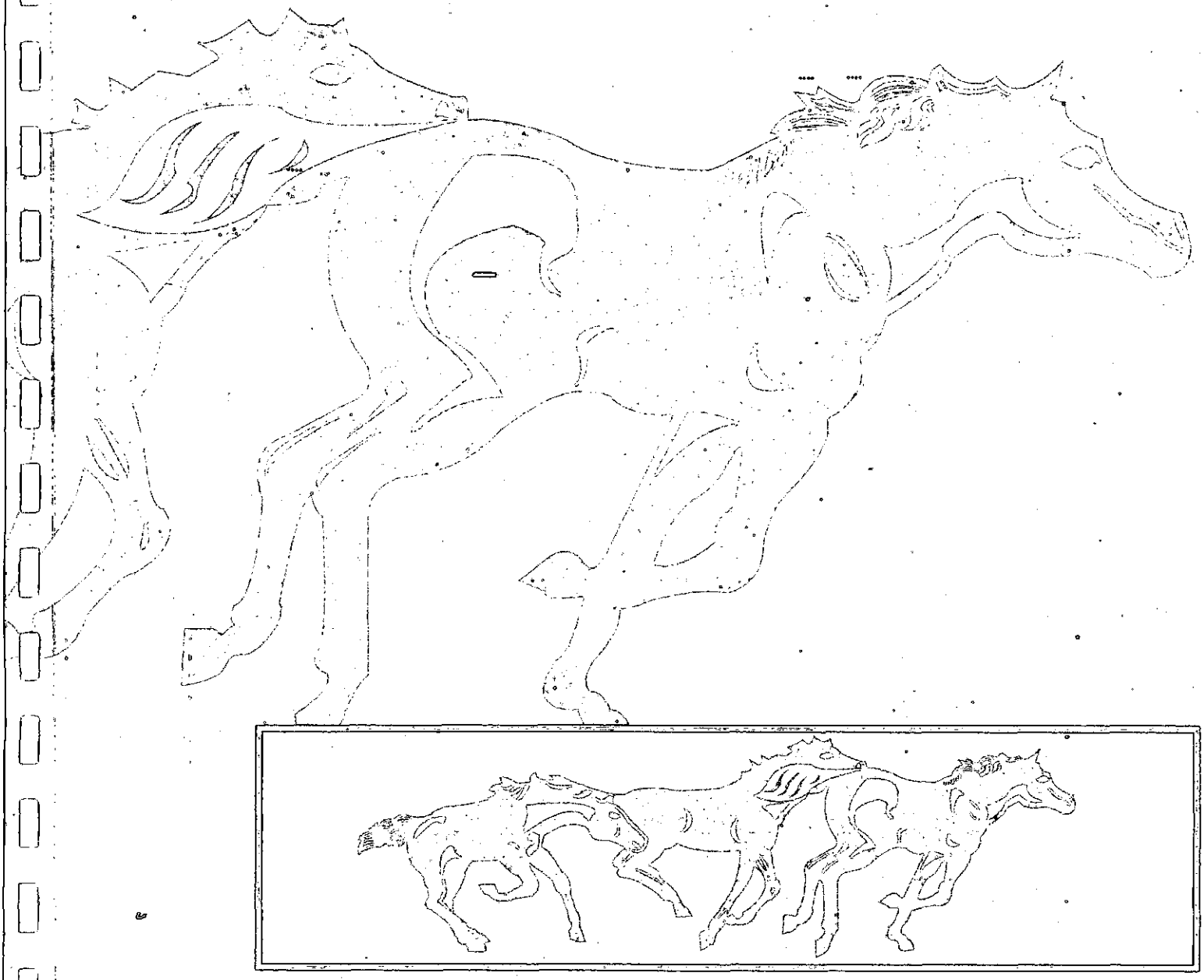
Biennial Budget

City of Scottsdale
Fiscal Years 1999/01



Scottsdale, Arizona

Cover Design: **John H. Hammer III**
Body Copy Design and Layout: **Kristine Zich**

City Council

Sam Katrgn Campana, Mayor

Cynthia Lukas

Mary Manross

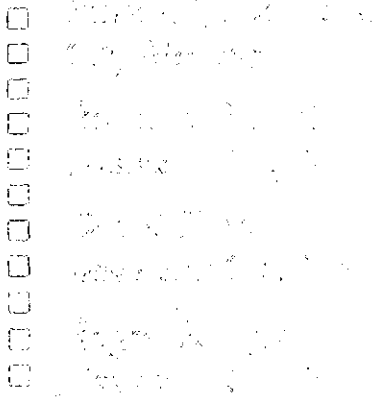
Robert Pettycrew

Dennis E. Robbins

Richard Thomas

Jerry Troker

Administrative Staff



Sam Kathryn Campana, Mayor

Sam Kathryn Campana was elected as Scottsdale's Mayor in April 1996 after serving for eight years on the Scottsdale City Council from 1986-1994. Her key appointments include Vice Chair of the Arts, Culture and Recreation Committee of the U.S. Conference of Mayors; United States delegation leader for the 1998 Eighteenth Annual Jerusalem Conference of Mayors; participant on the Mayoral Panel of the National Endowment for the Arts Mayor's Institute on City Design sponsored by the Harvard University Graduate School of Design; and host Mayor for the conference on United States Trade & Investment in Africa. Her accomplishments as Mayor include increasing citizen input into the land development review process, appointment of the Historic Preservation and Anti-Gang Commissions, and negotiating the 1997 Smithsonian "Icons" exhibit. She graduated with honors from Scottsdale Community College and attended Arizona State University and Carroll College in Montana. Mayor Campana was Executive Director of Arizonans for Cultural Development (ACD) from 1983-1998.

Councilwoman Cynthia Lukas

Councilwoman Cynthia Lukas was elected to her first term on the Scottsdale City Council in May 1998. She holds a B.A. in English from the University of Arkansas and an M.A. in Communications from Fairfield University in Connecticut. A graduate of the Scottsdale Leadership program and the Scottsdale Citizens Police Academy, Lukas served the community as Chairwoman of the Historic Resources Preservation Task Force, a Member of the Charter Review Advisory Commission, a Member of the Steering Committee for the CityShape 2020 General Plan Review, and a Member of the Steering Committee for both "Save Our McDowell" campaigns. Councilwoman Lukas currently serves on the Maricopa Association of Government's Air Quality committee and on the City Council/School Board subcommittee. She teaches English at Paradise Valley Community College and is a small business owner of a consulting firm with her husband, John.

Councilwoman Mary Manross

Mary Manross was elected to the Scottsdale City Council in March of 1992 having held leadership positions in community affairs, education and church activities. Councilwoman Manross has also served the community on a statewide level, participating on the Governor's Task Force on Urban Planning, Arizona Town Hall and as a League of Women Voters board member. She was instrumental in the creation of the McDowell Mountain Preserve. She also helped to establish a Historical Commission to preserve some of the colorful history of our community. Manross currently chairs the TPC-Westworld Subcommittee, serves on the Court Subcommittee and the Chamber of Commerce Economic Development Subcommittee. Councilwoman Manross is director of the Marriage Preparation Seminars at the Franciscan Renewal Center. She has also served as vice president of the Casa de Paz Y Bien Foundation and as a member of the leadership team for Valley Interfaith Project.

Councilman Robert C. Pettycrew

Robert C. Pettycrew was elected to his first term on the Scottsdale City Council in February 1994 and reelected to his second term in May 1998. A graduate of Coronado High School, Councilman Pettycrew began his community service work with the Scottsdale

Unified School District serving on the Parent-Teacher Association boards at Tonto and Yavapai Elementary. Preservation of Scottsdale's Sonoran Desert environment and of established neighborhoods have been priorities for Councilman Pettycrew, evidenced by his work as a member of the McDowell Sonoran Land Trust Advisory Board. Councilman Pettycrew currently serves as a member of the National League of Cities Transportation and Telecommunication Policy Committee; Vice Chairman of the Maricopa Association of Governments Human Services Coordinating Committee; and serves on the City Council/School Board subcommittee, the Court subcommittee, and the WestWorld subcommittee. Pettycrew currently works as a consultant in the wireless communications industry.

Councilman Richard Thomas

Richard Thomas was elected to his first term on the Scottsdale City Council in March of 1992. He has been an active participant in community and government projects since he moved to Scottsdale in 1964. He served two years on the Parks and Recreation Commission and was instrumental in allowing urban fishing at Chaparral Park. Thomas also served on the city's Planning and Zoning Commission for six years and played an active role in the development of the City's Downtown Redevelopment Plan. Councilman Thomas serves as the cochair of the Valley Vision 2025 Committee; as a board member of Greater Phoenix Economic Council; and on the Visitor Industry Advisory committees. He serves on the City Council/School Board and City Courts subcommittees. Councilman Thomas is the founder and owner of Adam's Rib Hair Stylists.

Councilman Dennis Robbins

Born and raised in Scottsdale, Dennis Robbins was elected to the Scottsdale City Council in March 1996. Prior to his election, he had been active in the City of Scottsdale's CityShape 2020 Advisory Team and as a Commissioner on the Scottsdale Board of Adjustment. He has served on the Scottsdale Chamber of Commerce Legislative Affairs and Community Development committees; the Vista Del Camino Leadership Advisory Board; and the Church Council and Building Committee of La Casa de Dristo Lutheran Church. Councilman Robbins currently serves on the League of Arizona Cities and Towns Policy Resolutions Committee and on subcommittees that oversee the TPC/WestWorld contract and review compensation by city charter officials. Councilman Robbins is a graduate of the Pepperdine University School of Law, Pacific Lutheran Theological Seminary and California Lutheran University. He is an attorney and family business owner of several Midas Muffler & Brake franchises throughout Arizona.

Councilman George Zraket

George Zraket was elected to his first term on the Scottsdale City Council in May 1998. He received a business administration degree from Northeastern University in Boston where he majored in management. He serves as president of Atrium Corporation whose principal business is the production and management of trade shows specializing in gem, jewelry, mineral and lapidary products. Councilman Zraket currently serves on the Regional Aviation System Plan Policy Committee and on the City Council/School Board and City Courts subcommittees.

Richard A. Bowers, City Manager

Richard A. Bowers was appointed Scottsdale City Manager in July 1991. He joined the organization in 1978 as Human Resources Manager; was named Director of Field Services in 1979; in 1982, Deputy City Manager; and in 1988, Assistant City Manager. Bowers is an active member of the International City Management Association and the American Society of Public Administration. He serves on the governing board of Public Technology, Scottsdale Leadership, Scottsdale Chamber of Commerce, Scottsdale Education Foundation and the Scottsdale Charros. In 1986 he was named ICMA Outstanding Management Innovator and was the recipient of the 1989 Technology Achievement Award from Public Technology, Inc. In 1992, he received the American Society for Public Administration's Superior Service Award for Management; and in 1994, he received the Community Vision Weaver Award from the Community Forum and Phoenix Newspapers, Inc. He is a founding member of Arizona Getting International Families Together and chairman of Unwed Parents Anonymous.

Barbara Burns, Assistant City Manager

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

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

David Ellison, Assistant City Manager

David Ellison joined the City of Scottsdale team as Assistant City Manager on September 2, 1997.

David began his career with the City of Denton, Texas in the planning and community development department and then as Assistant to the City Manager. He then became the Assistant City Manager/Community Development Director/ Executive Director of Housing & Redevelopment in Mankato, Minnesota. He served in this capacity for 2½ years before completing a 3 year stint as Assistant City Manager for Management Services & First Assistant City Manager in Lubbock, Texas. Immediately prior to Scottsdale, David served another 3-year stint as Assistant City Manager for Administration in Carrollton, Texas.

David is an active member of the National Forum for Black Public Administrators (NFBPA), International City Management Association (ICMA) and state, city management associations. He has a Master of Public Administration and Bachelor of Science Degrees from the University of North Texas.

Roger Klingler, Assistant City Manager

Roger Klingler was appointed Assistant City Manager in February, 1998, and has responsibility for overseeing the City's Water Resources and Municipal Services Departments and the implementation of the City's $800 million CIP Program. He has served the City since 1979 in several capacities. He was Water Resources General Manager from 1994 to 1998, and Assistant General Manager from 1990 to 1994.

Mr. Klingler previously served the City as Assistant to the City Manager for Intergovernmental Relations, representing the City before the State Legislature and other state, federal and local agencies. He also worked as a Management Assistant in the City's office of Management and Productivity, analyzing and implementing productivity improvements in various City Departments.

He received his Master's Degree in Public Administration and Bachelors of Arts Degree in Political Science from Michigan State University. He is on the Board of Managers of the Scottsdale/ Paradise Valley YMCA, is a graduate of Valley Leadership Class XII and Scottsdale Leadership Class I, and is a member of the International City Management Association and the Arizona City/ County Management Association.

James A. Jenkins, City Treasurer and Financial Services General Manager

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

Craig Clifford, CPA, Accounting and Budget Director

Craig Clifford is a Certified Public Accountant and Certified Government Financial Manager hired by the City of Scottsdale in April 1992 as Accounting and Budget Director. Prior to coming to Scottsdale he served as Accounting Manager, Budget Manager, and Auditor for other Arizona municipalities and worked in the banking industry. He holds undergraduate degrees in Business Management and Accounting from Arizona State University, and a Masters in Business Administration from the University of Phoenix. He is also a graduate of The Advanced Government Finance Institute sponsored by the Government Finance Officers Association (GFOA), the Advanced Public Executive Program sponsored by Arizona State University, the Leadership Development Program sponsored by the Center for Creative Leadership, and the College for Financial Planning, Denver, Colorado. He serves on the Budget and Management subcommittee for GFOA and as vice president of the Arizona Finance Officers Association. He also serves as a reviewer for GFOA's Certificate of Achievement Programs for Budgets and Comprehensive Annual Financial Reports. He is a member of the American Institute of CPAs, Association of Government Accountants, Municipal Treasurer's Association and Diplomat of the American Board of Forensic Accounting.

Judith L. Frost, Budget Manager

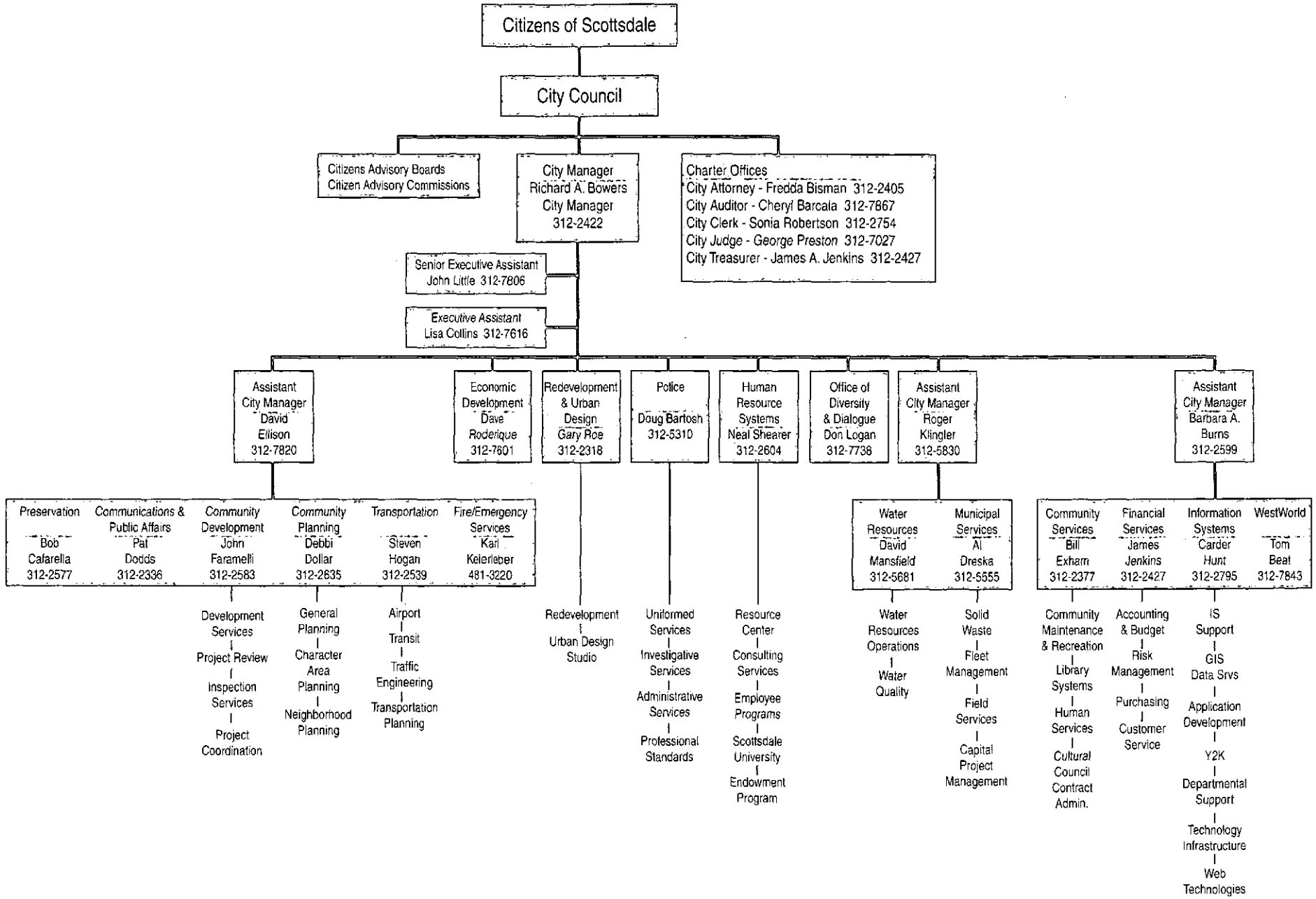
Judith Frost was appointed as Budget Manager in 1992. Prior to assuming this role, she held the positions of Capital Improvement Program Coordinator for six years and Accounting Coordinator for two years. Before joining the City she was a senior accountant for Penn Athletic Products. Ms. Frost holds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

Jeanne Jones, CPA, Budget Analyst

Jeanne Jones is a Certified Public Accountant who joined the Budget staff in July of 1992. She has worked in various positions within Accounting and Budget since her employment began with the City in March of 1984. She holds a Bachelor of Science degree in Accounting from Western International University and is a member of the Arizona Society of CPAs (ASCPA), and the American Institute of CPA's. She currently serves on two committees of the ASCPA, the Continuing Professional Education Committee and the Governmental Accounting Conference Committee.

