
Total Part-time*	1	1	1	1

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
03300 Risk Management				
Claims Manager	1	1	1	1
Clerk Typist	1	1	1	1
Loss Control Manager	1	1	1	1
Risk Analyst	0	0	0	1
Risk Management Director	1	1	1	1
Secretary	1	1	1	1
Senior Account Clerk	1	1	1	1
Total Full-time	6	6	6	7
03410 Purchasing				
Bid and Contract Assistant	1	1	1	1
Bid and Contract Specialist	2	2	2	2
Buyer	3	3	3	3
Buyer Aide	1	1	1	1
Purchasing Clerk	5	5	5	5
Purchasing Director	1	1	1	1
Purchasing Manager	1	1	1	1
Purchasing Operations Manager	1	1	1	1
Purchasing Technician	2	2	2	2
Secretary	1	1	1	1
Senior Buyer	1	1	1	1
Total Full-time	19	19	19	19
03420 Stores				
Lead Stock Clerk	2	2	2	2
Purchasing Operations Manager	1	1	1	1
Stock Clerk	2	2	2	2
Total Full-time	5	5	5	5
03430 Graphics				
Graphics Design Specialist	1	1	1	1
Graphics Technician	1	1	1	1
Purchasing Operations Manager	1	1	1	1
Senior Graphics Technician	1	1	1	1
Total Full-time	4	4	4	4

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
03440 Mail				
Mail Service Courier	3	3	3	3
Total Full-time	3	3	3	3
03510 Tax and License Administration				
Customer Service Director	1	1	1	1
Customer Service Manager	1	1	1	1
Customer Service Representative	4	5	3	4
Customer Service Technician	1	1	1	1
License Inspector	0	0	2	2
Office Worker*	1	1	1	1
Total Full-time	7	8	8	9
Total Part-time*	1	1	1	1
03515 Revenue Recovery				
Clerk Typist*	1	1	1	1
Customer Service Assistant	0	0	2	2
Customer Service Representative	3	3	1	1
Revenue Collector	3	3	3	3
Revenue Recovery Manager	1	1	1	1
Senior Revenue Collector	1	1	1	1
Total Full-time	8	8	8	8
Total Part-time*	1	1	1	1
03550 Meter Reading				
Lead Water Meter Reader	1	1	1	1
Meter Reader Manager	1	1	1	1
Water Meter Reader	7	7	7	7
Total Full-time	9	9	9	9
03580 Utility Billing				
Customer Service Assistant	0	0	1	1
Customer Service Manager	1	1	1	1
Customer Service Representative	5	5	4	4

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
03580 Utility Billing (Continued)				
Customer Service Technician	1	1	1	1
Secretary	1	1	1	1
Total Full-time	8	8	8	8
Department Total Full-time	106	107	107	110
Department Total Part-time*	5	5	5	5
Department Total FTE	108.5	109.5	109.5	113.0
TRANSPORTATION				
04000 Transportation Administration				
Engineering Technician II	2	2	2	2
General Manager, Transportation	1	1	1	1
Office Coordination Manager	1	1	1	1
Secretary	3	2	2	2
Secretary*	1	1	1	1
Transportation Maintenance Director	0	1	0	0
Total Full-time	7	7	6	6
Total Part-time*	1	1	1	1
04300 Traffic Engineering				
Senior Traffic Engineering Technician	1	1	0	0
Signal Systems Analyst	1	1	1	1
Signal Systems Specialist	1	1	1	1
Traffic Engineering Analyst	2	2	2	2
Traffic Engineering Director	1	1	1	1
Traffic Engineering Technician	2	2	2	2
Traffic Engineering Technician Supervisor	0	0	1	1
Total Full-time	8	8	8	8
04400 Transportation Planning				
Drainage Planner	3	3	3	3
Project Manager	0	0	1	1
Public Works Project Coordinator	3	3	2	2

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
04400 Transportation Planning (Continued)				
Transportation Planner	3	3	3	3
Transportation Planning Director	1	1	1	1
Total Full-time	10	10	10	10
04550 Airport				
Administrative Assistant	1	1	1	1
Airport Director	1	1	1	1
Airport Maintenance Technician	0	0	1	1
Airport Maintenance Worker	2	2	0	0
Airport Operations Coordinator	1	1	1	1
Airport Operations Specialist*	3	3	3	3
Secretary	1	1	1	1
Senior Airport Maintenance Technician	0	0	1	1
Total Full-time	6	6	6	6
Total Part-time*	3	3	3	3
04560 Transit				
Bicycle Coordinator*	1	1	1	1
Transit Coordinator	1	1	1	1
Transit Manager	1	1	1	1
Transit Planner	1	1	1	1
Total Full-time	3	3	3	3
Total Part-time*	1	1	1	1
Department Total Full-time	34	34	33	33
Department Total Part-time*	5	5	5	5
Department Total FTE	37.0	37.0	36.0	36.0
COMMUNITY SERVICES				
05000 Community Services Administration				
Administrative Secretary	1	1	1	1
General Manager, Community Services	1	1	1	1
Special Projects Manager	1	1	1	1
Total Full-time	3	3	3	3

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
05310 Parks Maintenance				
Administrative Secretary	1	1	1	1
Aquatics Maintenance Coordinator	0	0	1	1
Aquatics Maintenance Technician	0	0	4	4
Engineering Technician I*	1	1	0	0
Equestrian Coordinator	1	1	1	1
Equipment Operator II	1	1	0	0
Maintenance Supervisor	0	0	2	2
Maintenance Technician I	0	0	11	11
Maintenance Technician II	0	0	3	3
Maintenance Worker I	10	10	8	8
Maintenance Worker II	17	17	20	20
Maintenance Worker III	10	10	0	0
Management Analyst	1	1	1	1
Parks Design Intern*	0	0	1	1
Parks Director	1	1	1	1
Parks Facilities Construction Worker I	1	1	0	0
Parks Facilities Construction Worker II	3	3	0	0
Parks Laborer*	4	4	4	4
Parks Manager	4	4	3	3
Parks Water Systems Specialist	1	1	0	0
Pump Service Worker	4	4	0	0
Trades Supervisor	1	1	0	0
Total Full-time	56	56	56	56
Total Part-time*	5	5	5	5
05370 Stadium				
Clerk Typist*	1	1	1	1
Maintenance Worker II	3	3	3	3
Stadium Coordinator	1	1	1	1
Total Full-time	4	4	4	4
Total Part-time*	1	1	1	1
05601 Library Director				
Administrative Secretary	1	1	1	1
Library Director	1	1	1	1
Total Full-time	2	2	2	2

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
05620 Library Systems				
Account Clerk	1	1	1	1
Clerk Typist	1	1	1	1
Librarian	2	2	2	2
Library Aide	3	3	3	3
Library Assistant I	3	3	3	3
Library Assistant I*	0	0	1	1
Library Assistant II	1	1	0	0
Library Coordinator	3	3	3	3
Library Courier	1	1	1	1
Library Courier*	1	1	1	1
Library Graphics Assistant	0	0	1	1
Library Graphics Assistant*	1	1	0	0
Library Manager	1	1	1	1
Library Systems Analyst	1	1	1	1
Secretary	1	1	1	1
Senior Library Coordinator	1	1	1	1
Total Full-time	19	19	19	19
Total Part-time*	2	2	2	2
05640 Civic Center Library Services				
Librarian	5	5	5	5
Librarian*	2	2	2	2
Library Aide	4	4	4	4
Library Aide*	4	4	4	4
Library Assistant I	8	7	7	7
Library Assistant I*	1	1	1	1
Library Assistant II	0	1	0	0
Library Assistant III	3	2	3	3
Library Coordinator	2	2	2	2
Library Manager	1	1	1	1
Library Media Specialist	0	1	0	0
Library Page*	15	15	15	15
Secretary	1	1	1	1
Total Full-time	24	24	23	23
Total Part-time*	22	22	22	22