Dan VandenHam, CIP Coordinator

Dan VandenHam was hired by the City of Scottsdale in June 1998 as the Capital Improvement Program Coordinator. Prior to joining the City, he was a financial analyst with Maricopa County's Department of Finance where he monitored the County's Capital Improvement Program and assisted departments with capital finance issues. Dan holds a Bachelor of Science degree in Business Administration and Accounting from Arizona State University and is a member of the Institute of Management Accountants.


Citizens of Scottsdale
City Council
Citizens Advisory Boards
Citizen Advisory Commissions
City Manager
Richard A. Bowers
City Manager
312-2422
Charter Offices
City Attorney - Fredda Bisman 312-2405
City Auditor - Cheryl Barcala 312-7867
City Clerk - Sonia Robertson 312-2754
City Judge - George Preston 312-7027
City Treasurer - James A. Jenkins 312-2427
Senior Executive Assistant
John Little 312-7806
Executive Assistant
Lisa Collins 312-7616
Assistant City Manager
David Ellison
312-7820
Economic Development
Dave Roderique
312-7601
Redevelopment & Urban Design
Gary Roe
312-2318
Police
Doug Bartosh
312-5310
Human Resource Systems
Neal Shearer
312-2604
Office of Diversity & Dialogue
Don Logan
312-7738
Assistant City Manager
Roger Klingler
312-5830
Assistant City Manager
Barbara A. Burns
312-2599
Preservation
Bob Cafarella
312-2577
Communications & Public Affairs
Pat Dodds
312-2336
Community Development
John Faramelli
312-2583
Community Planning
Debbi Dollar
312-2635
Transportation
Steven Hogan
312-2539
Fire/Emergency Services
Karl Keierleber
481-3220
Development Services
Project Review
Inspection Services
Project Coordination
General Planning
Character Area Planning
Neighborhood Planning
Airport
Transit
Traffic Engineering
Transportation Planning
Redevelopment
Urban Design Studio
Uniformed Services
Investigative Services
Administrative Services
Professional Standards
Resource Center
Consulting Services
Employee Programs
Scottsdale University
Endowment Program
Water Resources
David Mansfield
312-5681
Municipal Services
Al Dreska
312-5555
Water Resources Operations
Water Quality
Solid Waste
Fleet Management
Field Services
Capital Project Management
Community Services
Bill Exham
312-2377
Financial Services
James Jenkins
312-2427
Information Systems
Carder Hunt
312-2795
WestWorld
Tom Beat
312-7843
Community Maintenance & Recreation
Library Systems
Human Services
Cultural Council Contract Admin.
Accounting & Budget
Risk Management
Purchasing
Customer Service
IS Support
GIS Data Srvs
Application Development
Y2K
Departmental Support
Technology Infrastructure
Web Technologies

Our Vision

"Scottsdale...Simply Better Service!"

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

Our Values

Respect the Individual

Value Diversity

Be a Team Player

Commit to Quality

Risk, Create, Innovate

Listen, Communicate, Listen

Take Ownership!

Origin and Growth

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

Scottsdale was founded in the 1800's when retired Army Chaplain Major Winfield Scott homesteaded what is now the center of the City. The City incorporated in 1951 and the City Charter, under which it is presently governed, was adopted in 1961. The City has experienced significant increases in population, with the 1950 census reporting 2,032 residents. The City's 1990 census was 130,069. The population grew to 168,176 in October 1995 and is projected to be 217,180 by mid 2000.

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 nonpattisan 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 Chatter.

Employment

Scottsdale is creating jobs faster than it is adding to its labor force, and thus is a net importer of jobs. Not only does this situation create employment opportunities for the residents, but it also creates a significant business component to the local tax base. The unemployment rate is lower than state and metro levels and is approximately 2.0%.

Transportation

The City has access by means of regional roadways to a number of major highway facilities including Interstates 10 and 17 and State Routes 101 and 202. Scottsdale also has access to both local and regional bus service through the Scottsdale Connection and the Valley Metro systems, respectively. 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 charter commercial air service. National and international air service is also available at Phoenix Sky Harbor International Airport (the nation's 10th busiest airport) located approximately eight miles from the City.

Educational Facilities

Several institutions of higher learning are available to City residents. Scottsdale Community College, a part of the Maricopa Community College System, is located on the eastern border of the City, on the Salt River Pima Maricopa Indian Community. It is a two-year college which offers a wide variety of academic, occupational, developmental, and special interest programs. Arizona State University, one of the major universities in the nation, is located in Tempe just south of the City. The University has approximately 43,000 students, graduate and undergraduate, a choice of 12 colleges and has 1,743 full-time faculty members. Other higher educational facilities include the University of Phoenix and the Scottsdale Culinary Institute. The City is also served by 17 public elementary and middle schools, 7 public high schools, and a number of private schools.

Tourism

Tourism is one of Scottsdale's largest industries and is a significant contributor to Scottsdale's economy. A number of resort and convention facilities, along with many hotels and motels, provide 8,010 guest rooms, along with many public and private golf courses and tennis courts, and several country clubs. It is estimated this number will reach 8,510 by January 2000. More than 2,500 retail shops, boutiques, and galleries are located throughout the City and a selection of almost 400 restaurants is available. These services and facilities, complemented by the mild winter, have made Scottsdale a popular vacation spot for tourists and winter visitors.

Demographics

The following tables provide additional demographic statistics for the City of Scottsdale and its citizenry from the 1995 U.S. Census.

Gender

Male	48.2%
Female	51.8%

Age Composition

Under 5 Years	5.1%
5 - 17 Years	14.4%
18 - 21 Years	3.3%
22 - 54 Years	49.8%
55 - 59 Years	5.5%
60 - 74 Years	14.8%
75 - 84 Years	5.1%
85+	1.8%
Median Age	39.7%

Occupational Composition

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

Race/Ethnic Origin

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

Educational Attainment

4 or More Years of College	36.0%
1 - 3 Years of College	35.0%
High School Diploma	24.0%
Less Than High School Diploma	5.0%

Land Use

Residential	17.9%
Undeveloped/Agricultural	78.3%
Industrial/Commercial	3.8%

Population

1975	77,107
1980	88,364
1985	108,47
1990	130,075
1995	168,176
2000 estimate	219,620
2001 estimate	228,880

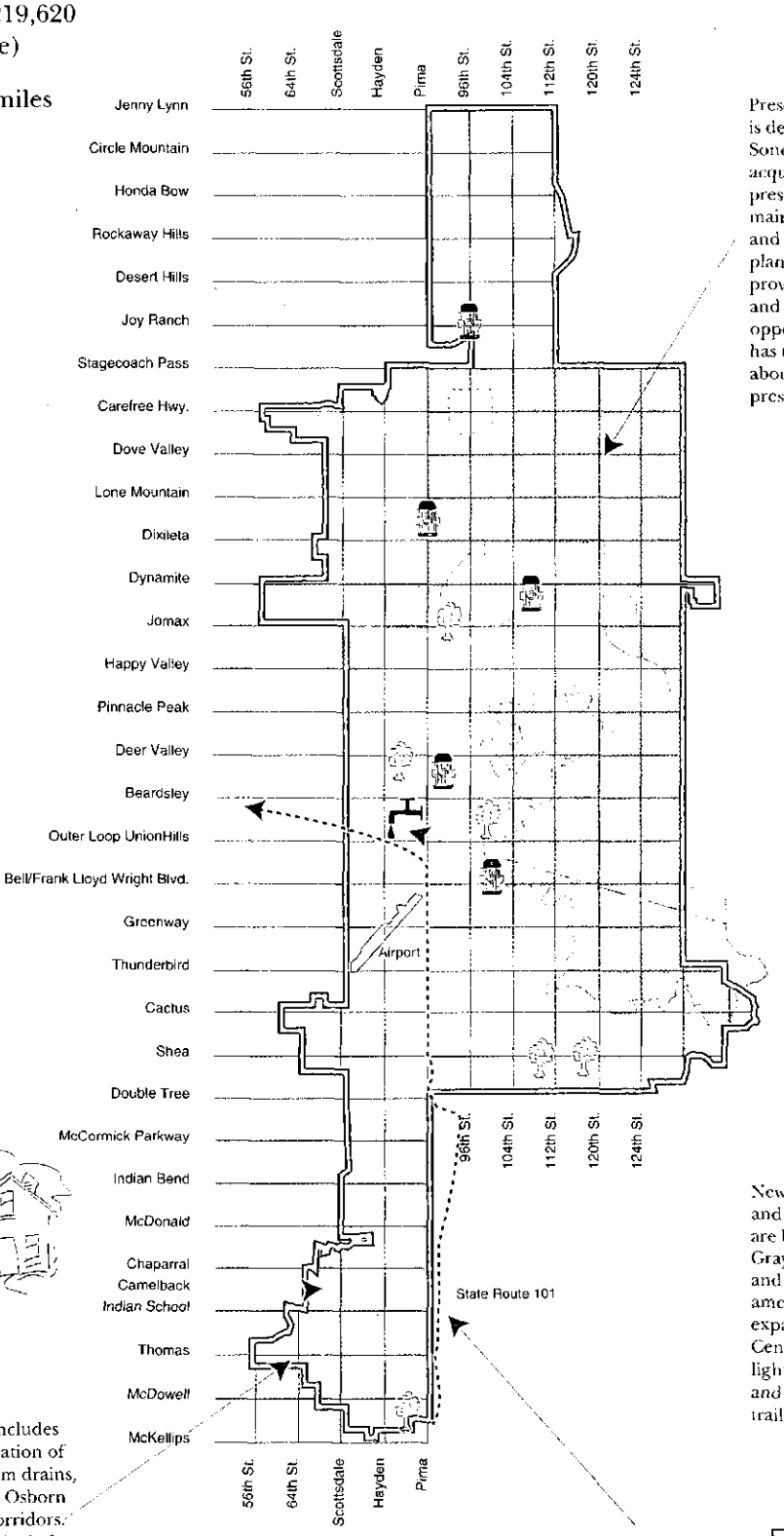
Household Income

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

City of Scottsdale

Population: 219,620
(2000 estimate)

185.2 square miles



Preservation Privilege Tax is dedicated to McDowell Sonoran Preserve land acquisition. The preservation is aimed at maintaining scenic views and preserving native plants and wildlife, while providing public access and outdoor recreational opportunities. Scottsdale has targeted almost 60 square miles, about one-third of our land area, for preservation.

Police/Fire capital budget includes a significant public safety milestone. The construction of four new fire stations in the north area will complete the siting of all fire stations needed to serve the City for the foreseeable future. The Desert Foothills Facility, at Pima and Thompson Peak Parkway, will also serve as a Police substation.

Water/Wastewater budget includes additional phases of the Scottsdale Water Campus, which will recycle and recharge the City's acquifer, thus replenishing groundwater.

Redevelopment budget includes infrastructure and streetscape improvements for redevelopment areas, including Downtown Scottsdale and the Los Arcos area.

New Community Facilities and neighborhood parks are budgeted at Apache, Grayhawk, Ironwood Village and Stonegate; park and trail amenities at Pinnacle Peak; expansion of Via Linda Senior Center; youth sports field lighting at 16 locations; and trail acquisition and development to help establish key trail linkages throughout the City's trail system.

Flood Control budget includes installation of a combination of detention basins or storm drains, focusing on Oak Street, Osborn Road and 64th Street corridors. The capital budget also includes significant funding from Maricopa County flood control district, improvement districts and the City for the Desert Greenbelt flood control project in northern Scottsdale.

Transportation capital budget focuses on freeway construction and completion of improvements to roadways immediately adjacent to handle increased traffic flow as segments of the freeway are completed.

Table Of Contents

Table of Contents

Financial Summaries

Program Budgets/Departmental

Program Budgets/Departmental (continued)

Appendix

Budget Transmittal

This transmittal from the City Manager outlines some key outcome indicators of Scottsdale's 1999/01 Biennial Budget. This section also includes CityShape 2020 and City Critical Objectives, representing broad goals that, together with the City's Vision and Values, provide strategic direction for the City and the development of the Biennial Budget.

City Manager's Budget Transmittal

June 1, 1999

Dear Citizens, Members of the Mayor-Council Budget Review Committee, Mayor and City Council Members:

I am pleased to submit Scottsdale's Biennial Budget for Fiscal Years 1999/2001. Our community enters the 21st century with a strong and diversified economy. The biennial budget capitalizes on that strength to help us meet the challenges of the new century — to set aside a third of our land area for open space, nurture and revitalize our downtown and our maturing neighborhoods, build a balanced transportation system, and protect the qualities that make Scottsdale a "most livable" community.

Fiscal prudence is essential to sustain our economic health and maintain citizen confidence in government. The following are some of the indicators that the budget is conservative and fiscally sound:

The total budget appropriation will decline as Scottsdale completes voter-approved bond-funded facilities. The appropriation – the total amount the City may legally spend for operations and capital improvements – declines by 2.9 percent in 1999/2000, from about $758 million to $736 million. The total appropriation declines another 1.6 percent in the following year, to $724 million. The Capital Improvement Plan (CIP) appropriation declines from about $441 million this year to $395 million in 1999/2000 and $360 million in 2000/2001 as we wrap up projects approved by voters in the 1989 bond election. The total Operating Budget, including departmental budgets, debt payments and reserves, rises from $292 million this year to $317 million in 1999/2000 and $332 million in 2000/2001.

The increase in the budget for City services will be less than population growth and inflation – reflecting a "quality dividend." The total for departmental budgets – the best measure of the cost of services to citizens – rises from about $196 million this year to $210 million in 1999/2000 and $225 million in 2000/2001. The services budget increases by 7.1 percent each year, compared to a combined increase in population and inflation of 8.3 and 8.1 percent, respectively. The fact that we are able to serve a larger population at proportionately lower costs is evidence of a "quality dividend." Our dedicated and innovative employees, our investments in technology, and long-term citizen-driven planning have enabled Scottsdale to hold down the cost of quality services.

The property tax rate will drop. We expect the combined tax rate per $100 assessed valuation to fall from $1.48 this year to about $1.38 next year and $1.24 in Fiscal Year 2000/2001. The decrease reflects the conclusion of bond sales from the 1989 bond issue and increases in the City's assessed valuation. We expect City property taxes to remain less than 14 percent of citizens' total property tax bill.

The per capita cost of City services and the ratio of employees to citizens will decline slightly – further evidence of the "quality dividend." Over the years, we have developed two overall measures that help track the City's fiscal condition, factoring out changes in population and inflation. The inflation-adjusted cost of City services per citizen will decline from $663 this year to $661 in 1999/2000 and $659 in 2000/2001. "Full-time staffing equivalents," our best measure of the relative size of our work force, will decline from 9.34 employees this year to 9.32 next year and about 9.22 employees per 1,000 citizens in 2000/2001.

The average monthly bill for household water, sewer, refuse and recycling services will rise about $1.72, or about 2.8 percent, in Fiscal Year 1999/2000. We expect a similar increase in 2000/2001. These small increases reflect costs to meet environmental standards, higher landfill fees, and operating costs for new water, sewer and refuse facilities designed to ensure adequate water supplies and increase the efficiency of our refuse and recycling operations.

Strong growth in revenue means more funds to invest in "pay-as-you-go" projects. The budget proposes about $18 million annually from current revenues to supplement Scottsdale's Capital Improvement Plan to meet transportation and other infrastructure needs. Because of our excellent financial condition, funds normally allotted for daily operating expenses can be invested directly in needed public facilities, reducing the need to bond for these improvements.

Scottsdale will reach a milestone for fiscal stability. In fiscal year 1999/2000, Scottsdale will set aside an economic stabilization reserve – a "rainy day fund" — equivalent to 10 percent of our "general government" expenditures. These are expenditures for services most likely to be affected by an economic downturn. With an adequate level of reserve funds, citizens will be able to count on quality City services even in volatile economic times. The economic stabilization reserve and other reserves also help Scottsdale maintain its high bond ratings and hold down the interest rates paid on City bonds.

These facts and figures are among the general indicators that the 1999/2001 Biennial Budget is fiscally sound. Equally important are indicators that it meets community needs and citizens' high expectations for City services. The following highlights from the Operating Budget and the Five-Year Capital Improvement Plan demonstrate how the budget addresses several community priorities:

Moving traffic and enhancing transit: The Capital Budget focuses on completion of the Pima Freeway, including a $24 million short-term loan to the Arizona Department of Transportation to accelerate construction and complete the final segment of the freeway by 2001. The Operating Budget includes more automated traffic monitoring equipment, such as live video monitors at key intersections, to improve traffic flow. The budget provides more frequent bus service on Scottsdale and Hayden roads, expanded transit services in the Scottsdale Airpark and improvements to Dial-a-Ride services.

Preserving the Sonoran Desert and Scottsdale's historic resources: The CIP includes about $96 million over the next five years for acquisition of new preservation lands. The Operating Budget includes funding for a Preserve Manager and a Historic Preservation Officer.

Keeping Scottsdale's homes, businesses and streets safe: The budget provides for 36 new positions in the Police Department, including 20 new patrol officers, and converting 22 grant-funded police positions to regular positions. The capital budget includes a significant public safety milestone. The construction of four new fire stations in the north area will complete the siting of all fire stations needed to serve the City for the foreseeable future.

Adding parks, trails and recreational facilities: The budget includes construction and operating funds for new neighborhood parks at Apache School, Greyhawk, Ironwood Village and Stonegate, as well as park and trail amenities at Pinnacle Peak. Phase II of the Via Linda Senior Center project will more than double the size and amenities of the existing Scottsdale Ranch Park facility. The City plans to replace aging field lights and add new lights at 16 sites for youth sports.

Continuing to deliver quality water and using our water resources responsibly: The CIP includes funds to complete the Water Campus to recycle and reuse significant amounts of wastewater and recharge the City's groundwater supplies. About $38 million is budgeted for a water treatment plant to process Salt River Project supplies that serve the area south of the Arizona Canal.

Protecting northern and southern reaches of the City from floodwaters: The CIP carries forward about $88 million for Maricopa County Flood Control District, improvement district and City contributions to the Desert Greenbelt project. It includes funding for new detention basins and storm drains in the areas of 64th Street, Oak Street and Osborn Road to reduce flooding.

I encourage you to read the Budget Overview section following this letter for a more complete summary of Scottsdale's 1999/2001 Biennial Budget. The Departmental Summaries and the Capital Improvement Plan provide additional details about each department, division and project.

This is Scottsdale's third biennial budget. Although we develop a two-year budget, state law requires an annual appropriation; therefore, Council will formally adopt only the 1999/2001 budget plan. Next spring, we will return to the Council with recommended adjustments in the two-year budget plan and ask the Council to formally appropriate funding for the 2000/2001 Fiscal Year.

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

Sincerely,

Richard A. Bowers

City Manager

City Shape 2020

CityShape 2020 represents the quality elements necessary for a sustainable community, as seen by a cross section of community stakeholders. Together with the City's General Plan they provide a vision for the City's physical form and help set policy and provide direction for land use and development in harmony with Scottsdale's unique lifestyle and character. These physical elements together with City Critical Objectives also serve as the basis for the City's strategic budget planning, measuring performance and evaluating proposals for future programs.

Visioning Themes

Sonoran Desert

Arts & Culture

Health & Research

Resort Community

Mission

The mission of CityShape 2020 is that we achieve clear direction and broad citizen consensus on the future physical form of Scottsdale in order to realize our community's Shared Vision.

Seek Sustainability

Scottsdale is committed to the effective management of its finite and renewable environmental, economic, social, and technological resources to ensure that they serve future needs.

Preserve Meaningful Open Space

The City of Scottsdale is committed to promoting the acquisition, dedication, and setting aside of open space as a community amenity and in support of the tourism industry of Scottsdale.

Support Economic Vitality

Scottsdale is committed to the goal of supporting its exiting economic strengths by: targeting new opportunities which can diversify our economic base; provide for the fiscal health of the City; and forming partnerships with the community which strengthen our ability to meet this goal.

Preserve Unique Lifestyle and Character

Scottsdale offers a superior and desirable Sonoran Desert lifestyle for its citizens and visitors. The preservation of this unique lifestyle and character will be achieved through respect for our natural and man-made environment, while providing for the needs of our citizens.

Advance Transportation

The transportation system must be the backbone of Scottsdale, supporting its economy and serving and influencing its land use patterns in a positive way.

Enhance Neighborhoods

Scottsdale's residential and commercial neighborhoods are a major defining element of this community. The quality of our experience as a Scottsdale citizen is expressed first and foremost in the individual neighborhoods where we live, work, and play. Scottsdale is committed to maintaining and enhancing our existing and future neighborhoods. Development, revitalization, and redevelopment decisions, including rezoning and infrastructure planning, must meet the needs of our neighborhoods in the context of broader community goals.

City of Scottsdale
Critical Objectives FY 1999/01

Scottsdale's strategic planning process is used by the organization to frame the broad targets (critical objectives) which are important to the Community and City Council. The plan by no means describes everything we do, but it does articulate key objectives to which the entire Executive Team pays attention. The review of existing policies and development of critical objectives are also the basis for the City's strategic budget planning, measuring performance and evaluating proposals for future programs.

Departments use these critical objectives to develop departmental plans with specific strategies, tactics and due dates which will be tracked over the coming two years. These critical objectives are also shared widely with every member of this organization, and each of us is challenged to look for ways in which our respective jobs contribute to one or more of the objectives.

Critical Objective 1: To provide simply better service

"Emphasize our core strength; service delivery to our citizens and visitors, putting our customers first, and doing common things uncommonly well."

Critical Objective 2: To actively listen to our citizens

"Proactively seek opportunities for informed community dialogue and involvement."

Critical Objective 3: To be a learning organization

"Develop a high performing, learning organization that adapts and excels in a rapidly changing world."

Critical Objective 4: To be the best place to live

"Preserve the quality of everyday life and sense of community through the promotion of safe and healthy neighborhoods and the positive development of people of all ages."

Critical Objective 5: To be safe and secure

"Be proactive in the pursuit of community security and public safety through the integration of City and community resources."

Critical Objective 6: To be economically healthy

"Continue to strengthen our economic and fiscal vitality and ensure that the community's economic base grows at a faster rate than population."

Critical Objective 7: To be a travel friendly community

"Aggressively facilitate improvements in our transportation systems."

Critical Objective 8: To be a sustainable community

"Implement a strategic approach to land use, open space, infrastructure and development; to preserve and enhance the unique character of Scottsdale."

Critical Objective 9: To be a smart community

"Scottsdale will be nationally recognized as a Smart Community, fully embracing the capabilities and opportunities of the Information Age."

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Scottsdale,

Arizona

For the Biennium Beginning

July 1, 1997

President — Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation and Outstanding Policy Document to the City of Scottsdale for its biennium budget beginning July 1, 1997.

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

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

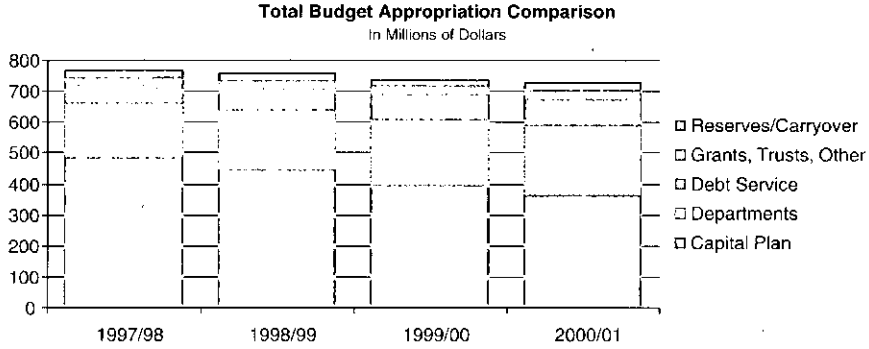
The 1999/01 Biennial Budget seeks to meet important community and organization needs, while maintaining the fiscal discipline necessary to ensure fulfillment of our basic commitment: To provide continuous quality services to our citizens.

Budget Overview

This section provides a summary of Scottsdale's total budget appropriation and follows with discussion about all major components of the budget. Information includes: where the money comes from; where the money goes; City debt service; savings/reserve set-asides; multi-year capital/infrastructure plans; special fund activity (grants & trusts); five year financial forecast and impacts to our citizens (tax and user fee costs).

Total Budget Appropriation

Scottsdale's Total Budget Appropriation is comprised of the three elements: the Operating Budget for ongoing service expenses, the Capital Improvement Plan for expenses related to construction and/or acquisition of capital assets, and Grants, Trusts and Other Fiscal Activity which have dedicated or restricted revenue sources. The Total Budget Appropriation declines by 2.9 percent in 1999/00, from $758.1 million to $736.6 million, and another 1.6 percent in 2000/01 to $724.6 million. The decline is due to reductions in the Capital Improvement Plan as projects approved by voters in 1989 are completed.



The Departmental Budget/ Direct Services — the best measure of the costs of services to citizens, increases from $195.5 million this year to $210.1 million in 1999/00 and $224.9 million in 2000/01. The service budget increase of 7.1 percent for each year is less than Scottsdale's combined population change and inflation of 8.3 and 8.1 percent, respectively.

Total Budget Appropriation Comparison
In Millions of Dollars

	Adopted 1996/97	Adopted 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Department/Direct Service	$155.4	$176.3	$195.5	$210.1	$224.9
Debt Service	51.3	60.0	69.4	84.9	83.2
Reserves/Carryover	16.4	24.9	26.6	22.0	23.5
Operating Budget	$223.1	$261.2	$291.5	$317.0	$331.6
Capital Improvement Plan	452.7	483.1	440.9	395.5	360.3
Grants, Trust, Other Fiscal Activity	23.0	22.5	25.7	24.0	32.3
Total Budget Appropriation	$698.8	$766.9	$758.1	$736.5	$724.2

The total appropriation includes a considerable amount of set asides to ensure compliance with our statutory requirements for budget expenditure authority during the fiscal year. For example: reserves, savings carryover, full cost of capital projects (which may be expended over several years), contingencies, and appropriation for grants, trusts and other fiscal activity (which may be required dependent on grant or trust awards during the year) are all part of the legal appropriation, yet may not result in actual expenditures during the year.

A further explanation of all these budget components follows in this section. Departmental and Capital Improvement Plan sections also provide more detail about each service department, division, and project.

Operating Revenues - Where the Money Comes From

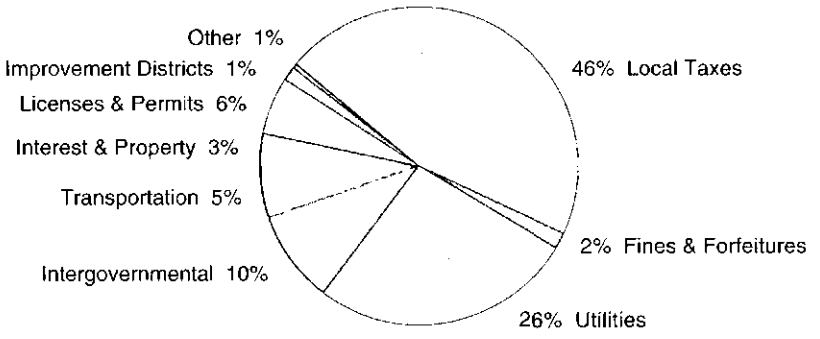
Revenue determines Scottsdale's capacity to provide departmental or direct services to our citizens. The major revenue sources, which fund the Operating Budget, are identified in the following chart and table.

Economists continue to forecast moderate economic growth for Arizona and Scottsdale through 1999 and slow growth into 2000. Clearly, 1999 and 2000 will be slower than the past several years, but any type of decline or recession is not foreseen until after 2000. Favorable conditions include strong consumer confidence, a stable, diversified economic base, and current construction and manufacturing cycles are not

expected to be as negative as in past cycles. *The Arizona Blue Chip Forecast* panel of leading local economists predicts a continuation of the trend toward slower growth into 1999/00 but without any clearly defined recession during the forecast period. Wage and salary growth are down slightly from the past several years but are not expected to decline further in 1999/00. Low interest rates and the attractive developments within Scottsdale continue to bring residential growth and corporate relocations. Scottsdale and the greater Phoenix metropolitan area will likely continue to be the growth leaders in the Southwest. Continued development results in related growth in tax and enterprise revenues providing resources to pay for operating service demand increases. The 1999/01 biennial budget plan is premised upon continued population growth factor of 6.3 percent and low inflation of 2.0 percent. We believe the estimates used in developing 1999/01 revenue projections, by Scottsdale's historic economic standards, are conservative.

1999/00 Operating Revenue by Source

Percent of Total



Estimated revenue for 1999/00 increases $28.7 million over 1998/99. Significant increases from prior year are from sales taxes (11%), intergovernmental revenues (8.9%), permits & fees (11.4%), and utility charges (6.0%). The increases in sales tax, intergovernmental revenues and permits and fees can all be attributed to continued economic growth for Arizona, and a strong retail sales tax base and development activity in Scottsdale. Increases in utility charges are caused by population growth and planned rate increases to fund operations.

Operating Revenue Comparison
In Millions of Dollars

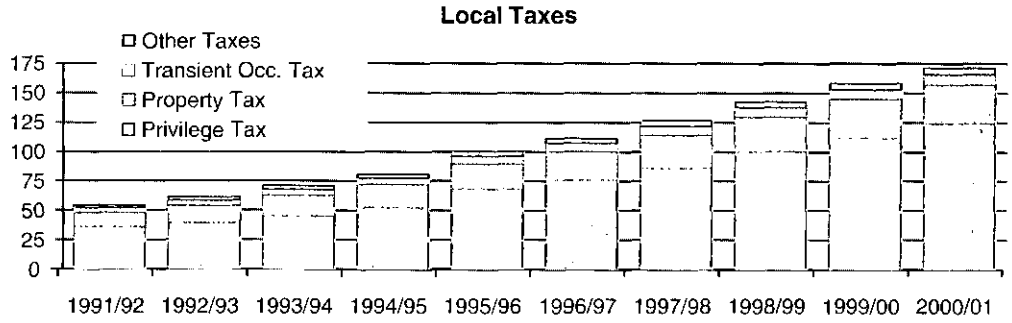
Revenue Source	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Local Taxes	$111.9	$126.0	$142.3	$158.2	$171.8
Intergovernmental	24.6	26.9	30.1	32.8	34.3
Transportation	16.5	16.5	17.7	18.5	18.9
Licenses and Permits	16.0	19.1	18.3	20.4	20.2
Fines and Forfeitures	3.3	4.3	5.0	6.1	6.5
Interest and Property Rental	9.3	10.0	11.4	10.8	11.2
Utilities	73.6	77.0	85.4	91.2	96.2
Improvement Districts	6.7	4.9	5.6	4.5	5.9
Other	2.8	2.0	2.0	7.3	7.3
Total	$264.7	$286.7	$317.8	$349.8	$372.4

Local Taxes, representing 47 percent of operating resources, are Scottsdale's largest source of revenue. They are comprised primarily of sales taxes ($111.8 million), property taxes ($32.8 million), and transient occupancy taxes ($7.5 million), along with other franchise and in-lieu property taxes.

The *Local Privilege (sales) Tax* is City's largest source of revenue and is obtained from the 1.4 percent tax on retail and other sales. It also includes application and penalty fees. The 1 percent portion of the sales tax is used for general governmental operations and the repayment of excise debt. The remaining 0.4 percent is restricted for transportation improvements (0.2%) and for purchase of land within the McDowell Sonoran Preserve (0.2%), and as such are resources transferred to the Capital Improvement Plan budget. The City has experienced exceptional growth in sales tax collections, led by construction up 25 percent, automobile sales up 19 percent, food stores up 21 percent, and miscellaneous retail stores up 17 percent. The biennial budget includes anticipated annual increases of approximately 11 percent. The forecast rate of growth is high by many standards, yet conservative for Scottsdale, based on the City's historical strength of retail,

construction of another 600,000 square feet of entertainment/specialty center in North Scottsdale, three new car dealerships and continued emphasis on redevelopment activity in the City's mature areas.

Arizona *Property Tax* levies are divided into a primary tax levy and secondary tax levy. The primary levy is used for general governmental operations and annual increases in the levy are limited by statute to 2 percent plus allowances for new construction and annexations. Prognosis for low interest rates and low CPI continue to create growth of new residential property at several large planned communities within Scottsdale. The City has been capturing about 10% of the entire metro valley new housing market. Commercial construction is also expected to continue with much of the focus on downtown Scottsdale, including the Waterfront project, the Arizona Cultural District, and the redevelopment of the Galleria. The secondary levy is unlimited in growth but is restricted for use to repay general obligation bond principal and interest. Correspondingly, the change in the secondary tax levy is tied directly to City debt service requirements for bonds sold to finance capital improvement projects approved in the 1989 bond election.



Local Taxes - Actual and Forecasted
In Millions of Dollars

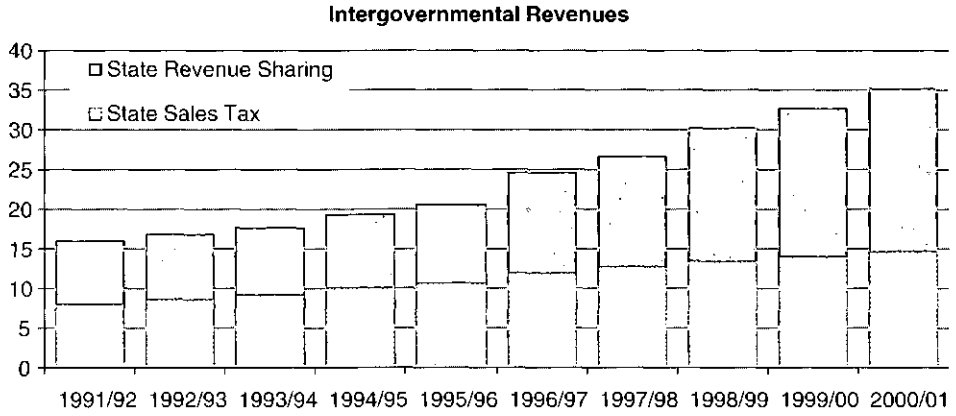
Fiscal Year	Privilege Tax	Property Tax	Transient Occupany Tax	Other Taxes
1991/92	35.3	12.3	3.4	3.4
1992/93	39.1	14.7	3.9	3.8
1993/94	44.9	17.6	4.5	4.1
1994/95	52.3	19.6	5.0	4.2
1995/96	68.1	21.6	5.7	4.8
1996/97	75.6	24.4	6.5	5.2
1997/98	85.9	27.9	7.1	5.7
1998/99 Estimate	99.7	29.7	7.0	5.9
1999/00 Forecast	111.8	32.8	7.5	6.2
2000/01 Forecast	124.3	32.8	7.9	6.6

Scottsdale collects a 3 percent *Transient Occupancy (bed) Tax* on hotel and motel room rentals in addition to the privilege tax. One-third of this tax is used to pay for general governmental operations. The other two-thirds is restricted for use for tourism and hospitality purposes and pays for contracts to increase tourism and debt service for destination attractions. These revenue receipts are flat over the prior year due to a variety of factors including: interruptions and limitation of the Convention and Visitor Bureau's advertising campaign, America West Airline strike threat, and rapid increase in moderate and economy hotels. Expectations were for some softening of revenues with the recent addition of seven new hotels, and 12 percent increase of new room stock. These issues should dissipate in the next year and modest growth of 6 percent is predicted from our tourism business during the biennial budget period.

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

Overview

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



Cities and towns share in a portion of the 5 percent *Sales Tax* collected by the State. Fifty percent is retained by the State, forty percent designated for schools, and the remaining ten percent allocated to cities and towns. Cities and towns in Arizona are prohibited from levying an Income Tax but are entitled to 15 percent of state income tax collections from two years previous. The revenue for 1999/00 would come from the income tax on calendar year 1997 income, reported in calendar year 1998.