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
05660 Library Extension Services				
Librarian	4	4	4	4
Librarian*	2	2	2	2
Library Aide	3	3	3	3
Library Aide*	2	2	2	2
Library Assistant I	5	6	5	5
Library Assistant I*	1	1	1	1
Library Assistant II	1	0	2	2
Library Assistant III	1	1	1	1
Library Coordinator	1	1	1	1
Library Manager	1	1	1	1
Library Page*	8	8	8	8
Office Worker*	1	1	1	1
Secretary	1	1	1	1
Total Full-time	17	17	18	18
Total Part-time*	14	14	14	14
05705 Recreation Administration				
Administrative Secretary	1	1	1	1
Clerk Typist	1	1	1	1
Recreation Operations Manager	1	1	1	1
Total Full-time	3	3	3	3
05710 Special Interest				
Recreation Specialist*	88	88	88	88
Total Part-time*	88	88	88	88
05730 Community Parks Manager				
Recreation Manager	1	1	1	1
Total Full-time	1	1	1	1
05735 Scottsdale Ranch Park				
Maintenance Worker I*	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader I*	3	3	3	3

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
05735 Scottsdale Ranch Park (Continued)				
Recreation Leader II*	6	6	6	6
Recreation Leader III	1	1	1	1
<hr/>				
Total Full-time	2	2	2	2
Total Part-time*	10	10	10	10
05740 Special Area Manager				
Recreation Manager	1	1	1	1
<hr/>				
Total Full-time	1	1	1	1
05741 McCormick - Home Program				
Facility Office Worker	0	0	0	1
Railroad Engineer*	4	4	4	4
Recreation Leader I*	5	5	5	5
Recreation Leader II*	4	4	4	3
Recreation Leader III	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
<hr/>				
Total Full-time	2	2	2	3
Total Part-time*	13	13	13	12
05742 McCormick - Train Maintenance				
Railroad Maintenance Coordinator	1	1	1	1
Railroad Service Worker	1	1	1	1
<hr/>				
Total Full-time	2	2	2	2
05743 McCormick Concessions				
Recreation Leader II*	2	2	2	2
<hr/>				
Total Part-time*	2	2	2	2
05746 Mountain View - Home Program				
Recreation Coordinator	1	1	1	1
Recreation Leader I*	3	3	3	3
Recreation Leader II*	6	6	6	6
Recreation Leader III	1	1	1	1
<hr/>				
Total Full-time	2	2	2	2
Total Part-time*	9	9	9	9

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
05749 Mountain View - Fun Factories				
Recreation Leader II*	6	6	6	6
Recreation Leader III*	1	1	1	1
Total Part-time*	7	7	7	7
05750 Indian School - Home Program				
Clerk Typist*	1	1	1	1
Maintenance Worker I	1	1	1	1
Recreation Coordinator	1	1	1	1
Recreation Leader I*	4	4	4	4
Recreation Leader II*	8	8	8	8
Recreation Leader III	1	1	1	1
Total Full-time	3	3	3	3
Total Part-time*	13	13	13	13
05755 Club SAR				
Recreation Coordinator	1	1	1	1
Recreation Leader II*	3	3	3	3
Total Full-time	1	1	1	1
Total Part-time*	3	3	3	3
05760 Special Interest - Home Program				
Recreation Leader II*	2	2	2	2
Recreation Leader III	2	2	2	2
Senior Recreation Coordinator	1	1	1	1
Total Full-time	3	3	3	3
Total Part-time*	2	2	2	2
05766 Chaparral - Home Program				
Recreation Coordinator	1	1	1	1
Recreation Leader I*	3	3	3	3
Recreation Leader II*	7	7	7	7
Recreation Leader III	1	1	1	1
Total Full-time	2	2	2	2
Total Part-time*	10	10	10	10

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
05770 Sports and Aquatics Manager				
Recreation Manager	1	1	1	1
Total Full-time	1	1	1	1
05771 Eldorado - Home Program				
Clerk Typist*	1	1	1	1
Facility Reservation Clerk	1	1	1	1
Recreation Leader I*	4	4	4	3
Recreation Leader II	0	0	0	1
Recreation Leader II*	6	6	6	6
Recreation Leader III	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
Total Full-time	3	3	3	4
Total Part-time*	11	11	11	10
05776 Vista del Camino - Home Program				
Recreation Coordinator	1	1	1	1
Recreation Leader I*	4	4	4	4
Recreation Leader II	0	0	0	1
Recreation Leader II*	5	5	5	4
Recreation Leader III	1	1	1	1
Total Full-time	2	2	2	3
Total Part-time*	9	9	9	8
05780 Aquatics - Home Program				
Assistant Pool Manager*	9	9	10	10
Custodian I*	1	1	0	0
Lifeguard/Instructor*	64	64	63	63
Pool Manager	2	2	2	2
Pool Manager*	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
Total Full-time	3	3	3	3
Total Part-time*	75	75	74	74
05789 Cactus - Home Program				
Recreation Coordinator	1	1	1	1

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
05789 Cactus - Home Program (Continued)				
Recreation Leader I*	3	3	3	3
Recreation Leader II*	6	6	6	6
Recreation Leader III	1	1	1	1
Total Full-time	2	2	2	2
Total Part-time*	9	9	9	9
05790 Sports - Adult				
Recreation Coordinator	1	1	1	1
Recreation Leader II*	4	4	4	4
Recreation Leader III	1	1	1	1
Total Full-time	2	2	2	2
Total Part-time*	4	4	4	4
05791 Sports - Liaison				
Senior Recreation Coordinator	1	1	1	1
Total Full-time	1	1	1	1
05795 Sports - Youth				
Recreation Coordinator	1	1	1	1
Recreation Leader II*	1	1	1	1
Recreation Leader III	1	1	1	1
Total Full-time	2	2	2	2
Total Part-time*	1	1	1	1
05796 Small Parks - Home Program				
Recreation Leader II*	14	14	14	14
Recreation Leader III	1	1	1	1
Senior Recreation Coordinator	1	1	1	1
Total Full-time	2	2	2	2
Total Part-time*	14	14	14	14
05805 Human Services Administration				
Human Services and Recreation Administrator	1	1	1	1
Human Services Planner/Grant Manager	0	0	0	1
Total Full-time	1	1	1	2

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
05810 Vista del Camino Center				
Food Bank Courier*	1	1	1	1
Human Services Manager	1	1	1	1
Human Services Specialist	2	2	2	2
Human Services Specialist*	1	1	1	1
Information and Referral Worker	2	2	2	2
Total Full-time	5	5	5	5
Total Part-time*	2	2	2	2
05830 Senior Center				
Human Services Manager	1	1	1	1
Human Services Specialist	1	1	1	1
Human Services Specialist*	1	1	1	1
Information and Referral Worker*	2	2	2	2
Recreation Coordinator	1	1	1	1
Recreation Leader II*	3	3	3	3
Recreation Leader III*	0	0	1	1
Secretary	1	1	1	1
Total Full-time	4	4	4	4
Total Part-time*	6	6	7	7
05840 Youth Services				
Human Services Counselor*	1	1	1	1
Human Services Manager	1	1	1	1
Human Services Specialist	1	1	2	2
Secretary	1	1	1	1
Youth Employment Specialist*	1	1	1	1
Total Full-time	3	3	4	4
Total Part-time*	2	2	2	2
05850 Paiute Service Center				
Recreation Coordinator	0	0	0	1
Total Full-time	0	0	0	1
Department Total Full-time	178	178	179	184
Department Total Part-time*	334	334	334	331
Department Total FTE	300.4	301.4	302.4	311.5

Authorized Personnel/Positions

	<u>Actual 1991-92</u>	<u>Adopted 1992-93</u>	<u>Estimated 1992-93</u>	<u>Adopted 1993-94</u>
MANAGEMENT SERVICES				
06000 Management Services Administration				
Administrative Secretary	1	1	1	1
Contract Officer	1	0	1	1
General Manager, Management Services	1	1	1	1
Total Full-time	3	2	3	3
06110 Office of Management Systems Administration				
Management Systems Administrator	1	1	1	1
Systems Specialist	1	1	1	1
Total Full-time	2	2	2	2
06120 Communications Services				
Communications Assistant	1	1	1	1
Communications Services Director	1	1	1	1
Communications Specialist	1	1	1	1
Communications Technician I	1	1	1	1
Communications Technician II	2	2	2	2
Programmer Analyst	1	1	1	1
Strategic Planning and Support Manager	1	1	1	1
Total Full-time	8	8	8	8
06210 Applications Development				
Administrative Secretary	0	0	1	1
Clerk Typist*	1	1	1	1
Management Systems Analyst	2	2	0	0
Programmer Analyst	8	8	9	9
Programmer Analyst II	0	0	2	2
Secretary	1	1	0	0
Systems Analyst II	3	3	3	3
Systems Development Director	1	1	1	1
Systems Training Analyst	1	1	0	0
Systems Training Coordinator	1	1	1	1
Total Full-time	17	17	17	17
Total Part-time*	1	1	1	1