Intergovernmental Revenues
Actual and Forecasted
In Millions of Dollars

Fiscal Year	State Sales Tax	State Revenue Sharing
1991/92	7.9	8.1
1992/93	8.5	8.4
1993/94	9.2	8.5
1994/95	9.9	9.4
1995/96	10.7	9.9
1996/97	11.9	12.7
1997/98	12.8	13.9
1998/99 Estimate	13.4	16.8
1999/00 Forecast	14.0	18.8
2000/01 Forecast	14.6	19.7

The formula for distribution of these revenues is based upon the relation of the City's population to the total state population. The State Department of Revenue collects, distribute funds and provides revenue forecasts to cities and towns for these revenue sources. 1999/00 budget estimates growth in state shared sales tax of 5 percent and income tax of 12 percent. Scottsdale's intergovernmental share increased in 1996/97 due to continued growth and mid-decade census results. The 1998/99 budget included funds to research and add multifamily housing addresses to our geographic database in preparation for the 2000 national census and ensure Scottsdale benefits to the fullest extent from state shared revenues (allocated by population).

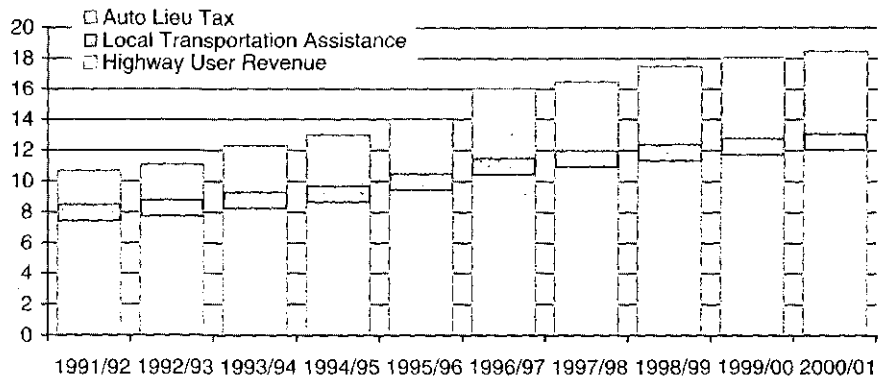
Transportation revenues include the Highway User Revenue Tax (HURF - Gas Tax), Local Transportation Assistance Fund (LTAF - State Lottery), and Auto Lieu taxes collected by the state. A State constitutional restriction on the use of HURF and LTAF revenues requires these funds be used solely for street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

HURF revenues are distributed based upon population of each city and a portion distributed based upon the county of origin for the sales of fuel. The State constitution requires that all highway user revenue be used solely for street and highway purposes. The current gas tax is 18 cents per gallon. The cities share in 27.5 percent of State collected highway user revenues.

LTAF revenue is distributed based upon population and city and town participation in the lottery. LTAF revenue sharing was capped in 1989 by the state legislature resulting in no growth in this segment of intergovernmental transportation revenue. Transportation revenues provide only a portion of the City's operating transportation program funding needs with the remaining transportation funding coming from other general governmental resources.

The State Department of Revenue also collects, distributes funds and provides revenue forecasts to cities and towns for HURF and LTAF revenue sources. 1999/00 budget estimates for state shared HURF is 3 percent and LTAF is flat due to the 1989 revenue cap.

Auto Lieu Taxes are part of the vehicle license fees collected by the County but are actually a State revenue source. The City receives its share of the vehicle license tax collections based upon its population in relation to the total incorporated population of the County. Historically, this revenue source has been highly erratic and susceptible to economic changes. Accordingly, the biennial budget forecast includes a modest 2.0 percent increase for this revenue source. The only stipulation on the use of this revenue source is that it must be spent for a public purpose. The City has designated these tax proceeds towards transportation needs.



Transportation Revenues - Actual & Forecasted
In Millions of Dollars

Fiscal Year	Highway User Revenue (HURF)	Local Transportation Assistance (LTAF)	Auto Lieu Tax
1991/92	7.4	1.1	2.2
1992/93	7.7	1.1	2.3
1993/94	8.2	1.1	3.0
1994/95	8.6	1.1	3.3
1995/96	9.4	1.1	3.5
1996/97	10.8	1.1	4.5
1997/98	10.6	1.1	4.8
1998/99 Estimate	11.3	1.1	5.1
1999/00 Forecast	11.7	1.1	5.3
2000/01 Forecast	12.0	1.1	5.4

Utility User Fees, representing 26 percent of total operating resources, are the second largest source of revenue for the City. They are comprised of utility service charges (water, sewer, and refuse, $90.2 million) and airport enterprise use fees. User fees and charges are established to promote efficiency by shifting payment of costs to specific users of services and avoiding general taxation. Moderate rate increases are included as part of this budget for these operations to offset increasing operating costs, mandated environmental standard compliance, and pay-as-you-go capital costs attributable to repair and replacement of infrastructure.

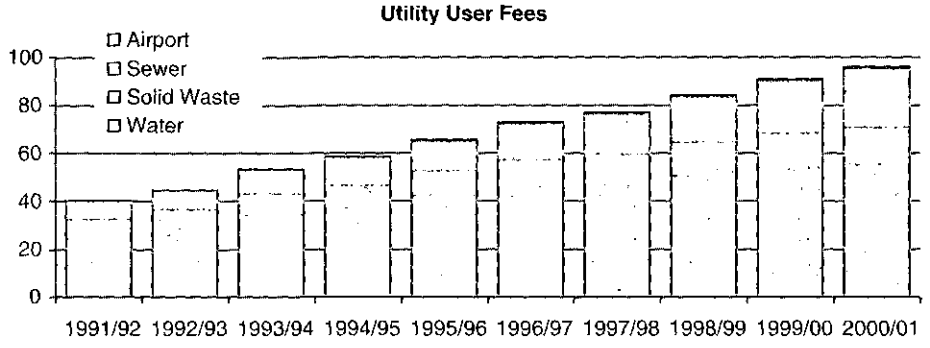
Utility User Fees rate adjustments are based upon five-year financial plans developed for each utility, and reviewed annually, in compliance with Scottsdale's financial policy, to meet the objectives of:

- equity — charges are borne by the beneficiaries of a project or service;
- level distribution of necessary cost increases — to avoid large rate increases in any one year;
- increasing debt as little as possible — to ensure that the City can meet bond coverage requirements and remain financially healthy;
- rate design — which encourages conservation and efficient use of City resources.

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 1999/00 forecasts include a rate increase of 1.5 percent for increased operating costs associated with mandated water quality testing and treatment, increases in the cost of purchased water, and to help pay for necessary capital infrastructure.

Overview

Sewer charge revenues are collected for the disposal of sanitary sewer waste. Residential customers are charged a flat fee per month and commercial users are charged based upon water consumption and type of business. Fees are studied annually to determine if they are covering the cost of providing this service. 1999/00 forecasts include a 7.5 percent rate increase needed to offset increased costs at the 91st Avenue Wastewater Treatment Facility, increased industrial pretreatment monitoring and testing, and to help pay for necessary capital infrastructure.



Solid Waste charges are billed monthly for the pickup of solid waste. Residential customers are charged a flat fee per month, while commercial customers are charged based upon the size of the container and the number of pickups per month. In addition, the City also provides roll-off, uncontained service, recycling programs, and household hazardous waste collection. The 1999/00 forecasts includes a 3.4 percent rate increase for residential customers needed to offset increased costs of hauling solid waste to an EPA-approved landfill.

Utility User Fees - Actual and Forecasted
In Millions of Dollars

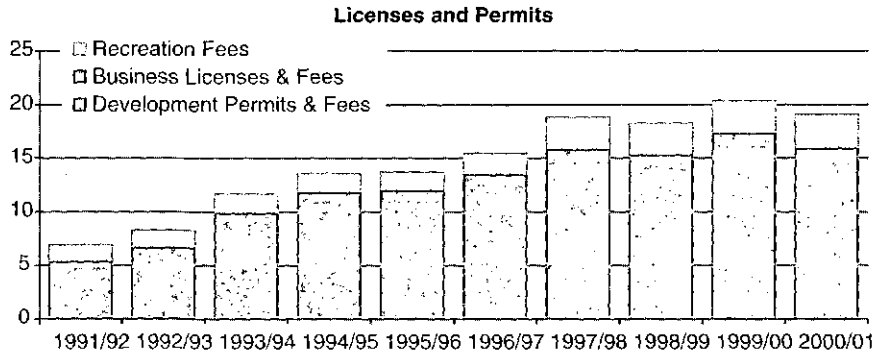
Fiscal Year	Water	Sewer	Solid Waste	Airport
1991/92	26.2	7.5	6.3	.6
1992/93	28.8	7.7	7.8	.6
1993/94	34.6	9.9	8.5	.7
1994/95	37.2	11.5	9.4	.8
1995/96	42.3	12.4	10.3	.9
1996/97	45.4	14.9	11.9	.9
1997/98	46.8	16.7	12.8	1.0
1998/99 Estimate	50.7	18.9	13.8	1.0
1999/00 Forecast	53.8	21.7	14.6	1.1
2000/01 Forecast	55.4	24.2	15.4	1.1

Airport charges are for a variety of services provided to airport customers, i.e., tie down fees, hanger rentals, fuel sales, and other rental charges. Airport fees and charges were reviewed in fiscal year 1998/99 and new fees and charges adopted. (The last fee increase for this category was in 1994.)

Licenses and Permits include revenue from various business licensing and permits, recreational fees and all fees recovered as a part of the development process. This would include building, electrical, mechanical, and plumbing permits. Subdivision, zoning, and plan check fees are also included in this category. This revenue category is directly impacted by changes in the economy that affect building activity. The City has experienced steadily increasing building activity since 1990/91, which is expected to level off in 1999/00 and soften in later years. The 1999/00 forecast takes into consideration planned redevelopment activity, softening of residential housing activity, along with a 4 percent increase in development review fees needed to offset increased development process costs. In compliance with Scottsdale's financial policy, all fees and charges are reviewed at least every two years. Recreational fees are also reviewed biennially and a variety of user fee increases adopted in the current fiscal year.

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

Other Revenue includes interest, property rental income, fines & forfeitures and all other miscellaneous receipts. The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City ordinance. The City's investment policy stresses safety above yield and allows investments in U.S. Treasury and Agency obligations, certificates of deposit, commercial paper, bankers' acceptances, repurchase agreements, money market funds, and the State of Arizona's Local Government Investment Pool. Interest earnings applicable to bond proceeds and the Capital Improvement Plan accrue to the CIP budget and are not included in operating revenues. Scottsdale also receives revenue from various property rentals; the majority of this revenue source is derived from the Princess Hotel and adjoining Tournament Players Club which are located on City property.



Licenses and Permits Revenues - Actual and Forecasted
In Millions of Dollars

Fiscal Year	Development Permits & Fees	Business Licenses & Fees	Recreation Fees
1991/92	4.7	.7	1.6
1992/93	6.0	.7	1.6
1993/94	9.0	.9	1.8
1994/95	10.8	1.0	1.8
1995/96	10.9	1.1	1.7
1996/97	12.0	1.1	2.4
1997/98	15.5	1.1	3.0
1998/99 Estimate	14.0	1.3	3.1
1999/00 Forecast	16.0	1.3	3.1
2000/01 Forecast	15.5	1.4	3.2

Reserves and Carryovers constitute the remaining resources used to fund the 1999/00 Operating Budget. Carryovers are committed funds from prior year purchase orders rebudgeted and Reserves include appropriations for facility maintenance, solid waste management, and self insurance not expended from the prior year.

Uses - Where The Money Goes - By Expenditure Type

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

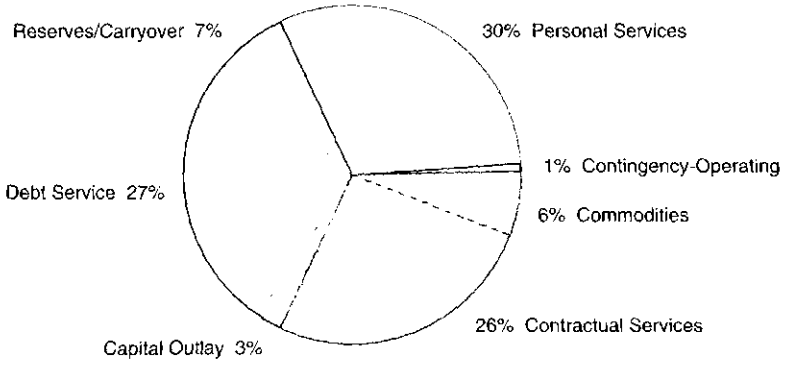
Personal Services, represent 30.8 percent of the 1999/00 Operating Budget and have increased by $7.8 million (8.7 percent). Part of this increase is due to the addition of 85.3 full-time staff equivalent positions which will support public safety and youth programs, operation of new facilities, impact of growth, and operational efficiency. This category of expenditure also includes a commitment to our employees by continuing to provide them competitive compensation and benefit programs. In addition to performance based compensation increases, a 2.5 percent salary adjustment is included for all employees based upon a market comparison study with other cities. Personal services also includes $625 thousand (.85% of salaries) designated for use in rewarding employees for superior performance and innovation during the year. The remaining portion of this increase is attributable to full year funding for positions funded for only a portion of the prior fiscal year, and health plan and retirement system costs.

Overview

The 2000/01 Personal Services budget increases $7.6 million (7.7%) and includes the addition of 64.0 full-time staff equivalent positions, performance based compensation for all eligible employees, 2.5 percent market based salary adjustment, and $765 thousand (1.0 % of salaries) designated for employee superior performance and innovation awards.

Contractual Services, representing 26.0 percent of the 1999/00 Operating Budget, have increased $5.4 million (5.9%). This increase is primarily due to: $1.4 million increase in contractual fire service including the operation of new stations, $1.1 million in additional transit costs, due to expansion of bus routes, increased fleet maintenance, risk management, landfill and photo radar contract costs.

1999/00 Expenditure By Type
Percent of Total



The 2000/01 Contractual Services budget increases $5.8 million (6.4%) and includes: $1.5 million increase in contractual fire contract including the operation of new stations, $1.1 additional for transit contract costs, due to expansion of bus routes and dial-a-ride services, increased fleet maintenance, risk management, building maintenance and landfill costs, and electric costs associated with expanded water campus.

Budget Comparison by Expenditure Type
In Millions of Dollars

Type	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Personal Services	$71.1	$82.2	$90.0	$97.8	$105.4
Contractual	70.8	64.5	77.8	82.2	88.0
Commodities	11.9	15.3	19.2	19.6	21.1
Capital Outlay	2.8	9.1	7.0	8.0	7.9
Debt Service	44.8	50.0	69.4	85.0	83.2
Operating Contingencies	-	-	1.6	2.4	2.5
Reserves/Carryover	0.4	0.5	26.5	22.0	23.5
Total	$201.8	$221.6	$291.5	$317.0	$331.6

Commodities, representing 6.1 percent of the 1999/00 Operating Budget, have increased $447,000 (2.3%). Purchased water costs are reduced in 1999/00 by $436,000. Increases include minor equipment, operating supplies, library materials, meters and other repair and maintenance supplies. The 2000/01 Commodities budget increases $1.5 million (7.6%). $946,000 of the increase is for additional purchased water. The remaining increase is related to materials for repair and maintenance and other miscellaneous operating supplies.

Capital Outlay, representing 2.5 percent of the 1999/00 Budget, includes funding for new and replacement vehicles; computers and related equipment; and office equipment. Expenditures in this category have increased $1.0 million from 1998/99, primarily for motor vehicles and computer replacements. The 2000/01 Capital Outlay budget decreases $102,000 due to the fleet replacement schedule.

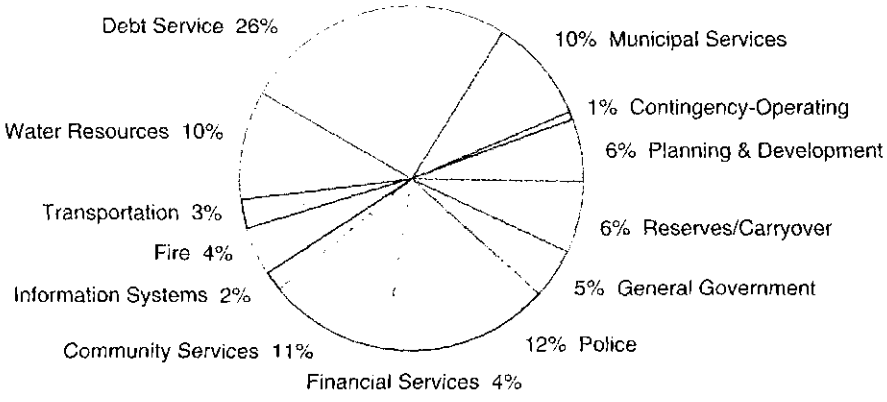
Debt Service, representing 26.8 percent of the 1999/00 Operating Budget, has increased by $15.6 million (22.3%). Preserve financing, which is directly supported by the 0.2 percent sales tax for preservation, accounts for $6.2 million of the increase, short term financing to advance freeway construction accounts for $5.8 million, and new issuances of general obligation, revenue, municipal properties corporation and special assessment bonds for the remainder. More information on Debt Service follows later in this section.

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

Where the Money Goes – By Department/Direct Service Expenditures

Scottsdale's operating expenditures are comprised of ten separate departments, debt service, and contingency appropriations. The pie chart shows the departmental share of the 1999/00 Operating Budget, while the table shows the four-year comparison of departmental expenditures.

1999/00 Expenditure By Department
Percent of Total



General Government develops and implements policies and program alternatives; provides leadership and administrative support to assist the organization in promoting professional and organizational development; and provides service to the organization and to the community through effective communications. The General Government budget increases $835,943 (5.6%) in 1999/00 and $791,744 (5.0%) in 2000/01. Increases are needed to maintain current service levels in the department. Highlights include the addition of a Victim's Assistance Advocate position, two Systems Integrator positions and increased outside legal support in the City Attorney's Office; conversion of twelve contract positions to regular full time and the addition of a Court Interpreter in year one, and the addition of a Probation Officer, Court Collector and two Court Services Representatives in year two in the City Court; the addition of temporary labor at WestWorld to supplement the existing WestWorld workforce during peak event periods; and the addition of and Endowment Officer, clerical, and administrative support staff in Human Resource Systems.

Budget Comparison by Department
In Millions of Dollars

Department	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
General Government	$11.9	$13.1	$15.0	$15.9	$16.6
Police	29.1	33.6	36.5	39.6	42.5
Financial Services	7.0	7.6	8.4	8.8	9.5
Transportation	5.7	6.7	8.1	9.4	10.7
Community Services	32.1	32.1	34.9	38.0	41.0
Information Systems	5.1	5.5	6.2	6.6	7.1
Planning & Development	14.7	17.0	18.5	19.9	21.0
Fire	10.9	11.8	12.8	14.4	15.9
Water Resources	24.2	25.1	33.9	34.0	35.8
Municipal Services	18.3	17.2	19.6	21.0	22.5
Debt Service	44.8	50.0	69.4	85.0	83.2
Operating Contingency	-	-	4.6	2.4	2.3
Reserves/Carryover	-	0.5	26.6	22.0	23.5
Total	$204.4	$219.5	$291.5	$317.0	$331.6

Police, the largest departmental budget, handles general law enforcement responsibilities, traffic accident investigations, undercover operations and surveillance, crime investigation, traffic enforcement, and emergency management services. The Police Department budget increases $3.1 million (8.5%) in 1999/00 and $2.9 million (7.3%) in 2000/01. Increases include the addition of 5 positions — 1 Patrol Lieutenant, 1 Contract Administrator, and 3 from federal grant positions transitioned to the general fund at grant expiration (Crime Analyst, Budget Analyst, and Logistics Technician). An additional 20 grant funded Patrol Officers and 1 grant funded School Resource Officer are included in 1999/00 in grant centers. The second year reflects the addition of 31.98 positions — 19 previously approved grant positions transitioned to the general fund (5 Park Officers, 6 HEAT Officers, 6 Police Aides, 1 Domestic Violence Detective, and 1 Crime Scene Supervisor); 2 Patrol Sergeants; .98 FTE increased hours for Mounted Unit Wranglers; and 10 support positions (6 Support Specialists, 1 Property/Evidence Custodian, 1 Logistics Technician, 1 Systems Analyst II, 1 Detention Officer).

Financial Services provides basic financial services, controls, and processes to support the organization and maintain the financial integrity of the City. The Financial Services Department budget increases $509,422 (4.1%) in 1999/00 and $764,657 (5.9%) in 2000/01. Increases address the implementation of a new Citywide Energy Management Program, including interactive electric meters; reduction in banking services and implementation of an in-house payment processing program; enhanced reporting and communications to citizens; future imaging of the City's payables records; additional contractual oversite and claims adjustments; continued leveraging of technology to enhance services to citizens; and the continuation of services to support the City's growth. Staffing increases include: 8.5 new positions in 1999/00 and 4.5 positions in 2000/01. New positions by division are: Administration (1), Accounting & Budget (2), Risk Management (1) and Customer Service (9). Additional revenue generated by the addition of a Senior Tax Auditor and Revenue Collector is estimated at $97,000 in 1999/00 and $241,250 in 2000/01.

Transportation provides for a safe, well-designed street and drainage system, coordinates the various components of the city's mass transit system, and operates the Scottsdale Airport. The Transportation Department budget increases $1.3 million (16.3%) in 1999/00 and $1.3 million (13.3%) in 2000/01. The increase provides additional transit service on two major north-south corridors to provide 15 minute service during peak hours, new service to the Scottsdale Airpark, and addresses growing demand for dial-a-ride services north of existing service boundaries; staff in 2000/01 to improve responsiveness to citizens and establish a needed public outreach program to help guide transportation program implementation; staff to help manage growing demands of roadway system through new technology and better on-street monitoring of traffic flow and delay; and airport staff to enhance security and perform maintenance activities.

Community Services, the second largest departmental budget, plans, operates and maintains parks, recreational and library facilities; and provides recreational and leisure activities, and social services. The proposed budget for Community Services increases $3.1 million (8.9%) in 1999/00 and $3.0 million (7.9%) in 2000/01. Increases include expanding the elementary after school program at Yavapai school, providing children's supervised recreation programs during school breaks, a job preparation program for citizens receiving social services, extended reference services in the Civic Center Library, support staff for senior and special needs programming, and an incentive program to help stimulate the development of affordable housing. Also addressed is the operation and maintenance of new facilities including Apache neighborhood Park, Stonegate Equestrian park, Pinnacle Peak neighborhood park, Pinnacle Peak Trailhead, Desert Foothills Police and Fire Facility, expansion of Via Linda Senior Center, and additional inventories of landscaped medians and right-of-way areas.

Information Services provides support for the City's fiber network, communications, local area networks, enterprise network, program assistance and internet/intranet programs. The Information Systems budget increases $493,398 (8.0%) in 1999/00 and $415,759 (6.3%) in 2000/01. Increases in 1999/00 provide for maintenance of the new data

communications network equipment installed to provide service between the Civic Center and Via Linda Campuses; the addition of a Field Technician Supervisor to ensure quality customer service in desktop repair and troubleshooting; the addition of contract programming services needed to complete an in-process project as well as to support departmental systems and web based technologies, a new van; overtime expenditures; and increased maintenance costs. Increases to the departmental budget in 2000/01 provide for additional maintenance costs for network equipment, the addition of a Communications Analyst to expand the City's use of the new PBX system, and additional contract programming services for departmental applications, and web based applications.

Planning and Community Development ensures a balanced approach to development and preservation, facilitates implementation of CityShape 2020, and supports redevelopment, economic development and tourism activities. The Planning and Community Development budget increases $1.5 million (8.1%) in 1999/00 and $1.1 million (5.5%) in 2000/01. Increases support workloads associated with new redevelopment areas, the growing stewardship responsibilities of an increasing inventory of preserve land, enhanced performance standards, and the introduction of an historic preservation program. Twenty-two full-time staffing equivalent positions are added over the two year period to maintain service levels. Additions include a Code Inspector, Project Coordinators, Project/Plan Reviewers, Building Inspectors, a Preserve Manager, part-time contractual Historic Preserve Officer, and the conversion of 35 contractual employees to full-time status.

Fire Department provides emergency medical service, public education, fire prevention and fire suppression. Fire services are contractually provided by Rural Metro Corporation. The Fire Department budget increases $1.5 million (11.9%) in 1999/00 and $1.5 million (10.8%) in 2000/01. Increases provide for staffing of a new station at Desert Mountain beginning October 1999, Troon North beginning January 2000, and McDowell Mountain Ranch beginning July 2000. A fourth station at DC Ranch will be constructed in 1999/00. Staff for that station is currently operating from a temporary facility to the east of the new permanent station.

Water Resources plans, manages, and operates a safe, reliable water supply and wastewater reclamation system. The Water Resources budget increases $152,656 (0.4%) in 1999/00 and $1.7 million (5.1%) in 2000/01. Increases are due to regulatory compliance and growth. Regulatory related increases include the addition of three positions to complete the staffing of the Water Quality Compliance Laboratory and conversion of a contract position to full time Water Quality Specialist. Growth related increases include two Water Maintenance Technician positions.

Municipal Services, representing the fourth largest departmental budget (including the Fleet Management internal service fund), maintains and repairs the City's street system and vehicles; provides solid waste services; and implements the City's approved Capital Improvement Plan. The Municipal Services Department budget increases $2.3 million (7.6%) in 1999/00 and $1.7 million (5.2%) in 2000/01. This budget enables the Department to absorb growth and still maintain current service levels during the 1999/01 budget cycle. Capital Project Management will convert three contract Public Works Inspectors, one contract part-time Secretary, and one contract part-time Right-of-Way Agent to city staff at a net savings to the Department. Field Services requires one additional Traffic Signal Technician to help maintain the 24 new signalized intersections that will be created, and 410 new streetlights that will be installed during the 1999/01 budget cycle. Solid Waste will increase its staff by three residential collection employees, two brush collection employees, and one Citizen Service Representative in order to serve the 8,400 new residential customers that the City expects to gain during the 1999/01 budget cycle. Fleet Management will hire two more mechanics to service the 43 new vehicles included in this budget.

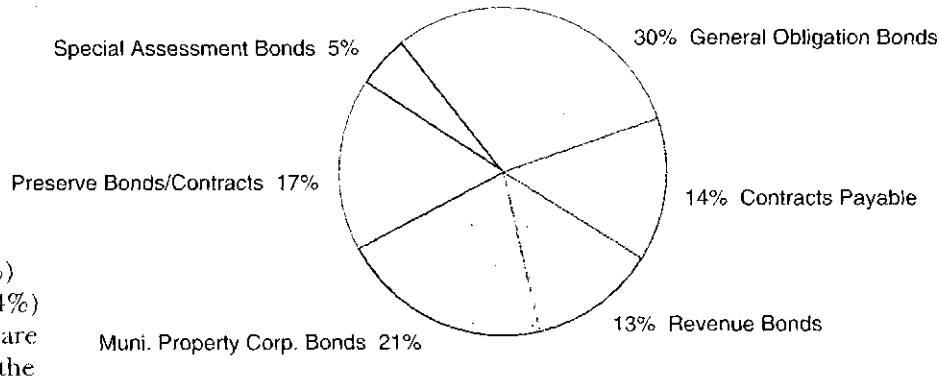
Debt Service

Debt service funds are used to pay principal and interest on outstanding debt. The City's debt is divided into six categories: General Obligation bonds, Revenue bonds, Municipal Property Corporation bonds, Contracts Payable, Other Liabilities and Special Assessment Bonds. Scottsdale maintained its Aa1 bond rating from Moody's Investor Service, AA+ rating from Fitch Investor

Service, Inc, and AA+ rating from Standard and Poor's for General Obligation Bonds this past fiscal year. This represents the highest combined rating of any city in Arizona. Scottsdale also received an upgrade in the last fiscal year for Water and Sewer Revenue Bonds. These high bond ratings represent the credit rating industry's measurement of Scottsdale's financial management and ability to repay outstanding debt. The higher the rating also lowers the risk to prospective investors (bond buyers) and correspondingly the lower cost of debt to the City and our citizens.

General Obligation (G.O.) Bonds are bonds which are secured by the full faith and credit of the issuer. G.O. bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate. They are usually authorized and issued to pay for general capital improvements such as parks and roads.

1999/00 Debt Service Expenditure By Type
Percent of Total



Debt service for G.O. bonds increases $4.2 million (19.5%) in 1999/00 and $362,000 (1.4%) in 2000/01. These increases are the result of debt service for the final issuances of bonds authorized in the 1989 and 1992 bond elections - the proceeds of which will be used for transportation and drainage projects.

Revenue Bonds are bonds payable from a specific source of revenue, which do not pledge the full faith and credit of the issuer. Revenue bonds are usually authorized and issued to pay for capital improvements such as water and sewer systems and facilities. Issuance of revenue bonds must be authorized by the electorate, but has no effect on the property tax rate. Instead, debt service on the bonds is paid solely from related revenues. Water and sewer revenue bonds, for instance, are paid from water and sewer user fees.

Budget Comparison by Debt Service
In Millions of Dollars

Debt Type	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
General Obligation Bonds	$18.1	$16.5	$21.4	$25.6	$26.0
Revenue Bonds	6.3	9.1	11.1	10.6	9.7
Municipal Property Corp. Bonds	12.1	11.3	16.2	17.6	14.9
Preserve Bonds/Contracts	-	3.1	11.6	14.5	15.2
Contracts	1.9	5.0	5.0	12.2	11.5
Special Assessment Bonds	6.4	5.0	5.7	4.5	5.9
Total	$44.8	$50.0	$71.0	$85.0	$83.2

Debt service for revenue bonds decreases $510,000 (4.6%) in 1999/00 and another $896,000 (8.5%) in 2000/01. The decreases are the result of paying off debt and no plans to issue any new bonds. Development fees and utility user fees will pay debt service for water and sewer bonds.

Municipal Property Corporation (MPC) Bonds are issued by the Municipal Property Corporation, a non-profit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation and the repayment of debt is financed by pledged excise taxes. Issuance of this type of bond does not require voter approval, and is secured by the City's excise taxes.

Debt service for MPC bonds increases $1.4 million (8.8%) in 1999/00 and decreases $2.6 million (15.0%) in 2000/01. The increase in 1999/00 is the result of planned issuance of new debt to provide waterfront amenities along utility canal banks through the City's downtown redevelopment area, mountain preserve access improvements and to fund a Desert Discovery Museum. Debt service for these projects will be paid from the transient occupancy tax, a 3 percent tax on hotel and motel room rentals. The decrease in the following year reflects the repayment of short-term debt issued for the City's new telephone system.

Preserve Bonds/Contractual Obligations represent contractual obligations and debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. The debt service increases $2.9 million (24.6%) in 1999/00 and $690,000 (4.8%) in 2000/01. To-date, 78 percent or 12,876 acres of the original recommended study boundary (RSB) area of 16,460 acres have been purchased/preserved. The 1998 election expanded the RSB to 36,400 acres and this budget provides for authority to continue preservation efforts. Preserve debt will be repaid by the dedicated .2% sales tax authorized by the voters in 1995.

Contracts Payable represents a liability reflecting amounts due on long-term (more than one year) contracts of goods or services furnished to the City. Debt service for contracts payables increases $7.2 million (143.1%) in 1999/00 and decreases $666,000 (5.4%) in 2000/01. The largest portion of the 1999/00 increase, $5.8 million, represents the debt service payment on the Pima Freeway advanced funding to the Arizona Department of Transportation (ADOT). This funding advance, if necessary, will be repaid by ADOT as their revenue for this project becomes available. The remaining increases are for sales tax agreement obligations for Nordstroms, the Waterfront and Automall.

Special Assessment Bonds are issued for property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the City's budget, however, the debt service is repaid by the property owners through a special assessment on their improved property. The City's debt management policy requires that the full cash value of the property to debt ratio is a minimum of 3:1 prior to issuance of debt and at least 5:1 after construction of the improvements.

Debt service for Special Assessment bonds decreases $1.1 million (20.5%) in 1999/00 and increases $1.4 million (30.0%) in 2000/01. The decrease in 1999/00 is due to the delay of scheduled improvements. The increase in 2000/01 is due to the planned issuance of approximately $40.0 million in new debt primarily for the Desert Greenbelt Flood Control improvements.

Scottsdale is in compliance with Debt Policy which is detailed in the Comprehensive Financial Policy that appears in the Policy & Procedure section of this publication. Further detail about City Debt is included in the Debt Section of this publication.

Fund Balances/Reserves

Fund balance represents Scottsdale's net difference of financial resources and uses. The unreserved fund balance represents the net financial resources that are expendable or available for appropriation (budgeting). Fund Balance/Reserves protect the City's financial condition and provide for unexpected economic challenges. Growth of fund balance occurs when revenues exceed expenditures. Fund balances are similar to an enterprise's net equity (assets less liabilities) and should only be used for non-recurring (non-operational) expenditures since once they are spent they are only replenished by future year resources in excess of expenditures. Scottsdale's budget process plans for reservations of fund balance in compliance with financial policy and as part of the initial resource allocation/target setting. This process allows the City to "set aside savings" before it gets allocated and spent as budgeted expenditures.

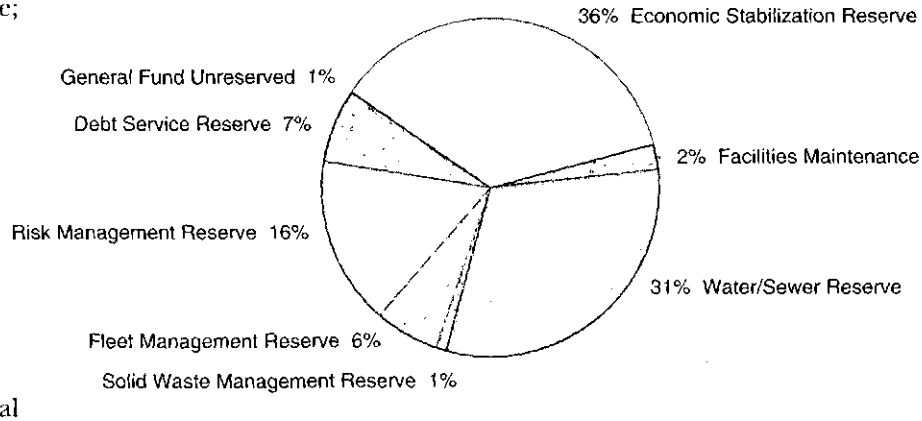
Overview

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

The following pie chart identifies reserves and unreserved portions of the total estimated 1999/00 fiscal year-end fund balance and the table compares five years ending balances.

1999/00 Fund Balance/Reserves

Percent of Total



Economic Stabilization Reserve was established to protect the City's financial condition as an offset to revenues vulnerable to downturns in the economy. The City's reserve goal is 10 percent of general governmental (non-enterprise) operating expenditures. Reserve funds in excess of 10 percent, not to exceed $5 million, may be used for economic investment in the community when justified by the financial return to the City. In 1999/00 the reserve reaches the 10% goal. The reserve increases from $20.5 million to $22.7 million in 1999/00 and $23.8 million in 2000/01 as a result of continued, yet modest, growth in Scottsdale's economy. Revenue sources which help build the Economic Stabilization Reserve during these "good times" may be subject to downturns during recessionary times. It is during recessionary times that the Stabilization Reserve funds may be used to

Fund Balance/Reserve Comparison
In Millions of Dollars

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Ending Fund Balance					
Economic Stabilization Reserve	$12.7	$18.5	$20.5	$22.7	$23.8
Facilities Maintenance Reserve	1.3	1.5	1.5	1.5	2.0
General Fund - Unreserved	7.5	0.2	0.5	0.7	3.3
Water/Sewer - Reserves	8.7	10.1	13.1	14.7	17.4
Water/Sewer - Unreserved	6.4	6.4	8.3	8.3	8.3
Solid Waste Mgt. Reserve	0.8	0.7	0.5	0.9	0.8
Fleet Management Reserve	1.2	2.6	3.9	4.0	4.4
Risk Managment Reserve	5.6	7.2	8.5	10.5	12.8
Debt Service Reserve	0.6	2.2	7.1	4.4	4.4
Total Ending Fund Balance	$44.8	$49.4	$63.9	$67.7	$77.2

supplement these "elastic" revenue sources in order to maintain service levels. Only $3 million of the $23.7 million reserve is appropriated as part of the 1999/01 biennial budget.