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
06220 Computer Operations				
Computer Operations Manager	1	1	1	1
Computer Operations Technician	1	1	1	1
Computer Operator	6	6	6	6
Computer Productions Supervisor	1	1	1	1
Data Conversion Operator II	2	2	1	1
Lead Computer Operator	1	1	1	1
Open Systems Specialist	0	0	1	1
Total Full-time	12	12	12	12
06230 Systems Support				
Software Support Manager	1	1	1	1
Systems Support Specialist	3	3	3	3
Total Full-time	4	4	4	4
06240 Geographic Information Systems and Support				
Geographic Information Systems Manager	0	0	0	1
GIS Database Coordinator	0	0	1	1
System Support Specialist	0	0	0	1
Total Full-time	0	0	1	3
06510 Communications and Public Affairs				
Administrative Secretary	1	1	1	1
Communications and Public Affairs Officer	1	1	1	1
Public Affairs Assistant	1	1	1	1
Public Affairs Specialist	1	1	1	1
Public Affairs Specialist II	2	2	2	2
Public Affairs Specialist II*	1	1	1	1
Video Production Assistant	1	1	1	1
Video Production Manager	1	1	1	1
Video Production Specialist	1	1	1	1
Total Full-time	9	9	9	9
Total Part-time*	1	1	1	1

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
06620 Project Management				
Capital Project Management Director	1	1	1	1
Civil Designer	1	1	1	1
Plan Reviewer/Estimator	1	1	1	1
Project Budget Analyst	1	1	1	1
Project Management Administrator	1	1	1	1
Project Manager	7	7	7	7
Public Works Project Coordinator	6	7	6	6
Right-of-Way Agent	3	3	2	2
Right-of-Way and Design Manager	1	1	1	1
Secretary	1	1	1	1
Senior Project Manager	1	1	1	1
Senior Right-of-Way Agent	1	1	1	1
Zoning and Design Manager	1	0	0	0
Total Full-time	26	26	24	24
06730 Office of Emergency Management				
Emergency Management Officer	1	1	1	1
Secretary*	1	1	1	1
Total Full-time	1	1	1	1
Total Part-time*	1	1	1	1
Department Total Full-time	82	81	81	83
Department Total Part-time*	3	3	3	3
Department Total FTE	83.4	82.6	82.6	85.3

PLANNING & COMMUNITY DEVELOPMENT

07001 Planning & Community Development Administration				
Administrative Assistant	1	1	1	1
Administrative Secretary	1	1	1	1
General Manager, Planning and Community Development	1	1	1	1
Total Full-time	3	3	3	3

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
07150 Advance Planning				
Administrative Secretary	1	1	1	1
Advance Planning Director	0	0	1	1
Advance Planning Manager	1	1	0	0
Asset Management Coordinator	1	1	1	1
Associate Planner	2	2	2	2
Downtown Planning Manager	1	1	0	0
Planner	5	5	6	6
Planning Administrator	1	1	1	1
Planning Manager	0	0	1	1
Planning Specialist	2	2	1	1
Secretary	1	1	1	1
Senior Planner	2	2	2	2
Total Full-time	17	17	17	17
07505 Zoning Inspection				
Code Enforcement Manager	1	1	0	0
Code Inspector	4	4	4	5
Secretary	0	0	0	1
Total Full-time	5	5	4	6
07510 Development Services				
Associate Planner	1	1	1	1
Development Services Director	1	1	1	1
Development Services Manager	1	1	1	1
Development Services Representative	4	4	4	4
Development Services Representative*	1	1	1	1
Development Services Specialist	1	1	1	1
Senior Development Services Representative	1	1	1	1
Sign Inspector	1	1	1	1
Secretary	0	0	0	1
Total Full-time	10	10	10	11
Total Part-time*	1	1	1	1
07515 Development Services Records				
Engineering Technician I	3	3	3	3
Engineering Technician I*	1	1	1	1

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
07515 Development Services Records (Continued)				
Engineering Technician II	2	2	2	2
Geographic Information Systems Manager	1	1	1	0
Information Systems Coordinator	1	1	1	1
Records Manager	1	1	1	1
Total Full-time	8	8	8	7
Total Part-time*	1	1	1	1
07600 Inspection Services Administration				
Clerk Typist	2	2	2	2
Clerk Typist*	1	1	1	1
Inspection Services Director	1	1	1	1
Office Coordination Manager	1	1	1	1
Secretary	1	1	1	1
Total Full-time	5	5	5	5
Total Part-time*	1	1	1	1
07605 Building Inspection				
Building Inspection Manager	1	1	1	1
Building Inspection Supervisor	2	2	2	2
Building Inspector	4	4	4	4
Total Full-time	7	7	7	7
07610 Field Engineering				
Materials Technician	1	1	1	1
Public Works Inspection Supervisor	2	2	3	3
Public Works Inspector	9	9	8	8
Total Full-time	12	12	12	12
07615 Survey Unit				
Field Engineering Manager	1	1	1	1
Survey Supervisor	1	0	1	1
Survey Technician I	0	2	0	0
Survey Technician II	2	1	2	2
Total Full-time	4	4	4	4

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
07700 Project Review Administration				
Associate Planner	1	1	1	0
Civil Engineer	2	2	2	0
Development Administrator	1	1	1	1
Project Coordination Manager	6	6	6	6
Zoning and Design Manager	0	1	1	1
Total Full-time	10	11	11	8
07701 Project Review/Office Coordination				
Office Coordination Manager	1	1	1	1
Secretary	5	5	5	4
Secretary*	1	1	1	1
Total Full-time	6	6	6	5
Total Part-time*	1	1	1	1
07710 Project Review/Final Plans				
Associate Planner	2	2	2	3
Building Codes Specialist	1	1	1	1
Building Plans Reviewer	4	4	3	3
Civil Engineer	1	1	1	3
Civil Plans Reviewer	3	3	3	3
Plans Coordinator	1	1	1	1
Project Review Manager	1	1	1	1
Right-of-Way Agent	1	1	1	1
Senior Building Plans Reviewer	0	0	1	1
Senior Civil Engineer	1	1	1	1
Senior Civil Plans Reviewer	1	1	1	1
Total Full-time	16	16	16	19
Department Total Full-time	103	104	103	104
Department Total Part-time*	4	4	4	4
Department Total FTE	106.1	107.1	106.1	107.4
FIRE SUPPORT SERVICES				
56720 Fire Support Services				
Fire Engineer*	10	10	10	10

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
56720 Fire Support Services (Continued)				
Firefighter*	26	26	26	26
Fire Officer*	4	4	4	4
Total Part-time*	40	40	40	40
Department Total Part-time*	40	40	40	40
* Fire Support positions are only filled by regular, full-time and part-time employees. These positions are not included in the part-time position total.				
WATER RESOURCES				
60110 Planning and Engineering				
Administrative Secretary	1	1	2	2
Assistant General Manager, Water Resources	1	1	1	1
General Manager, Water Resources	1	1	1	1
Industrial Waste Inspector	1	0	0	0
Secretary*	0	0	1	1
Water Quality Director	1	0	0	0
Water Quality Manager	1	0	0	0
Water Resources Analyst	4	3	3	3
Water Resources Director	1	1	1	1
Water Resources Engineer	3	3	3	3
Total Full-time	14	10	11	11
Total Part-time*	0	0	1	1
60130 Water Conservation				
Water Conservation Specialist	1	1	1	1
Total Full-time	1	1	1	1
60200 Planet Ranch Operations				
> Equipment Mechanic	1	1	1	1
> Equipment Operator II	1	1	1	1
> Equipment Operator II*	5	5	5	5
> Equipment Operator III	1	1	1	1

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
60200 Planet Ranch Operations (Continued)				
> Equipment Service Writer	1	1	1	1
> Field Services Worker I*	4	4	4	4
> Field Services Worker II*	1	1	1	1
> Field Services Worker III	2	2	2	2
> Planet Ranch Director	1	1	1	1
Total Full-time	7	7	7	7
Total Part-time*	10	10	10	10
> The duties of these positions are agricultural in nature.				
60310 Water Operations Administration				
Administrative Secretary	1	1	0	0
Clerk Typist	1	1	1	1
Secretary	1	1	1	1
Secretary*	1	1	0	0
Water and Wastewater Director	1	1	1	1
Water Resources Technician	0	0	0	1
Total Full-time	4	4	3	4
Total Part-time*	1	1	0	0
60320 Water Distribution				
Senior Meter Technician	1	1	1	1
Senior Water Service Worker	11	11	11	11
Water and Wastewater Distribution Manager	1	1	1	1
Water and Wastewater Distribution Supervisor	2	2	2	2
Water and Wastewater Field Representative	4	4	4	4
Water Service Worker	11	11	11	11
Total Full-time	30	30	30	30
60330 Water Production				
Backflow Technician	1	1	0	0
Cross Connection Controls Specialist	0	0	1	1
Lead Water Electrical Technician	1	1	0	0
Pump Service Worker	3	3	0	0
Telemetry Controls Specialist	1	1	1	1
Water and Wastewater Production Manager	1	1	1	1

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
60330 Water Production (Continued)				
Water Electrical Technician	2	2	2	2
Water Electrician	0	0	0	1
Water Maintenance Supervisor	0	0	1	1
Water Maintenance Technician I	2	2	3	3
Water Maintenance Technician II	0	0	2	2
Total Full-time	11	11	11	12
60380 Wastewater Reclamation				
Senior Water Plant Operator	0	0	1	1
Wastewater Plant Manager	1	1	0	0
Wastewater Plant Operator II	1	1	1	1
Wastewater Plant Operator III	1	1	1	1
Total Full-time	3	3	3	3
60410 Water Quality				
Industrial Waste Inspector	0	1	1	1
Water Quality Director	0	1	1	1
Water Quality Manager	0	1	1	1
Water Quality Sampler	0	0	0	1
Water Resources Analyst	0	1	1	1
Total Full-time	0	4	4	5
60420 Wastewater Quality				
Industrial Waste Inspector	0	0	0	1
Total Full-time	0	0	0	1
Department Total Full-time	70	70	70	74
Department Total Part-time*	11	11	11	11
Department Total FTE	80.8	80.8	80.8	84.8

MUNICIPAL SERVICES

70100 Field Services Administration

Administrative Secretary	1	1	1	1
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Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
70100 Field Services Administration (Continued)				
General Manager, Municipal Services	1	1	1	1
Municipal Services Operations Assistant	1	0	1	1
Total Full-time	3	2	3	3
70110 Mechanical Maintenance				
Contracts Coordinator	1	1	1	1
Equipment Service Worker	1	1	0	0
Facility Maintenance Director	1	1	1	1
Maintenance Electrician	3	3	3	3
Maintenance HVAC Technician	0	0	2	2
Maintenance Plumber	2	2	2	2
Maintenance Supervisor	0	0	1	1
Maintenance Technician I	0	0	1	1
Refrigeration Mechanic	2	2	0	0
Trades Leadworker	1	1	0	0
Total Full-time	11	11	11	11
70120 General Building Maintenance				
Building Trades Worker I	3	3	0	0
Building Trades Worker II	4	4	0	0
Clerk Typist	1	1	1	1
Facility Maintenance Supervisor	1	1	0	0
Maintenance Manager	0	0	1	1
Maintenance Painter	2	2	2	2
Maintenance Technician I	0	0	3	3
Maintenance Technician II	0	0	4	4
Total Full-time	11	11	11	11
70150 Custodial				
Custodial Services Supervisor	1	1	1	1
Custodian	22	22	25	25
Custodian*	1	1	2	2
Custodian II	3	3	0	0
Custodian III	1	1	0	0
Senior Custodian	0	0	1	1
Total Full-time	27	27	27	27
Total Part-time*	1	1	2	2

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
70400 Transportation Maintenance Admin.				
Secretary	0	1	1	1
Transportation Maintenance Director	0	0	1	1
Total Full-time	0	1	2	2
70410 Traffic Signal				
Senior Traffic Signal Technician	1	1	1	1
Traffic Signal Electronic Technician	2	2	2	2
Traffic Signal Technician I	5	5	5	5
Traffic Signal Technician II	2	2	2	2
Transportation Maintenance Manager	1	1	1	1
Total Full-time	11	11	11	11
70420 Signs and Markings				
Maintenance Worker II	5	5	5	5
Sign Fabricator	1	1	1	1
Transportation Maintenance Worker III	1	1	1	1
Total Full-time	7	7	7	7
70430 Street Cleaning				
Equipment Operator III	0	1	1	1
Motor Sweeper Operator	6	6	6	6
Total Full-time	6	7	7	7
70440 Asphalt Maintenance				
Maintenance Worker II	4	4	4	4
Transportation Maintenance Director	1	1	0	0
Transportation Maintenance Supervisor	1	1	1	1
Total Full-time	6	6	5	5
70450 Shoulder and Drainage				
Equipment Operator II	1	1	1	1
Equipment Operator III	6	6	6	6
Pesticide Applicator	1	1	1	1
Transportation Maintenance Supervisor	1	1	1	1
Total Full-time	9	9	9	9

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
70460 Medians and Right-of-Way				
Equipment Operator III	1	0	0	0
Maintenance Manager	1	1	1	1
Maintenance Supervisor	0	0	2	2
Maintenance Worker I	9	9	6	6
Maintenance Worker II	2	2	5	5
Maintenance Worker III	2	2	0	0
Total Full-time	15	14	14	14
70470 Downtown Improvement Districts				
Maintenance Worker I	1	1	1	1
Maintenance Worker II	1	1	1	1
Total Full-time	2	2	2	2
70505 Sanitation Administration				
Administrative Secretary	1	1	1	1
Clerk Typist	2	2	2	2
Sanitation Director	1	1	1	1
Total Full-time	4	4	4	4
70510 Residential Refuse Collection				
Equipment Operator I	0	0	0	1
Equipment Operator II	1	1	1	1
Equipment Operator III	17	17	17	19
Sanitation Field Representative	1	1	0	0
Sanitation Field Supervisor	0	0	1	1
Sanitation Manager	1	1	1	1
Total Full-time	20	20	20	23
70520 Container Repair				
Container Repairer	2	2	2	2
Equipment Operator I	2	2	2	2
Total Full-time	4	4	4	4

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
70530 Commercial Collection				
Equipment Operator III	9	8	8	8
Sanitation Field Representative	1	1	0	0
Sanitation Field Supervisor	0	0	2	2
Sanitation Manager	1	1	0	0
Total Full-time	11	10	10	10
70540 Brush Removal				
Equipment Operator I	5	5	5	6
Equipment Operator II	6	6	6	6
Sanitation Field Representative	1	1	0	0
Sanitation Field Supervisor	0	0	1	1
Sanitation Manager	1	1	1	1
Total Full-time	13	13	13	14
70550 Recycling Administration				
Equipment Operator I*	2	2	2	3
Total Part-time*	2	2	2	3
70560 Roll-Off Collection				
Equipment Operator III	0	1	1	1
Total Full-time	0	1	1	1
70605 Fleet Management Administration				
Data Conversion Operator I	1	1	1	1
Fleet Coordinator	0	0	1	1
Fleet Management Director	1	1	1	1
Fleet Supervisor	1	1	1	1
Fleet Systems Specialist	1	1	0	0
Total Full-time	4	4	4	4
70606 Fleet Management Day Shift				
Equipment Mechanic	7	7	7	7
Equipment Service Worker	1	1	1	2
Equipment Service Writer	1	1	1	1