Facility Maintenance Reserve was established in 1993/94 to further protect the City from unexpected economic challenges. This reserve was established for infrastructure equipment repair and replacement (HVAC, roofing, etc.) and was increased to $1.5 million for 1999/00 and $2.0 million in 2000/01. The full amount of this reserve is appropriated.

Unreserved General Fund Balance is minimal in 1999/00 as resources in excess of operating expenditures have been used to build the Economic Stabilization Reserve ($2.2 million). In 2000/01, the balance is expected to increase to $3.3 million. In addition, a considerable amount of General Fund Balance is transferred annually to the capital program as pay-as-you-go funding for capital improvements ($17.8 million in 1999/00 and another $18.9 million in 2000/01). This use of fund surplus is possible due to continued revenue growth from a healthy economy led by a strong retail sales tax base (up 15%) and continued construction and development activity. Unreserved fund balance is not appropriated.

Water/Sewer Reserves include a Replacement/Extension Reserve, which is required by revenue bond indenture to ensure that funds are set aside to preserve the assets, which in turn are the collateral for Water Revenue Bonds. The reserve is required to be at least 2 percent of the revenues received during the year or until the reserve equals 2 percent of the value of total tangible assets. The reserve may be used from time to time for replacement or extension of the assets and may be liquidated when the bonds are paid off. In addition another two million dollars has been reserved to promote more appropriate budgeting yet provide a resource in times of adverse weather swings which can impact this utility. The net reduction in Water Resources operating budget is one result of establishing this weather reserve and fulfillment of our objective of budgeting for average expected weather conditions versus budgeting for adverse weather. Only the weather reserve of $2 million is appropriated as part of the 1999/01 biennial budget.

Solid Waste Management Reserve was established in 1993/94 to help meet the unpredictable costs of solid waste management. A portion of the reserve was used in 1998/99 to purchase additional State land adjoining the City's Waste Transfer Station and provide for future expansion. Rate increases are proposed in the biennial budget to offset increased operating costs such as landfill tipping fees. A $500 thousand solid waste reserve is appropriated as part of the 1999/01 biennial budget.

Fleet Management Reserve is attributable to the timing of fleet replacements. Fleet rates per vehicle class and replacement costs spread over the useful life of the vehicles are charged as internal operating costs to all departments. The Fleet Fund balance increases and decreases, as funds are required for actual replacement of fleet vehicles. The fleet management reserve is approximately $4 million, but is part of internal service functions, and as such is not appropriated as part of the 1999/01 biennial budget.

Risk Management Reserve increases by $2.0 million in 1999/00 and another $2.3 million in 2000/01 in order to meet actuarially determined levels. This reserve was reduced in past years due to large liability payments and it is important to restore this reserve in order to preserve our financial stability. The costs of involuntary tort judgments are added to the primary tax levy, as allowed by statute. The tort judgment tax levy, together with liability rates charged as internal operating costs to all departments, contribute towards building this reserve to its actuarially determined level. The risk management reserve is part of internal service functions and not required to be appropriated as part of the budget. However, $5 million (approximately half) of the risk reserve is appropriated by Scottsdale in the 1999/01 biennial budget in order to provide expenditure authority for emergencies and excess liability settlements occurring during the fiscal year.

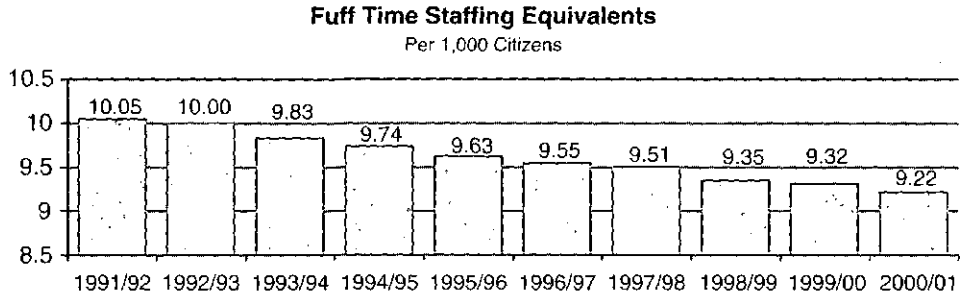
Debt Service Reserve is restricted for use to pay debt principal and interest. The fund decreases in 1999/00 by $2.7 million to help pay for existing short term debt service requirements. The debt service reserve is part of internal service functions, and as such is not appropriated as part of the 1999/01 biennial budget.

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

Overview

Staffing

Full Time Staffing Equivalents (FTSE) - As part of our ongoing competitive analysis the City tracks full-time staffing equivalency, which includes other staffing support issues, i.e., temporary, contractual staff and overtime. The objective is to examine if the overall staffing trend is contributing to greater efficiencies and lower costs per citizen. The results of the study reports the FTSE ratio per 1,000 citizens has decreased (or remained the same) every year since 1991/92 which is consistent with FTE trends reported in past budgets and illustrated in the table to the right.

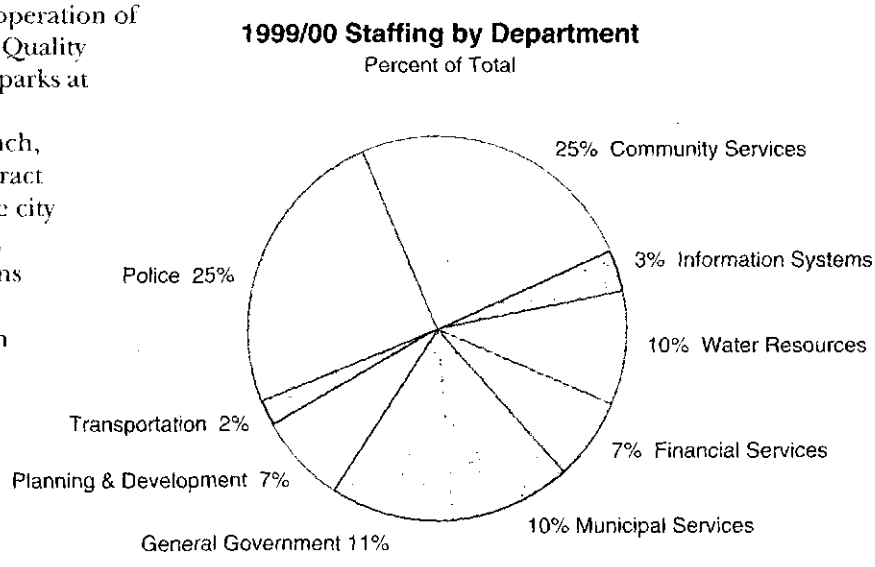


During this same time period we have added many new programs, e.g., Citizen Service Centers, Curbside Recycling, Geographic Information Systems, Advanced Technology Research, Graffiti Abatements, Police Bicycle Patrol and Victim's Assistance, to name a few. In addition to adding new programs, we have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

Departmental Staffing - A significant part, 31 percent of the City's Operating Budget (net of transfers), is funding for employees who in turn provide services to our citizenry. The following graph identifies full-time staffing equivalent (FTSE) positions by department.

The 1999/00 budget increases full-time equivalent staffing by 85.3 positions, and the 2000/01 budget increases staffing by 64.1 full time staffing equivalents (FTSE). Fifty-seven positions over the two year period support the criminal justice system — police, courts, & attorney — including 16 sworn police officers and 20 civilian police support positions; 14 Court Services Representatives 12 of which are converted from contract positions, a Court Interpreter, a Probation Officer, and a Court Revenue Collector; and City Attorney's office staffing of 1 Victim's Assistance Advocate and 2 Systems Integrators.

The addition of 14 positions over the two year period support maintenance and operation of new facilities, including the Water Quality Laboratory (3 positions) and new parks at Stonegate, Ironwood, McDowell Mountain Ranch, Apache, DC Ranch, and Sonoran Hills. Sixty one contract positions are converted to full time city positions over the two year period, including the twelve Court positions mentioned earlier. Other new positions are budgeted to maintain the current service levels such as additional staffing for recreational programs, direct customer service, maintenance of existing facilities, and building inspections.



Details on staffing changes are provided within the departmental comparative sections of this document. The Authorized Position Summary in the Staffing section provides a complete listing of all authorized positions by classification, division, and department, both full-time, part-time, overtime and contractual, and details the changes for 1999/00 and 2000/01.

Staffing Comparison by Department
In Millions of Dollars

Department	Actual 1996/97	Adopted 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
General Government	$143.5	$183.7	$191.5	$202.0	$208.6
Police	447.8	465.8	493.4	494.6	528.0
Financial Services	125.1	126.6	130.5	139.3	143.9
Transportation	36.9	39.3	39.2	42.6	43.6
Community Services	471.2	488.0	497.7	515.9	530.5
Information Services	69.7	72.5	75.6	79.8	79.7
Planning & Development	189.6	193.6	206.6	227.7	228.6
Water Resources	98.6	116.8	140.7	147.4	147.4
Municipal Services	185.0	187.0	186.0	197.2	200.3
Total FTE's	$1,767.4	$1,873.3	$1,961.2	$2,046.5	$2,110.6

Five-Year Capital Improvement Plan

The *capital budget* authorizes and provides the basis for control of expenditures for the acquisition of significant City assets and construction of all capital facilities. A five-year Capital Improvement Plan (CIP) is developed bi-annually and updated annually, including anticipated funding sources. Capital budget appropriations lapse at the end of the fiscal year; however, they are re-budgeted until the project is complete and capitalized. As capital improvement projects are completed, the operation of these facilities is funded in the Operating Budget.

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.

Projects included in the five-year Capital Improvement Plan have been reviewed through an extensive prioritization process. A cross-departmental team reviewed and prioritized all projects based on twelve criteria:

- Capital Costs
- Annual Costs
- Health and Safety Effects
- Community and Citizen Benefits
- Environmental, Aesthetic, and Social Effects
- Distributional Effects
- Public Perception of Need
- Feasibility of Implementation
- Implication of Deferring the Project
- Uncertainty of Information Supplied
- Effect on Interjurisdictional Relationships
- City of Scottsdale's Critical Objectives

Overview

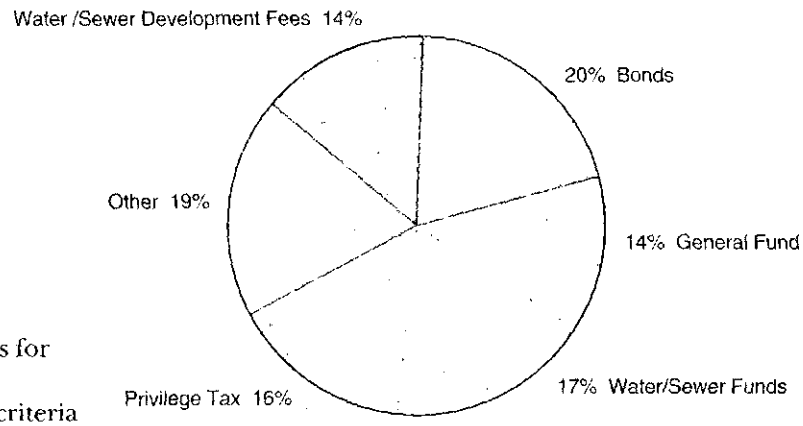
The descriptions for each of the criteria used to prioritize the capital projects are listed in the CIP Section.

In addition, Scottsdale's Technology Board, with the assistance from Consultants from the Information Services department, reviewed projects that are technology oriented. Since some of the issues surrounding technology projects are different than those of traditional construction projects, the Technology Board has been reviewing and recommending changes, where necessary, which has added great value to the entire CIP review process. Recommendations were further reviewed and appropriate changes made by City Executive staff, Council appointed citizens committees, and the City Council.

A list of the capital projects, their budgets for the next five years, their individual descriptions, as well as the prioritization criteria used can be found in the Capital Improvement section.

1999/04 Capital Improvement Plan Funding

Percent of Total



Capital Improvement Plan Funding - Where The Money Comes From

The Capital Improvement Plan uses funding from the 1989 and 1992 voter-approved bonds. These General Obligation bonds, together with Special Assessment bonds, Scottsdale Preserve Authority bonds and Municipal Property Corporation bonds, provide the bond-funded portion of the plan. Nearly 80% of Scottsdale's CIP is funded with pay-as-you-go revenues which include development fees, dedicated sales tax revenues and contributions from fund balance transfers. The pie chart presents the percentages of the funding sources, while the table presents the five-year comparison of the funding sources in millions of dollars.

All potential capital funding resources are evaluated to ensure equity of funding for the Capital Improvement Plan. Equity is achieved if the beneficiaries of a project or service pay for it. For example, projects that benefit the general public as a whole are appropriately paid for by general tax revenues and/or general obligation bonds.

Capital Improvement Plan Funding Sources
In Millions of Dollars

	1999/00	2000/01	2001/02	2002/03	2003/04
Bonds/Contracts					
General Obligation	$25.3	-	-	-	-
Special Assessment	29.0	-	-	-	-
Municipal Properties Corporation	14.9	3.5	-	5.3	-
Preserve Bonds	64.0	24.0	8.0	-	-
Short Term Freeway Financing	24.0	-	-	-	-
Pay-As-You-Go					
Water/Sewer Development Fees	22.7	21.0	19.9	19.6	19.9
Flood Control Contributions	41.4	1.2	0.4	2.2	3.2
Other Contributions	2.2	0.3	0.3	-	-
Tourism - Bed Tax	2.0	2.0	2.0	2.0	2.0
Other	0.8	0.9	0.1	0.1	0.1
Contingent Revenues	5.0	-	-	-	-
Interest Earnings	1.0	1.0	1.0	1.0	1.0
Transfers In					
General Fund	17.0	17.0	20.1	20.0	20.0
Water/Sewer Funds	22.5	23.1	24.5	25.4	28.2
Preservation Privilege Tax	1.5	2.6	4.4	6.4	8.6
Transportation Privilege Tax	14.1	15.2	17.3	19.7	21.7
Other	5.0	0.7	1.4	1.2	1.5
Prior Year Carryover	-	200.0	150.0	100.0	100.0
Sub-Total	293.2	314.4	249.4	202.9	206.2
To(From) CIP Fund Balance	107.2	50.9	(24.0)	(26.2)	(3.0)
Total Funding Sources	$400.4	$365.3	$225.4	$176.7	$203.2

Whereas projects that benefit specific users are paid for by users fees, development fees, contributions and/or revenue bonds. Other factors considered when funding the capital plan are whether the financing method provides funding when needed, and financial costs associated with the funding source. The following summarizes the major funding sources for the Capital Improvement Plan.

General Obligation (G.O.) Bonds are bonds which are secured by the full faith and credit of the issuer. General Obligation bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate. The Capital Improvement Plan uses funding from the 1989 and 1992 voter-approved General Obligation bonds.

Special Assessment Bonds are issued for property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the City's budget; however, the debt service is repaid by the property owners through a special assessment on their improved property.

Municipal Property Corporation (MPC) Bonds are issued by the Municipal Property Corporation, a non-profit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation, but does not require voter approval, and the repayment of MPC debt is financed by pledged excise taxes.

Preserve Bonds represent debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. To-date, 78 percent or 12,876 acres of the original recommended study boundary (RSB) area of 16,460 acres have been purchased/preserved. The 1998 election expanded the RSB to 36,400 acres and this budget provides for authority to continue preservation efforts. Preserve debt will be repaid by the dedicated .2% sales tax authorized by the voters in 1995.

Short Term Freeway Financing represents short-term borrowing, if necessary, to expedite freeway construction. The principle and a portion of the interest will be rebated by the Arizona Department of Transportation in subsequent years.

Water/Sewer Development Fees are the revenues received from developers when new construction developments are made. These fees are based upon the increased costs of providing additional infrastructure and services in the development areas.

Contributions represent amounts paid by other organizations towards construction of capital projects. The largest contribution is from the Maricopa County Flood Control District to help pay for drainage and flood control projects. Other contributions come from developers to pay for capital projects in development areas.

Tourism – Bed Tax represents revenues received from privilege tax on hotel and motel room rentals within the City. These funds pay for capital projects that increase tourism.

General Fund transfers represent the pay-as-you-go contributions from general revenues for capital projects without another funding source.

Water/Sewer Fund represents utility bill revenues received from the sale of domestic water and disposal of sanitary sewer waste from customers within the City. Revenues in excess of Water and Sewer operating expenses are transferred to CIP to fund water and sewer projects.

Preservation Privilege Tax represents revenues received from the 1995 voter approved .2% sales tax on local retail and other sales. These revenues are restricted for the purchase of land within the McDowell Sonoran Preserve.

Transportation Privilege Tax represents revenues received from the 1989 voter approved .2% sales tax on local retail and other sales. These are restricted for transportation related capital projects.

Prior year Carryovers are committed funds from prior year purchase orders that are rebudgeted until they are expended and/or the projects are completed.

Funding sources for the 1999/00 - 2003/04 are presented on a cash flow basis. These revenue sources are presented in the period that the revenue is expected to be collected. Funding sources include estimated balances on hand at the beginning of the period as well as revenue expected to be collected during the period. As a result of presenting revenue on the cash basis, funding sources do not equal budgeted expenditures in each period, creating a CIP Fund Balance as cash accumulates for larger expenditures in later years.