Authorized Personnel/Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
70606 Fleet Management Day Shift (Continued)				
Fleet Supervisor	1	1	1	1
Total Full-time	10	10	10	11
70607 Fleet Management Weekend Shift				
Equipment Mechanic	8	8	7	7
Equipment Service Worker	0	0	1	1
Fleet Supervisor	1	1	1	1
Total Full-time	9	9	9	9
70609 Fleet Management Night Shift				
Equipment Mechanic	6	6	7	7
Equipment Service Worker	3	3	2	2
Fleet Supervisor	1	1	1	1
Total Full-time	10	10	10	10
70610 Fleet Management Parts Supply				
Auto Messenger Clerk	1	1	0	0
Equipment Parts Clerk	4	4	0	0
Equipment Parts Specialist I	0	0	1	1
Equipment Parts Specialist II	0	0	4	4
Lead Parts Clerk	1	1	0	0
Senior Equipment Parts Specialist	0	0	1	1
Total Full-time	6	6	6	6
Department Total Full-time	199	199	200	205
Department Total Part-time*	3	3	4	5
Department Total FTE	200.5	200.5	202.0	209.1

Authorized Grant Funded Positions

	Actual 1991-92	Adopted 1992-93	Estimated 1992-93	Adopted 1993-94
POLICE				
33360 Police Officer - DARE Program	0	1	1	0
Total Grant Funded Full-time	0	1	1	0
PLANNING AND COMMUNITY DEVELOPMENT				
21935 CDBG Specialist	1	1	1	1
21998 Administrative Secretary	1	1	1	1
21998 CDBG Coordinator	1	1	1	1
21998 CDBG Specialist	1	1	1	1
34201 Occupancy Specialist	0	0	4	4
34201 Office Coordination Manager	0	0	1	1
Total Grant Funded Full-time	4	4	9	9
COMMUNITY SERVICES				
33343 Home Meals Coordinator*	1	1	1	1
33343 Information/Referral Worker*	1	1	1	1
Total Grant Funded Part-time*	2	2	2	2
Total Grant Funded Full-time	4	5	10	9
Total Grant Funded Part-time*	2	2	2	2

Glossary

Actual - Actual, as used in the fund summaries and department and division summaries within the budget document, represents the 1991-92 results of operations. This category is presented on a GAAP basis except that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds are budgeted as expense.

Adopted - Adopted, as used in the fund summaries and department and division summaries within the budget document, represents the 1992-93 and 1993-94 budget as approved by the City Council.

Assessed Valuation - A government sets a valuation upon real estate or other property as a basis for levying taxes. An assessed valuation represents the appraised valuation less any exemptions.

Beginning Balance - The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

Bonds - Bonds are debt instruments which require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or according to a formula for determining the interest rate.

Budget - A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative, or whether it has been approved by the appropriating body.

Budgetary Basis - Budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) except that 1) encumbrances are considered to be an expenditure chargeable to appropriations; 2) no depreciation is budgeted for in proprietary funds; and 3) bond principal in the enterprise funds is subject to appropriation.

Capital Outlay - Items costing more than \$1,000 and having a useful life of more than one year are defined as capital outlay.

Capital Improvements Program (CIP) - 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.

Glossary

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.

Department - A department is the combination of divisions of the City headed by a general manager with a specific and unique set of goals and objectives, e.g., Police, Fire, Financial Services, Planning and Community Development, etc.

Encumbrance - Encumbrance includes obligations in the form of purchase orders, contracts, or other commitments. They cease to be encumbrances when paid, cancelled, or when the actual liability is set up.

Encumbrance Rebudgets - The balance of unliquidated encumbrances brought forward from the previous fiscal year.

Ending Balance - The residual non-restricted funds that are spendable or available for appropriation at the end of the fiscal year.

Enterprise Fund - An enterprise fund is established to account for operations (a) financed and operated in a manner similar to private business enterprises, i.e., where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Examples of enterprise funds are those for the water and sewer utility, airport, and sanitation.

Equipment Rental - Equipment rental represents fees charged to other areas of the City for the maintenance, repair, and replacement of City vehicles. The fee for these charges is returned to the motor pool internal service fund as revenue.

Estimated - Estimated, as used throughout the budget document, represents the original adopted budget plus any approved changes and anticipated year-end savings.

Excise Debt - Excise debt is debt that is repaid by excise taxes. In this case, the excise taxes used to fund the debt service payments are a portion of the transaction privilege (sales) tax and transient occupancy tax.

Glossary

Expenditures - Expenditures are decreases in net financial resources. They include current operating expenses which require the current or future use of net current assets, debt services, and capital outlays.

Fees - Fees are charges for services.

Five-year Forecast - An estimation of revenues and expenses required by the City to operate for the next five-year period.

Franchise Fee - The franchise fee charged to the water and sewer utility fund is a reimbursement to the general fund for the utility's use of City streets and rights-of-way.

Fund - A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources together with all related liabilities and residual equities or balances and changes therein which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance - The balance of net financial resources that are spendable or available for appropriation.

Fund Summary - A fund summary, as reflected in the budget document, is a combined statement of revenues, expenditures, and changes in fund balance for the prior year's actual, adopted, and estimated budgets, and the current year's adopted budgets.

GAAP Adjustments - Differences arising from the use of a basis of accounting for budgetary purposes that differs from the basis of accounting applicable when reporting on operations in conformity with Generally Accepted Accounting Principles (GAAP).

General Fund - The general fund is used to account for all financial resources except those required to be accounted for in another fund.

General Long-term Debt - General long-term debt represents any unmatured debt not considered to be a fund liability.

General Obligation Bonds (G.O. Bonds) - General obligation bonds are bonds which are secured by the full faith and credit of the issuer. G.O. bonds issued by local units of government are secured by a pledge of the issuer's property taxing power. They are usually issued to pay for general capital improvements such as parks and roads.

Generally Accepted Accounting Principles (GAAP) - GAAP are the uniform minimum standards of and guidelines to financial accounting and reporting. They govern the form and

Glossary

content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures. GAAP provide a standard by which to measure financial presentations.

Grant - A grant is a contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function, e.g., education or drug enforcement, but it is sometimes for general purposes.

Highway User Fuel Tax - Highway user fuel tax is gasoline tax shared with municipalities; a portion is distributed based upon the population of the city and a portion is distributed based upon the origin of the sales of the fuel. The Arizona state constitution requires that this revenue be used solely for street and highway purposes.

Improvement Districts - Improvement districts are formed consisting of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property.

Indirect Cost Allocation - Indirect cost allocation is funding transferred to the general fund from enterprise funds for specific central administrative functions which benefit those funds, e.g., City Manager, Financial Services department, Human Resources, Legal, etc.

In Lieu Property Tax - The in lieu property tax is a charge to the enterprise funds which compensates the general fund for the property tax that would have been paid if the utilities were for-profit companies.

Internal Service Fund - An internal service fund is used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government, or to other governments on a cost-reimbursement basis.

Municipal Property Corporation (MPC) - The Municipal Property Corporation is a non-profit corporation established to issue bonds to fund City capital improvements projects.

Needs Assessment - The Needs Assessment is the foundation for determining what City customers feel is needed. Market surveys, public hearings, and boards and commission surveys are conducted.

Operating Budget - The operating budget is the plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is required by law in Arizona and is a requirement of Scottsdale's City Charter.

Glossary

Ordinance - An ordinance is a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Outstanding Debt - The balance due at any given time resulting from the borrowing of money or from the purchase of goods and services.

Pay-as-you-go Capital Improvement Projects (PAYG) - PAYG capital improvement projects are capital projects whose funding source is derived from City revenue sources other than through the sale of voter-approved bonds.

Primary Property Tax - Primary property taxes are levied for the purpose of funding general government operations. Annual increases are limited to 2% of the previous year's maximum allowable primary property tax levy plus allowances for new construction and annexation of new property and tort litigation settlements.

Property Tax - Property tax is based according to value of property and is used as the source of monies to pay general obligation debt (secondary property tax) and to support the general fund (primary property tax).

Rebudgeted - Rebudgeted represents encumbered and committed funds carried forward to the next fiscal year budget.

Refunding - Refunding is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: to reduce the issuer's interest costs or to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited into escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the refunding bonds and the outstanding obligations being refinanced are referred to as the refunded bonds or the prior issue.

Reserve - Reserve is an account which records a portion of the fund balance which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

Revenue Bonds - Revenue bonds are bonds payable from a specific source of revenue which do not pledge the full faith and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from operation of the financed project, grants, excise, or other specified non-property tax.

Glossary

Secondary Property Tax - Secondary property taxes are levied for the purpose of funding the principal, interest, and redemption charges on general obligation bonds of the City. The amount of this tax is determined by the annual debt service requirements on the City's general obligation bonds.

Self Insurance - The retention by an entity of a risk of loss arising out of the ownership of property or from some other cause instead of transferring that risk through the purchase of an insurance policy.

Service Levels - The service level describes the present services provided by a City department and/or division within the department.

Shared Revenues - Revenues levied by one government but shared on a predetermined basis with another government or class of governments.

Sinking Fund - A sinking fund is an account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments therefrom are determined by the terms of the bond contract.

Special Assessment - A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Taxes - Taxes are compulsory charges levied by a government for the purpose of financing services performed for common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

Tax Rate - The tax rate is the amount of tax levied for each \$100 of assessed valuation.

Transfers - Transfers are the authorized exchanges of cash or other resources between funds.

Trust Fund - A trust fund consists of resources received and held by the government unit as trustee, to be expended or invested in accordance with the conditions of the trust.

Other Fiscal Activity

Fiscal Year 1993-94

Existing Expenditure Authority

Rebudgeted

CDBG	\$ 498,000
Grants	1,929,257
Trusts	608,181

Total Existing Expenditure Authority \$ 3,035,438

Anticipated New Expenditure Authority

Residential Streetlight Districts	\$ 500,000
CDBG	1,111,000
Section 8 Housing	1,200,000
Grants	2,012,189
Trusts	1,038,575

Total Anticipated New Expenditure Authority \$ 5,861,764

Total Other Fiscal Activity \$ 8,897,202

City Operating Budget

Expenditures	\$171,998,056
Transfers Out	13,950,341

Total City Operating Budget \$185,948,397

City Capital Budget 314,858,200

Other Fiscal Activity 8,897,202

Total Fiscal Activity \$509,703,799

ORDINANCE NO. 2564

AN ORDINANCE OF THE MAYOR AND COUNCIL OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF SCOTTSDALE FOR THE FISCAL YEAR BEGINNING JULY 1, 1993, AND ENDING JUNE 30, 1994, DECLARING THAT SUCH SHALL CONSTITUTE THE BUDGET FOR THE CITY OF SCOTTSDALE FOR SUCH FISCAL YEAR.

WHEREAS, in accordance with the provisions of Title 42, Sections 301, 302, 303, and 304, A.R.S., the City Charter, and Ordinances of the City of Scottsdale, the Mayor and Council did, on May 17, 1993, make an estimate of the different amounts required to meet the public expenses for the ensuing year, also an estimate of receipts from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Scottsdale, Arizona, and

WHEREAS, in accordance with said sections of said Code and City Charter, and following due public notice, the Mayor and Council met on June 1, 1993, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies, and

WHEREAS, it appears that publication has been duly made, as required by law, of said estimates, together with a notice that the Mayor and Council would meet on June 14, 1993, in the City Hall Kiva for the purpose of making tax levies as set forth in said estimates, and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not, in the aggregate, exceed that amount for primary property taxes as computed in A.R.S. 42-301A, and

WHEREAS, the Mayor and Council have appeared and filed with the City Clerk said Tentative Budget for the fiscal year beginning July 1, 1993, and ending June 30, 1994, and

WHEREAS, the budget provides resources for specific program activity and service levels, therefore

BE IT ORDAINED by the Mayor and Council of the City of Scottsdale, Arizona, as follows:

SECTION 1. That the following estimates of revenue and expenditures as now increased, reduced, or changed are hereby adopted as the budget of the City of Scottsdale, Arizona, for the fiscal year 1993-94.

SECTION 2. Upon the recommendation of the City Manager, and with the approval of the Mayor and Council, expenditures may be made from the appropriation for contingencies. The transfer of sums within any 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 1993-94

	Operating Budget	Capital Budget	Other Fiscal Activity	Total Activity
Operating Budget				
General Government	\$10,330,769			\$10,330,769
Police	21,131,813			21,131,813
Financial Services	7,668,770			7,668,770
Transportation	3,839,743			3,839,743
Community Services	16,272,010			16,272,010
Management Services	5,400,126			5,400,126
Planning and Community Development	6,289,965			6,289,965
Fire	7,562,436			7,562,436
Water Resources	21,504,266			21,504,266
Municipal Services	27,320,024			27,320,024
Debt Service	38,320,397			38,320,397
Operating Contingency	1,500,000			1,500,000
General Contingency	18,808,078			18,808,078
Capital Improvements		314,858,200		314,858,200
Other Fiscal Activity				
Grants			6,750,446	6,750,446
Designated Funds			2,146,756	2,146,756
Grand Total Fiscal Activity	\$185,948,397	\$314,858,200	\$8,897,202	\$509,703,799

SCHEDULE B

(Page 1 of 2)

City of Scottsdale
 Summary Schedule of Estimated Revenues and Expenditures
 Fiscal Year 1993-94

Fund	Budgeted Expenditures 1992-93	Estimated Expenditures 1992-93	Unreserved Fund Balance 7-1-93	Direct Property Tax Revenues 1993-94
General Fund	\$73,724,712	\$70,475,254	\$12,289,884	\$6,564,100
Special Revenue Funds	12,263,897	12,108,650	2,427,257	
Debt Service Funds	25,047,673	21,823,766	6,546,891	10,569,176
Capital Projects Funds	299,989,400	120,828,600	201,057,500	
Enterprise Funds	50,205,041	50,319,876	544,591	
Expendable Trust Funds	1,629,358	1,629,358	608,181	
Internal Service Funds	14,208,124	13,624,442	4,995,462	
TOTAL ALL FUNDS	\$477,068,205	\$290,809,946	\$228,469,766	\$17,133,276

Expenditure Limit Comparison	1992-93	1993-94
Budgeted Expenditures	\$477,068,205	\$509,703,799
Budgeted Expenditures Adjusted for Reconciling Items	\$462,860,081	\$496,520,987
Less: Estimated Exclusions	(363,684,584)	(389,634,407)
Total Estimated Expenditures and Expenses Subject to Expenditure Limitation	\$99,175,497	\$106,886,580
Expenditure Limitation	\$99,175,497	\$106,886,580

SCHEDULE B

(Page 2 of 2)

City of Scottsdale
 Summary Schedule of Estimated Revenues and Expenditures
 Fiscal Year 1993-94

Estimated Revenues Other Than Property Taxes	Proceeds From Sale of Bonds	Interfund Transfers In (Out)	Total Financial Resources Available	Budgeted Expenditures 1993-94
\$71,280,075			\$90,134,059	\$82,058,966
13,303,189			15,730,446	15,730,446
13,009,345			30,125,412	25,989,528
40,764,500	73,036,200		314,858,200	314,858,200
55,607,736			56,152,327	55,737,091
1,538,575			2,146,756	2,146,756
13,116,501			18,111,963	13,182,812
\$208,619,921	\$73,036,200	\$0	\$527,259,163	\$509,703,799

SCHEDULE C
(Page 1 of 2)

City of Scottsdale
Summary of Tax Levy and Tax Rate Information
Fiscal Year 1993-94

	<u>1992-93</u>	<u>Estimated 1993-94</u>
1. Maximum Allowable Primary Property Tax Levy (A.R.S. 42-301.A)		<u>\$ 6,564,100</u>
2. Amount Received from Primary Property Taxation in the 1992-93 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).	<u>\$ 355,907</u>	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	\$ 6,668,882	\$ 6,564,100
B. Secondary Property Taxes	<u>8,806,586</u>	<u>10,569,176</u>
C. Total Property Tax Levy Amounts	<u>\$15,475,468</u>	<u>\$17,133,276</u>
4. Property Taxes Collected*		
A. Primary Property Taxes	\$ 6,668,882	
B. Secondary Property Taxes	<u>8,806,586</u>	
C. Total Property Taxes Collected	<u>\$15,475,468</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 1993-94

	<u>1992-93</u>	<u>Estimated 1993-94</u>
5. Property Tax Rates		
A. City Tax Rate		
Primary Property Tax Rate	\$.4926	\$.4958
Secondary Property Tax Rate	<u>.6387</u>	<u>.7755</u>
Total City Tax Rate	<u>\$ 1.1313</u>	<u>\$ 1.2713</u>
B. Special Assessment District Tax Rates		

Secondary Property Tax Rates - As of the date the proposed budget was prepared, the City was operating 295 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 and Budget division.