Overview

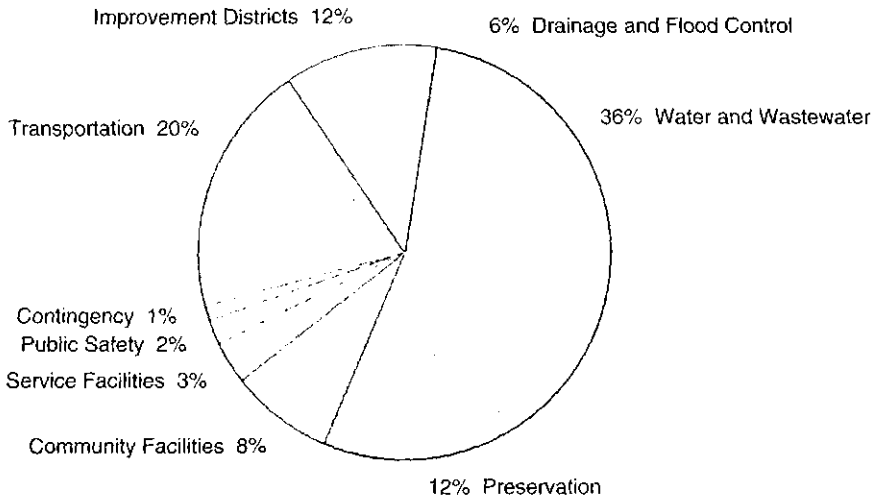
Capital Improvement Plan Programs - Where The Money Goes

The Capital Improvement Plan is comprised of eight major programs: Transportation, Improvement Districts, Drainage and Flood Control, Water and Wastewater, Preservation, Community Facilities, Service Facilities, and Public Safety. The pie chart presents the percentages for each major program, while the table presents the five-year comparison of the major programs in millions of dollars.

Expenditures are presented on a budget basis rather than a cash flow basis. Governmental accounting procedures require adequate budget to pay for the entire contract to be available and appropriated in the period in which a contract is entered. However, actual cash expenditures under the contract may take place over more than one period. In addition to the capital program expenditures, a total of $24.9 million over the five-year period will be transferred out to the debt service funds to repay bonded or contractual debt.

1999/04 Capital Improvement Plan Use of Funds

Percent of Total



The following summarizes the eight major programs that comprise the total Capital Improvement Plan.

Transportation program addresses the transportation needs of the community and includes streets, bike lanes, bus benches and shelters, transit centers and street lighting. Approximately 20% of the CIP plan has been identified to address the transportation needs of the City. Highlights of the Transportation program include:

Several transportation projects focus on the freeway construction and the completion of improvements to roadways immediately adjacent to the freeway to handle the increased traffic flow as segments of the freeway are completed.

Several Traffic Engineering projects will focus on the City's roadway system, ensuring that traffic moves in the best manner possible and providing a safe and well designed street system with traffic signs and markings.

Capital Improvement Plan Use of Funds
In Millions of Dollars

Program	1999/00	2000/01	2001/02	2002/03	2003/04
Transportation	$55.2	$31.7	$30.9	$18.4	$19.8
Improvement Districts	95.6	0.9	-	-	-
Drainage and Flood Control	7.3	4.5	3.5	15.3	15.6
Water and Wastewater	109.5	79.0	20.1	28.0	49.3
Preservation	64.0	24.0	8.0	-	-
Community Facilities	43.8	8.6	2.2	3.9	7.0
Service Facilities	7.2	5.5	4.2	4.8	5.3
Public Safety	7.0	5.2	0.6	0.5	0.3
Contingency	5.9	0.9	0.8	1.0	1.0
Prior Year Carryover	-	200.0	150.0	100.0	100.0
Total Expenditures	395.5	360.3	220.5	171.8	198.3
Transfers Out to Debt Service	4.9	5.0	5.0	5.0	5.0
Total Use of Funds	$400.4	$365.3	$225.4	$176.7	$203.2

Improvement Districts are a funding mechanism whereby property owners elect to pay for the installation and construction of infrastructure such as streets, water, sewer, and drainage that benefits their property. The City facilitates this process by coordinating the design and construction, as well as the sale of special assessment bonds to finance the improvements. When cost effective, the City financially participates in a district to oversize infrastructure to meet master plan standards, thus avoiding higher future costs. Approximately 12% of the CIP plan has been identified to address these needs. Highlights of the Improvement Districts program include:

The Desert Greenbelt project will safely drain floodwaters from the western slopes of the McDowell Mountain/Pinnacle Peak Area. The Desert Greenbelt project is actually a combination of three distinct projects: 1) the Reata Pass Wash, 2) the Pima Road Three Basins, and 3) the Rawhide Wash Basin. The Desert Greenbelt will be a system of flood control channels and detention basins designed to contain stormwaters during a 100-year flood event. The channels will be designed to largely remain in a natural state to preserve as much of the native environment as possible. Contributions from Maricopa County Flood Control District, as well as from various Improvement Districts will fund potentially 70 percent of this project.

The Neighborhood Improvement District City Contribution represents projects that help facilitate neighborhood improvement districts for the installation of public infrastructure such as water, sewer, paving, drainage improvements, and undergrounding of power lines.

Drainage and Flood Control program includes detention basins, culvert, and channel projects, and continuation of neighborhood drainage corrections. Approximately 6% of the CIP plan has been identified to address the drainage and flood control needs of the City. Highlights of the Drainage and Flood Control program include the installation of a combination of detention basins and storm drains that will focus on the Oak Street, Osborn Road, and 64th Street corridors.

Water and Wastewater program delivers safe, reliable water and wastewater services. The program reflects the City's commitment to federal and state regulations. Approximately 36% of the CIP plan has been identified to address the water and wastewater needs of the City.

Highlights of the Water and Wastewater program include the City's Water Campus that will enable the City to treat wastewater and redistribute treated water. This treated water can then be used, for example, to water golf courses in the northern areas of the City via the reclaimed water distribution lines already in place. In addition, the excess water will be further treated in the Advanced Water Treatment Plant and then recharged back into the aquifer, thereby replenishing the groundwater table and meeting the requirements of the Arizona State 1980 Groundwater Management Act.

Preservation program acquires land for the McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving plants and wildlife, and providing public access to the McDowell Mountains and Sonoran Desert. Approximately 12% of the CIP plan has been identified to address this program. The Preservation program has already acquired/preserved 78 percent or 12,876 acres of the original recommended study boundary (RSB) area of 16,460 acres. The 1998 election expanded the RSB to 36,400 acres and this budget provides for authority to continue the preservation efforts.

Community Facilities program addresses the recreational needs of the community, such as new parks, park improvements, multiuse paths, and improvements to the Civic Center mall area. Approximately 8% of the CIP plan has been identified to address this program. Highlights of the Community Facilities program include:

Via Linda Senior Center Phase II project will more than double the size of the existing senior center at Scottsdale Ranch Park to accommodate current space demands. Increased activity rooms, expansion of the billiard room, and a multiuse room for large activities highlight this project.

Youth Sports Lighting project will replace aging lighting systems and add lights to existing school and City fields to accommodate the continued growth of youth sports in Scottsdale. The new lighting systems will meet the Community Services lighting policy, as well as retain and improve the safety standards. The City provides support for over 30 youth sports groups who make available baseball, softball, soccer, football, and other sports activities to children in Scottsdale. Over 12,000 children participate each year in the different youth sport organizations.

Replacing Playground Equipment with safe and attractive playground equipment in Scottsdale's mature parks is a priority. This project is a continuation of an existing playground replacement program to accommodate the many children who use Scottsdale parks with their families.

Dredge the Indian Bend Wash waterways, which provide excellent recreational opportunities for citizens, while simultaneously providing flood control protection to the City of Scottsdale. After years of handling flood waters, the wash lakes have accumulated a significant amount of silt that needs to be removed to maintain the effectiveness of these flood control features while accommodating fish and the other wildlife that utilize the lakes.

Renovation of Eldorado Park Pool. Built in 1967, Scottsdale's oldest public pool will receive a complete renovation of the aquatic facility, as well as the adjacent locker and restrooms. Home to swimming lessons, lap swimming, high school swimming teams, water exercise classes and recreational swimming, this pool will become Scottsdale's most modern aquatic facility.

McCormick Railroad Park Phase II Development. This popular facility will receive a modern model railroad building so that operating model railroad displays will be more accessible to the public. In addition, a shade cover will be constructed over the large-scale railroad cars to protect them from sun damage as well as facilitate public viewing. Opportunities also exist to expand public parking to handle the continued increase in park attendance amounts to over 500,000 visitors per year.

Scottsdale Mall West Restrooms Renovations — Built in 1974, the existing Mall restrooms cannot accommodate the increased visitor attendance on the Mall. This project will completely rebuild and expand the restrooms and make them accessible to people with disabilities while including climate control features that the existing restrooms lack.

Service Facilities program encompasses new office space, renovations of current facilities, and technology needs necessary for the efficient and effective operations of the City. Approximately 3% of the CIP plan has been identified to address this program. Highlights of the Service Facilities program include:

The Human Resources Remodel Phase II will create an Employee Learning Center for the Scottsdale University to be utilized by all City employees. The Learning Center will include a multipurpose meeting room, a computer training room, a library/conference room, and a restroom that is accessible to people with disabilities.

The McKellips Service Center will be established as a south area satellite service yard facility for minor maintenance and repairs of City vehicles. The facility will serve vehicles operating south of Indian Bend Road.

Public Safety portion of the capital plan includes fire stations, training facilities, and automation systems related to police and fire functions. Approximately 2% of the CIP plan has been identified to address the public safety needs of the City. Highlights of the Public Safety program include:

- Smartzone System Upgrade. The current 800 MHz voice radio system will be upgraded to enhance system coverage and increase officer efficiency.
- Family Violence Center to house criminal justice, medical, and social staff together in one facility to streamline investigations, to reduce trauma experienced by crime victims, and to consolidate services.
- Explosive Ordnance Disposal Equipment will enable police unites to respond to suspected explosive devices.
- Automated Fingerprint Identification System (AFIS) equipment will allowing for digital capture and submittal of fingerprints to both the State and FBI. This will streamline and enhance the identification process.

Capital Projects Operating Costs

The operating impact of capital projects are analyzed and taken into consideration during the extensive CIP prioritization process. Estimated new revenues and/or operational expenditure savings associated with projects are also taken into consideration (net operating costs) during the capital project review. As capital improvement projects are completed, the net operating costs of these projects have been identified and included in the appropriate departmental Operating Budgets. Departmental budget expenditure targets are adjusted to plan and provide for significant new operating costs associated with start-up, as well as operation and maintenance of new facilities. Additional detail regarding the City's integrated budget process can be found in the Policies and Procedures section.

Estimated Operating Costs Attributable to Capital Projects
In Thousands of Dollars

Program	1999/00	2000/01	2001/02	2002/03	2003/04
Transportation	$678.5	$817.3	$841.8	$867.1	$893.1
Improvement Districts	203.0	209.1	215.4	221.8	228.5
Drainage and Flood Control	295.0	303.0	341.5	311.5	319.1
Water and Wastewater	9,672.5	9,962.7	10,261.6	10,569.4	10,886.5
Community Facilities	405.6	417.8	430.3	443.2	456.5
Service Facilities	703.0	724.1	745.8	768.2	791.2
Public Safety	870.8	896.9	923.8	951.5	980.1
Total Estimated Operating Costs	$12,828.4	$13,330.8	$13,760.2	$14,132.7	$14,555.0

The table presents the five-year comparison of the capital project operating costs by major programs in thousands of dollars.

These operating costs are due to the completion and expected completion of capital projects. Examples of these capital projects include:

- Transportation – staff and maintenance of the comprehensive traffic signal system.
- Drainage and Flood Control – staff and maintenance related to the unfunded federal mandate Pollutant Discharge Elimination System (NPDES) project that assures the quality of stormwater runoff is in accordance with environmental law.
- Community Facilities – staffing and water/ground maintenance for completed projects, such as the Apache Neighborhood Park, Stonegate Equestrian Park, and Eldorado Skate Board Park.
- Service Facilities – custodial and HVAC maintenance costs, as well as technology systems operation and maintenance.
- Public Safety – police and contractual fire staff, equipment, and overhead expenses.

Overview

The completed Water and Wastewater projects account for approximately 75% of the operating impacts identified in the corresponding table. The following are examples of the Water and Wastewater projects completed and impacting the Operating Budget.

- Phases I and II of the Water Campus and the West Pumpback System, giving the City the capability of reclaiming 12 million gallons of wastewater per day and further purifying the wastewater for recharge to optimize water resources and conserve groundwater supplies.
- The expansion of the CAP Water Treatment Plant from 18 to 50 million gallons per day capacity, allowing increased use of surface water and decreased groundwater mining.
- The upgrade and expansion of the Radio Telemetry Control System used to operate and monitor over 125 sites, including the CAP Water Treatment Plant, the Wastewater Reclamation Plant, the Advanced Water Treatment Plant, and the Pumpback system.

The operating impacts for these completed Water and Wastewater projects include the significant electrical costs associated with operating these facilities, as well as the professional staff needed to operate and maintain these facilities and stay in compliance with Federal and State regulations.

Grants, Trusts, & Other Fiscal Activity

Grant, Trust and Other Fiscal Activity budget totals $23.9 million for 1999/00 and $31.3 million for 2000.01. The 1999/00 budget includes $7.6 million for Federal and State Grants, another $5.7 million for miscellaneous endowments and Trusts, and the remainder is for Other Fiscal Activities which have dedicated or restricted revenue source which completely offset their expenditures, i.e., Federal housing assistance and community development block grant activity.

Grants are based on best estimates by departmental grant liaisons regarding potential grant awards in the upcoming budget together with re-budget for previous year grant awards which have not been fully expended at fiscal year-end 1998/99. The 1999/00 grant budget includes appropriations for transportation, public safety, and technology grants. The significant increase in budget for 2000/01 is attributable to anticipated grants for airport land acquisition, airport improvements and added contingency. Additional appropriation is devoted to human services including Community Development Block Grants and Federal Section 8 Housing Assistance.

Trusts, include appropriations for a multitude of endowment and trust activities which have specific or restricted revenue sources requiring separate accounting and dedicated expenditure budgets. Some key trusts include Federal forfeiture funds, criminal justice enhancement funds, library, parks and arts endowments and a variety of other contributions for specific program uses.

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

A complete listing of Grant, Trust and Other Fiscal Activity is included in the Appendix.

Citizen Impacts

Utility User Fees are monthly charges to customers based upon usage of the utility. Rate adjustments are based upon five-year financial plans developed for each utility to meet the objectives of:

- equity — charges are borne by the beneficiaries of a project or service;
- level distribution of necessary cost increases — to avoid large rate increases in any one year;
- increasing debt as little as possible — to ensure that the City can meet bond coverage requirements and remain financially healthy;
- rate design — which encourages conservation and efficient use of City resources.

The 1999/00 Budget includes moderate Utility User Fee increases to help offset increased operating costs, regulatory compliance issues and necessary infrastructure costs. The following Utility Bill Example illustrates the monthly dollar impact for an average residential customer (assumes a ∫" water meter and monthly consumption of approximately 13,500 gallons of water). *Per the example the total monthly utility bill will change by approximately $1.72 which equals a 2.8 percent aggregate increase.*

Water - Charges are for usage based on a fixed charge for the size of meter and a variable charge for the amount of water used. As illustrated in the previous example, the average customer's bill will increase an estimated $.36 per month in 1999/00. A water rate increase of 1.5 percent is estimated for each year 1999/00 through 2003/04. These rate increases will provide revenue to address:

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

Utility Bill Example - 1999/00

	Water	Sewer	Solid Waste	Total
Current Cost	$35.83	$12.04	$13.50	$61.37
Rate Increase	.36	.90	.46	1.72
Projected Cost	$36.19	$12.94	$13.96	$63.09

Sewer - Charges are for disposal of sanitary sewer waste based on water consumption and type of residence or business. As illustrated in the previous example, the average customer's bill will increase by an estimated $.90 per month in 1999/00. A sewer rate increase of 7.5 percent is estimated for each year 1999/00 through 2003/04. These rate adjustments will provide revenue to address:

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

Solid Waste - Charges are for the pickup of solid waste and consist of a fixed monthly charge for each residential customer and a charge based on the size of the container and number of pickups for each commercial customer. As illustrated in the previous example, the residential customer bill increase is estimated to be $0.46 per month in 1999/00. A solid waste rate increase of 2.9% (or less) is estimated for each subsequent year 2000/01 through 2003/04. These rate adjustments will provide revenue to address:

- Increased costs to operate machinery and provide labor to transfer solid waste to an EPA approved landfill; and,
- Increased landfill "tipping fees" for disposal of solid waste.

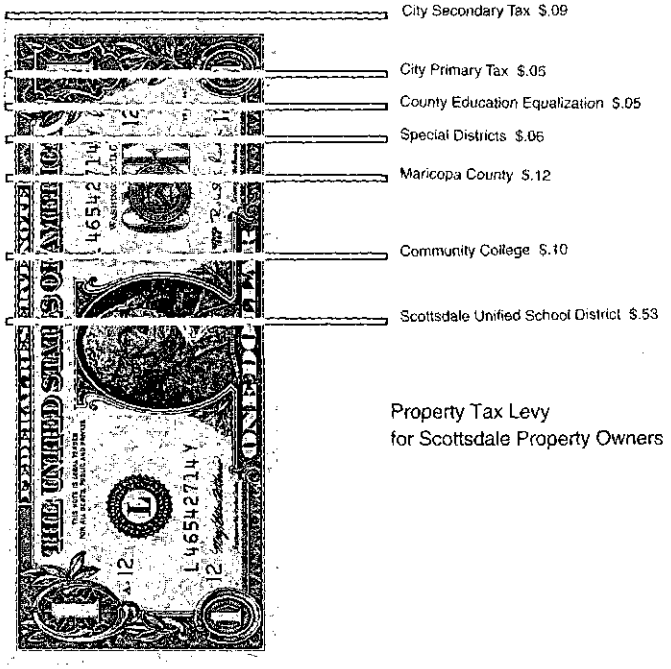
Overview

Citizen Impacts

Property Taxes are levied on the assessed value of all property within the City to help pay for general governmental operation costs and bond debt service. City property taxes are comprised of two parts:

Primary Property Tax - is used to pay for general city services and comprise less than 4% of Scottsdale's operating budget. Primary property taxes are limited to a 2 percent increase per year, plus an allowance for annexations and new construction, and the cost of involuntary tort judgments, as allowed by state statute.

Secondary Property Tax - is unlimited in growth but is restricted for use by the City to pay debt service on voter approved general obligation bonds for such things as parks, libraries, and police/fire stations. Over the next several years, the secondary tax rate is expected to be reduced as bonded debt is retired and bonded capital projects are completed.