SCHEDULE D

(Page 1 of 4)

City of Scottsdale
 Summary By Fund of Revenues Other Than Property Taxes
 Fiscal Year 1993-94

Source of Revenues	Budgeted Revenues 1992-93	Estimated Revenues 1992-93	Estimated Revenues 1993-94
General Fund			
Taxes			
Local			
Privilege Tax	\$20,807,770	\$23,107,764	\$27,290,030
Transient Occupancy Tax	3,700,000	3,775,000	4,037,500
Light & Power Franchise	2,520,000	2,600,000	2,600,000
Cable TV	750,000	800,000	800,000
Salt River Project Lieu	160,000	200,000	200,000
Fire Insurance Premium	165,000	145,000	145,000
From Other Agencies			
State Shared Sales	8,347,000	8,347,000	8,926,400
Auto Lieu	2,300,000	2,300,000	2,400,000
State Revenue Sharing	8,408,000	8,408,000	8,500,000
Licenses/Permits/Service Charges			
Business & Liquor Licenses	680,000	700,000	742,500
Permits and Fees	5,000,000	5,650,000	5,812,200
Recreation Fees	1,510,000	1,575,000	1,878,680
Fines and forfeitures			
Court Fines	2,042,000	1,392,000	1,420,740
Parking Fines	250,000	225,000	250,000
Library Fines	148,000	168,000	168,000
Use of Money and Property			
Interest Earnings	3,336,000	2,436,000	3,051,025
Property rental	1,563,000	1,593,000	1,695,000
Other Revenue			
Miscellaneous	1,000,000	1,783,000	1,363,000
Total General Fund	<u>\$62,686,770</u>	<u>\$65,204,764</u>	<u>\$71,280,075</u>

SCHEDULE D

(Page 2 of 4)

City of Scottsdale
 Summary By Fund of Revenues Other Than Property Taxes
 Fiscal Year 1993-94

Source of Revenues	Budgeted Revenues 1992-93	Estimated Revenues 1992-93	Estimated Revenues 1993-94
SPECIAL REVENUE FUNDS			
Highway User Fund			
LTAF	\$1,061,000	\$1,061,000	\$1,080,000
Highway User	7,800,000	7,500,000	7,900,000
Total Highway User Fund	<u>\$8,861,000</u>	<u>\$8,561,000</u>	<u>\$8,980,000</u>
Community Development Block Grant Fund			
Federal grant	\$957,537	\$957,537	\$1,111,000
Section 8 Housing			1,200,000
Total Community Development Block Grant Fund	<u>\$957,537</u>	<u>\$957,537</u>	<u>\$2,311,000</u>
Grants Fund			
Federal grants	\$317,024	\$317,024	\$135,179
State grants	86,484	86,484	1,877,010
Miscellaneous grants	51,947	51,947	
Total Grants Fund	<u>\$455,455</u>	<u>\$455,455</u>	<u>\$2,012,189</u>
Total Special Revenue Funds	<u><u>\$10,273,992</u></u>	<u><u>\$9,973,992</u></u>	<u><u>\$13,303,189</u></u>
DEBT SERVICE FUNDS			
Debt Service Fund			
Interest earnings	<u>\$372,000</u>	<u>\$372,000</u>	<u>\$0</u>
Excise Debt Fund			
Privilege tax	\$10,492,230	\$9,713,024	\$7,406,801
Interest earnings	507,000	507,000	300,000
Total Excise Debt Service Fund	<u>\$10,999,230</u>	<u>\$10,220,024</u>	<u>\$7,706,801</u>
Special Assessments Debt Fund			
Special Assessments	<u>\$4,869,857</u>	<u>\$4,869,857</u>	<u>\$5,302,544</u>
Total Debt Service Funds	<u><u>\$16,241,087</u></u>	<u><u>\$15,461,881</u></u>	<u><u>\$13,009,345</u></u>

SCHEDULE D

(Page 3 of 4)

City of Scottsdale
 Summary By Fund of Revenues Other Than Property Taxes
 Fiscal Year 1993-94

Source of Revenues	Budgeted Revenues 1992-93	Estimated Revenues 1992-93	Estimated Revenues 1993-94
CAPITAL PROJECT FUNDS			
Capital Improvement Fund			
Privilege tax	\$8,650,000	\$6,300,000	\$8,500,000
CIP Reimbursements	13,641,500	13,423,500	12,180,000
Transfer from/(to) other funds	150,000	150,000	3,656,600
Interest earnings	3,450,000	1,350,000	1,550,000
Advancement/Other	34,028,500	34,685,015	14,877,900
Total Capital Project Funds	<u>\$59,920,000</u>	<u>\$55,908,515</u>	<u>\$40,764,500</u>
ENTERPRISE FUNDS			
Water and Sewer Utility Fund			
Sewer Charges	\$8,725,000	\$8,000,000	\$10,046,000
Water Charges	29,058,000	28,058,000	31,941,000
Water Resources Development Fees	2,017,000	3,900,000	2,617,000
Planet Ranch	500,000	425,000	440,000
Interest Earnings	1,250,000	600,000	800,000
Total Water and Sewer Fund	<u>\$41,550,000</u>	<u>\$40,983,000</u>	<u>\$45,844,000</u>
Airport Fund			
Airport Fees	<u>\$700,000</u>	<u>\$700,000</u>	<u>\$820,000</u>
Sanitation Fund			
Refuse Collection	\$7,956,000	\$7,831,000	\$8,488,500
Interest Earnings	40,000		40,000
Fund Contingency Elimination	649,731	544,591	415,236
Total Sanitation Fund	<u>\$8,645,731</u>	<u>\$8,375,591</u>	<u>\$8,943,736</u>
Total Enterprise Funds	<u>\$50,895,731</u>	<u>\$50,058,591</u>	<u>\$55,607,736</u>

SCHEDULE D

(Page 4 of 4)

City of Scottsdale
 Summary By Fund of Revenues Other Than Property Taxes
 Fiscal Year 1993-94

Source of Revenues	Budgeted Revenues 1992-93	Estimated Revenues 1992-93	Estimated Revenues 1993-94
EXPENDABLE TRUST FUNDS			
Trust Fund			
Trust Fund income	<u>\$1,448,358</u>	<u>\$1,448,358</u>	<u>\$1,538,575</u>
INTERNAL SERVICE FUNDS			
Motor Pool Fund			
Equipment Rental	\$5,676,000	\$5,676,000	\$5,800,000
Interest Earnings	100,000	85,000	85,000
Total Motor Pool Fund	<u>\$5,776,000</u>	<u>\$5,761,000</u>	<u>\$5,885,000</u>
Self Insurance Fund			
Risk management	\$3,036,000	\$2,739,000	\$2,789,000
Fund Contingency Elimination	5,349,802	3,717,240	4,442,501
Total Self Insurance Fund	<u>\$8,385,802</u>	<u>\$6,456,240</u>	<u>\$7,231,501</u>
Total Internal Service Funds	<u>\$14,161,802</u>	<u>\$12,217,240</u>	<u>\$13,116,501</u>
TOTAL ALL FUNDS	<u>\$215,627,740</u>	<u>\$210,273,341</u>	<u>\$208,619,921</u>

SCHEDULE E

City of Scottsdale
Summary By Fund of Bond Proceeds
Fiscal Year 1993-94

Fund	Proceeds From Sale of Bonds
CAPITAL PROJECTS FUNDS	
Municipal Property Corporation Fund	\$ 4,300,000
Improvement District Fund	17,736,200
Capital Projects Fund	<u>51,000,000</u>
TOTAL ALL FUNDS	<u>\$73,036,200</u>

SCHEDULE F

(Page 1 of 4)

City of Scottsdale
 Summary By Department of Expenditures Within Each Fund
 Fiscal Year 1993-94

Fund/ Department	Adopted Budgeted Expenditures 1992-93	Adjustments	Estimated Expenditures 1992-93	Budgeted Expenditures 1993-94
GENERAL FUND				
General Government	\$9,366,822	\$360,010	\$9,726,832	\$10,330,769
Police	19,556,599	437,712	19,994,311	21,131,813
Financial Services	3,924,432	59,289	3,983,721	4,501,237
Community Services	15,372,858	34,297	15,407,155	16,272,010
Management Services	4,959,657	212,068	5,171,725	5,400,126
Planning and Community Dev	5,668,618	319,338	5,987,956	6,289,965
Fire	6,648,094	(33,385)	6,614,709	7,562,436
Municipal Services	5,548,904	110,051	5,658,955	6,459,193
Debt Service	1,176,712	(126,471)	1,050,241	1,439,272
Contingency	4,512,718	(4,512,718)		4,500,000
Overhead Allocations	(7,443,435)	0	(7,443,435)	(8,723,569)
HURF Maintenance of Effort	194,000	0	194,000	194,000
Operating Transfers	4,238,733	(109,649)	4,129,084	6,701,714
Total General Fund	\$73,724,712	(\$3,249,458)	\$70,475,254	\$82,058,966
SPECIAL REVENUE FUND				
Highway User Fund				
Transportation	\$2,608,658	(\$15,132)	\$2,593,526	\$3,139,709
Municipal Services	6,645,305	263,242	6,908,547	6,804,425
Debt Service	3,113,473	(538,580)	2,574,893	2,793,321
Contingency	29,341	(29,341)		
Operating Transfer	(3,341,777)	164,564	(3,177,213)	(3,563,455)
HURF Maintenance of Effort	(194,000)	0	(194,000)	(194,000)
Total Highway User Fund	\$8,861,000	(\$155,247)	\$8,705,753	\$8,980,000
Community Development Block Grant Fund				
Grant expenditures	\$1,857,537	\$0	\$1,857,537	\$2,809,000
Grants Fund				
Grant expenditures	\$1,545,360	\$0	\$1,545,360	\$3,941,446
Total Special Revenue Fund	\$12,263,897	(\$155,247)	\$12,108,650	\$15,730,446

SCHEDULE F

(Page 2 of 4)

City of Scottsdale
 Summary By Department of Expenditures Within Each Fund
 Fiscal Year 1993-94

Fund/ Department	Adopted Budgeted Expenditures 1992-93	Adjustments	Estimated Expenditures 1992-93	Budgeted Expenditures 1993-94
DEBT SERVICE FUND				
Debt Service Fund				
Debt Service	\$8,993,836	(\$2,444,701)	\$6,549,135	\$10,480,183
Transfer to Sinking Fund	184,750		184,750	
Total Debt Service Fund	\$9,178,586	(\$2,444,701)	\$6,733,885	\$10,480,183
Excise Debt Service Fund				
Debt Service	\$10,999,230	(\$779,206)	\$10,220,024	\$10,206,801
Special Assessment Debt Fund				
Debt Service	\$4,869,857	\$0	\$4,869,857	\$5,302,544
Total Debt Service Funds	\$25,047,673	(\$3,223,907)	\$21,823,766	\$25,989,528
CAPITAL PROJECTS FUND				
Improvement District Fund				
Capital Projects	\$17,955,000	\$10,260,800	\$28,215,800	\$32,654,300
Capital Projects Fund				
Capital Projects	\$282,034,400	(\$189,421,600)	\$92,612,800	\$282,203,900
Total Capital Projects Fund	\$299,989,400	(\$179,160,800)	\$120,828,600	\$314,858,200

SCHEDULE F

(Page 3 of 4)

City of Scottsdale
 Summary By Department of Expenditures Within Each Fund
 Fiscal Year 1993-94

Fund/ Department	Adopted Budgeted Expenditures 1992-93	Adjustments	Estimated Expenditures 1992-93	Budgeted Expenditures 1993-94
ENTERPRISE FUNDS				
Water and Sewer Utility Fund				
Financial Services	\$841,763	\$2,519	\$844,282	\$877,898
Water Resources	19,704,909	574,363	20,279,272	21,504,266
Debt Service	7,495,855	(694,981)	6,800,874	7,794,976
Contingency	7,861	(7,861)		
Overhead Allocations	6,092,841	0	6,092,841	7,098,923
Transfers	5,389,771	(1,631,235)	3,758,536	5,950,937
Resource Allocation Res.	2,017,000	1,883,000	3,900,000	2,617,000
Total Water and Sewer Fund	\$41,550,000	\$125,805	\$41,675,805	\$45,844,000
Airport Fund				
Transportation	\$644,694	\$28,850	\$673,544	\$700,034
Contingency	3,048	(3,048)		
Debt Service		0		58,738
Overhead Allocations	326,214	0	326,214	320,177
Operating Transfer	(273,956)	4,085	(269,871)	(258,949)
Total Airport Fund	\$700,000	\$29,887	\$729,887	\$820,000
Sanitation Fund				
Financial Services	\$212,887	(\$1,378)	\$211,509	\$225,896
Municipal Services	6,044,465	(37,761)	6,006,704	6,882,928
Contingency	673,309	(128,718)	544,591	415,236
Debt Service		0		244,562
Overhead Allocations	1,024,380	0	1,024,380	1,304,469
Operating Transfer		127,000	127,000	
Total Sanitation Fund	\$7,955,041	(\$40,857)	\$7,914,184	\$9,073,091
Total Enterprise Funds	\$50,205,041	\$114,835	\$50,319,876	\$55,737,091

SCHEDULE F
(Page 4 of 4)

City of Scottsdale
Summary By Department of Expenditures Within Each Fund
Fiscal Year 1993-94

Fund/ Department	Adopted Budgeted Expenditures 1992-93	Adjustments	Estimated Expenditures 1992-93	Budgeted Expenditures 1993-94
EXPENDABLE TRUST FUND				
Trust Fund				
Trust Expenditures	\$1,629,358	0	\$1,629,358	\$2,146,756
INTERNAL SERVICE FUNDS				
Motor Pool Fund				
Municipal Services	\$6,769,130	\$345,359	\$7,114,489	\$7,173,478
Operating Transfer		(336,000)	(336,000)	(496,906)
Total Motor Pool Fund	\$6,769,130	\$9,359	\$6,778,489	\$6,676,572
Risk Management Fund				
Financial Services	\$2,083,379	\$1,045,334	\$3,128,713	\$2,063,739
Contingency	5,355,615	(1,638,375)	3,717,240	4,442,501
Total Risk Management Fund	\$7,438,994	(\$593,041)	\$6,845,953	\$6,506,240
Total Internal Service Funds	\$14,208,124	(\$583,682)	\$13,624,442	\$13,182,812
TOTAL ALL FUNDS	\$477,068,205	(\$186,258,259)	\$290,809,946	\$509,703,799

PASSED, APPROVED, AND ADOPTED by the Mayor and Council of the City of Scottsdale, Arizona, this 1st day of June, 1993.

ATTEST:

Sonia Robertson
City Clerk

CITY OF SCOTTSDALE
A Municipal Corporation

BY:

Sonia Robertson
City Clerk

By:

Herbert R. Drinkwater
Mayor

APPROVED:

Richard W. Garnett III
Richard W. Garnett III
City Attorney

ORDINANCE NO. 2566

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, 1994.

WHEREAS, by the provisions of the City Charter and State law, an ordinance is required to set the property tax levy for fiscal year 1993-94.

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, 1994, and the allowable tort liability claims. The estimate of the maximum allowable levy is \$6,564,100. 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 \$10,569,176 for the purpose of providing a bond interest and redemption fund for General Obligation Bond debt service for the fiscal year ending June 30, 1994.

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.

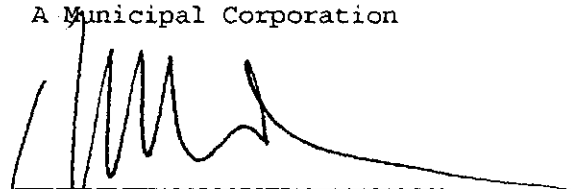
PASSED, APPROVED, AND ADOPTED by the Council of the City of Scottsdale, Arizona, this fourteenth day of June, 1993.

ATTEST:


Sonia Robertson
City Clerk

BY: *Sonia Robertson*
City Clerk

CITY OF SCOTTSDALE
A Municipal Corporation

By: 
Herbert R. Drinkwater
Mayor

APPROVED:


Richard W. Garnett III
City Attorney