Property Tax Levy
for Scottsdale Property Owners

- In 1999, about 14 cents of every property tax dollar went to the City of Scottsdale.
- About 9 cents helped pay for voter-approved bonds.
- The ratio may be even lower, depending on individual school districts and other special district tax rates.
- City property taxes will continue to be a small portion of the total property tax bill as projected in accordance with the following table.

Scottsdale's primary tax rate is estimated to remain level per $100 assessed value for 1999/00 premised on increased assessed value forecasts from the County Assessor. A secondary rate decrease of ten cents per $100 of assessed value is estimated for 1999/00 premised upon increased assessed value forecasts from the County Assessor and limited issuance of new debt for capital improvements.

The combined tax rate is estimated to decrease in 1999/00 by 10 cents to $1.38 per $100 assessed value - annual property tax bill for a home assessed at $100,000 is estimated to be $137.97.

Forecasted Assessed Value and Property Tax Rate Change
Per $100 Assessed Value

	Current	1999/00	2000/01	2001/02	2002/03	2003/04
Assessed Value Growth	14.6%	17.5%	13.0%	12.0%	11.0%	10.0%
Primary Tax Rate	.55	.55	.53	.51	.50	.49
Secondary Tax Rate	.93	.83	.71	.64	.57	.52
Combined Tax Property Tax Rate	$1.48	$1.38	$1.24	$1.15	$1.07	$1.02

Policies and Procedures

This section includes recommended budget practices, a discussion about the City's budget process as well as an outline of key budgeting procedures. The section also contains Scottsdale's Financial Policies which are the foundation of Scottsdale's strategic budget planning.

Recommended Budget Practices

The City of Scottsdale budget process incorporates the recommended practices promulgated by the National Advisory Council on State and Local Budgeting (NACSLB). Concurrently, City staff apply diligent effort into improving the process, decisions and outcomes with each new budget year.

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

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

Budget Definition:

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

A good budget process is characterized by several essential features.

- Incorporates a long-term perspective
- Establishes linkages to broad organizational goals
- Focuses budget decisions on results and outcomes
- Involves and promotes effective communication with stakeholders, and
- Provide incentives to government management and employees

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

Mission of the Budget Process:

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

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

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

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

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

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

Principles and Elements of the Budget Process:

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

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

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

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

Budget Roles and Responsibilities

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

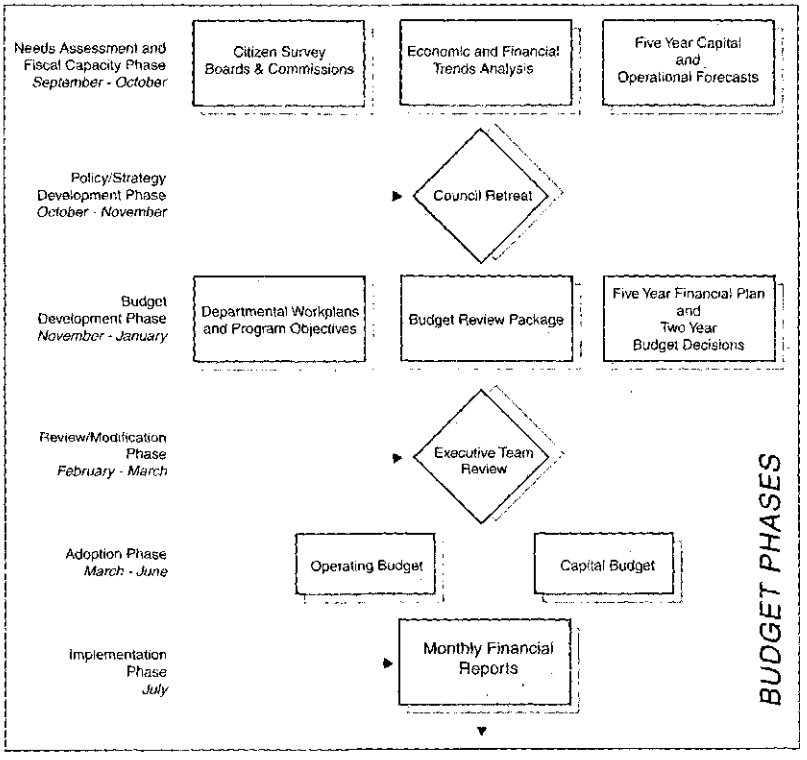
Actual budget responsibility can be identified more specifically:

- The program ***Center Manager*** is responsible for preparing an estimate of remaining cost requirements for the current fiscal year, projecting the base budget requirements for the next fiscal year, and developing other requests that change or revise the program so that it will be more effective, efficient, productive, and economical.
- The ***Budget Liaisons*** serve as the vital communication link between the departments and the budget staff. Liaisons are responsible for coordinating information, checking to see if forms are completed properly, making sure that all necessary documentation is submitted, monitoring the internal review process to meet timelines, and serving as troubleshooters for problems throughout the budget process.
- The ***Capital Improvement Plan Coordination Team*** is comprised of staff from various City departments. The team is responsible for reviewing all capital projects for timing and cost considerations, compiling lifecycle costs, and preparing a preliminary capital improvement plan recommendation for review and revision by the General Managers, City Manager, City Council and various boards and commissions staffed by citizens.
- The ***Division Directors, General Manager, and Charter Officers*** are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions, and modifying and assembling their departmental data into a cohesive budget information package. General Managers critically evaluate all requests, prioritize, and submit a balanced budget plan including **only** those requests which support Council policies, City Manager workplan, administrative direction, and departmental mission.
- The ***Budget Manager*** and staff within the Accounting and Budget division are responsible for preparing short-range and long-range revenue and expenditure forecasts, and calculating departmental budget targets. Assistance is provided to departmental general managers or staff with preparation requirements and with presentation formats. Budget staff also coordinates the collating, analysis, and summarizing departmental requests and preparing budget review materials for the Executive Team, Mayor, and City Council.
- The ***Budget Director, City Treasurer,*** and ***Assistant City Managers'*** key role is translating Mayor and City Council goals and objectives for the City into recommended funding decisions. They are responsible for reviewing the departmental operating and CIP requests and submitting their recommendations for review by the Executive Team, Mayor and Council.
- The ***City Manager*** is responsible for reviewing the total financial program and formulating a Citywide proposed budget and submitting it to the Mayor and City Council.
- The ***Mayor and City Council*** are responsible for the review of the City Manager's tentative budget and approval of the final budget.

Scottsdale's Budget Process

The budget process is key to the development of Scottsdale's strategic plan - allowing departments the opportunity to reassess goals and objectives and the means for accomplishing them. Even though the budget may be reviewed by the Mayor and Council in April and adopted in June, its preparation begins at least eight months prior, with projection of City reserves, revenue and expenditure forecasts, and citizen, boards, commissions, and departmental needs assessment. It is with this groundwork that departmental expenditure requests are made and subsequently reviewed.

Needs Assessment and Financial Capacity Phase - This is the foundation of assessing what our current financial conditions are and what needs exist as seen by our citizens, boards, and commissions. Community feedback is an important component of Scottsdale's budget process in assessing citizen satisfaction with services and establishing priorities for the coming budget year(s). During this phase, citizens are randomly surveyed to assess their satisfaction with City services and various City boards and commissions are invited to share their future priorities. The Citizen Survey conducted last fall resulted in 96% of residents polled rating City services good or very good. A copy of the survey questionnaire, detailed results and demographics of the survey are included in the Appendix.



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

Policy/Strategy Development Phase - The Council's goals and directives set the tone for the development of the budget. The Council identifies key policy issues that will provide the direction of the budget. Executive staff updates the City's long range strategic plan, which identifies critical objectives and the strategies to be employed in meeting the objectives. It is within this framework that the departments' balanced budget plans are formulated. The Council uses a retreat to review the

Citizen Survey results, Comprehensive Financial Policies, Economic Trend Analysis, the most current Financial Forecast along with other strategic plans, e.g. CityShape 2020 and City Critical Objectives; they discuss policy direction; and prioritize City issues and needs.

Budget Development Phase - Capital Budget development begins in conjunction with the financial forecasts in the fall. Initial project requests and changes are reviewed by a cross-departmental team for accurate costing, congruence with City objectives and prioritized by a set of deterministic criteria. Financing sources are then sought for the highest ranking projects. The operating impacts of current and proposed capital projects are taken into consideration by departments when developing their Operating Budget plans. City Critical Objectives and Council's priorities and strategic policy direction are also considered by departments as they develop program objectives and workplans for the budget period. Base budgets, which represent existing service levels, are adjusted for price changes, i.e., inflation and compensation adjustments. Departmental staff are also asked to evaluate programs or positions for possible trade-offs, reduction or elimination, adding services, or changing how resources are allocated. Supplemental budget decision packages are prepared by departments to address growth, service level changes, citizens and Council priorities. Decision packages are balanced to forecasted available resources (funding targets). When funding needs exceed funding targets, remedies may be one or more of the following: reduce base budget, identify new revenues, employ process management tools, and/or form partnerships with other departments. During the budget development phase, a Citizen Budget Committee is appointed by the Mayor and City Council to review departmental objectives and budgets from a citizen's perspective. The Committee usually begins by gaining an understanding of the basic service level and current operation of each department, then reviewing assumptions (objectives, performance measures, etc.) upon which the budget is being developed, but does not begin reviewing the actual expenditure budget until the Review Phase.

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

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

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. City management and Council are also provided monthly financial reports disclosing actual revenue, expenditure, and fund balance performance, as compared to the budget plan.

Review and Adoption of the Budget

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

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

Although this publication presents a two-year budget, Arizona statute requires an annual appropriation; therefore, only the 1999/00 fiscal year budget is adopted by City Council. A review of the second year of the 1999/01 Biennial Budget is planned for next spring followed by formal adoption of the 2000/01 fiscal year budget and appropriations in June 2000.

Implementation and Monitoring of the Budget

Upon adoption of the budget, staff prepares the Operating Budget and the five-year Capital Improvement Plan, incorporating all changes from the tentative budget. The Operating Budget and Capital Improvement Plan are published in mid to late July.

Scottsdale functions, programs and activities are periodically reviewed to determine if they are accomplishing intended goals and making efficient use of resources. City values of "Commit to Quality" and "Risk, Create, Innovate" along with Critical Objective strategy to conduct comprehensive service delivery evaluations on at least two internal and two external services help communicate this expectation. Budget, Organizational Effectiveness, and Internal Audit staff all provide assistance to departments in their review of programs.

Every City service or division have conducted self-assessments to develop cost and quality measures of efficiency and effectiveness. This budget publication contains many of the external measures in the departmental section. Internal measurements have also been developed and reviewed on a periodic basis by program managers. Scottsdale's culture, along with the City value of "listen, communicate, listen" stresses open communication and stakeholder involvement determining satisfaction with programs and services and in identifying areas needing added attention. An example of stakeholder assessment is Scottsdale's annual citizen survey used in measuring citizen satisfaction and establishing priorities for addressing community needs in coming budget years (included in the Appendix.)

Monitoring of the City's financial performance is required of all departmental managers on a monthly basis. Variance from budget explanations and projected impact upon year-end fund balance reporting is forwarded to the budget office. Citywide budget-to-actual expenditures, budget-to-projected revenues, cash flows, impacts to fund balance, capital project updates, grant and trust activity are reviewed and reported monthly by budget staff to City management and council. Performance measurement updates are also required of departments on a quarterly basis. All periodic financial reports and performance measurement updates are included as part of the City's intranet communication network for the benefit of all employees and management.

Amendment to the Budget

The City of Scottsdale operating budget is adopted at department level and the Capital Improvement Plan is adopted at a project level. Any transfers between departments or projects and out of contingency require City Council approval. In addition, budget changes for capital projects funded by bonds require review by the Citizens' Bond Review Commission. All requests for adjustment require justification and note explaining the fiscal impact, which is reviewed by the Budget Office, prior to approval.

Use of Operating Contingency Reserve

Operating contingency reserve fund use is defined by City financial policy: When additional funds are necessary to offset unexpected revenue shortfalls or expenditure increases so that budgeted citizen service measures can be maintained; and when unanticipated and/or inadequately budgeted events

threaten the public health or safety. All requests for use of contingency require justification and note explaining the fiscal impact, which is reviewed by the Budget Office, prior to approval.

Budgetary and Accounting Basis

Scottsdale's budget process is based upon accounting for certain transactions on a budgetary basis which is a basis other than Generally Accepted Accounting Principles (GAAP). The major differences between the budgetary and GAAP basis are:

- Certain revenues, expenditures, and transfers are not included on the budget basis, but are accrued and reported on the GAAP basis. For example, increases or decreases in compensated absences are not reported for budget basis purposes, but are presented as revenue or expenditures on the GAAP basis.
- Indirect administrative cost allocations (including in-lieu property tax and franchise fees) charges to the Enterprise Funds are accounted for as transfers in or out on the budgetary basis, but are recorded as revenues and expenses on the GAAP basis.
- Capital outlays in the Enterprise Funds are presented as expenses for budget basis, but are recorded as assets along with associated depreciation expense on the GAAP basis.
- Debt service principal payments in the Enterprise Funds are accounted for as expenses for budget purposes, but are reported as reduction of long-term debt liability on the GAAP basis.

All actual amounts in the budget document are shown on the budgetary basis to facilitate meaningful comparisons. Budgeted funds include the General, Special Revenue (Highway User Revenue Fund), Debt Service, and Enterprise funds. There are no fixed annual budgets for capital improvements, grants and trusts. Grant and Trust activity is detailed in the Appendix.

Operating and Capital Budget Relationship/ Organization

The City of Scottsdale Biennial Budget for fiscal years 1999/01 is comprised of three segments:

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

The Operating Budget includes a five-year revenue and expenditure balanced financial plan. The five-year plan covers the period 1999/00 through 2003/04 and forecasts results of operations by fund and incorporates the operating expenses of capital improvements for the period. The Operating Budget also includes fund summaries and presentations by City operating departments without regard to fund. Each department is divided into operating divisions and a summary of the budget by expenditure category is listed for each division.

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

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

Policies and Procedures

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

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

Scottsdale Comprehensive Financial Policies

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

Operating Management Policies

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

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

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

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

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

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

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

Grant funding should be considered to leverage City funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs. Programs financed with grant moneys will be budgeted in separate cost centers, and the service program will be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources will be substituted only after all program priorities and alternatives are considered during the budget process.

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

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

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

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

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

Capital Management Policies

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

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

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

4 Capital improvement lifecycle costs will be coordinated with the development of the Operating Budget. Future operating, maintenance and replacement costs associated with new capital improvements will be forecast, matched to available revenue sources and included in the Operating Budget.

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

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

Debt Management Policies

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

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

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

4 Debt Service costs (GO, MPC, HURF, Revenue Bond, and Contractual Debt) should not exceed 25% of the City's operating revenue, which includes 5% for Mountain Preservation debt service. Improvement District (ID) and Community Facility District (CFD) debt is not included in this calculation because it is paid by the property owners of the district. Separate policy criteria have been established for both ID and CFD bonds.

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

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

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

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

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

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

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

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

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

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

12 Utility rates will be set, as a minimum, to ensure the ratio of revenue to debt service meets our bond indenture requirement of 1.2/1. The City goal will be to maintain a minimum ratio of utility revenue to debt service of 1.6/1 to ensure debt coverage in times of revenue fluctuations attributable to weather or other causes and to ensure a balanced pay-as-you-go Capital Improvement Plan.

Reserve Policies

1 An Economic Stabilization Reserve will be maintained as part of the General Fund balance to help offset operating revenue sources which are most susceptible to changes in the economy. The ultimate goal is for the Economic Stabilization Reserve balance to be 10 percent of annual general governmental (General/HURF funds) operating expenditures. Reserve funds in excess of 10 percent, but not to exceed $5 million, may be used for economic investment in the community when justified by the financial return to the City.

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

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

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

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

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

7 Contingency reserves to be determined annually will be maintained to offset unanticipated revenue shortfalls and/or unexpected expenditure increases. Contingency reserves may also be used for unanticipated and/or inadequately budgeted events threatening the public health or safety. Use of contingency funds should be utilized only after all budget sources have been examined for available funds.

Financial Reporting Policies

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

2 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).

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

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

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

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

Financial Summaries

This section discusses the City's accounting and budget (fund) structure, changes in fund balances and provides financial summaries for the biennial budget as well as a five year financial forecast.

Financial Structure

Scottsdale's accounting and budget structure is based upon Governmental Fund Accounting to ensure legal compliance and financial management for various restricted revenues and program expenditures. Fund Accounting segregates certain functions and activities into separate self-balancing 'funds' created and maintained for specific purposes, (as described below). Resources from one fund used to offset expenditures in a different fund are budgeted as either a 'transfer to' or 'transfer from'. Transfers to and from funds cancel each other out when all funds are combined and presented as the City's Total Biennial Budget or Five Year Financial Plan.

The following section presents several schedules detailing Scottsdale's Total Budget Appropriation, Biennial Operating Budget, budget for each of the respective funds including Capital Improvements and Other Fiscal Activity. Following the presentation for the Biennial Budget and individual fund summaries, is a discussion about Scottsdale's Five Year Balanced Financial Plan for Operating, Capital, and other activity, as well as a five year debt service schedule. The following describes the types of funds used as part of the City's accounting and budget structure:

- **General Fund** - is the general operating fund of the City. The General Fund exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, parks and recreation, planning and economic development, general administration of the City, and any other activity for which a special fund has not been created.
- **Special Revenue Funds** - are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Examples of restricted revenues that must be spent on specific purposes are Highway User Revenue taxes, State lottery proceeds, Preserve Tax, Transporation Tax, 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.
- **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 fleet management and self-insurance activities.
- **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, Solid Waste Management services, and Airport operations.
- **Capital Project Funds** - are used to account for financial resources to be used for the acquisition or construction of major capital facilities, except those financed by Enterprise funds. The City maintains several Capital Project funds whose activity details the Capital Budget and Capital Improvement Plan.
- **Trust or Agency Funds** - are used to account for assets held by the City in a trustee capacity or as an agent for individuals, other government units, and other funds. These include expendable and non-expendable trusts, and agency funds.

Financial Summaries

Total Budget Appropriation

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Balance	**$ 179,651,622**	**$ 206,895,781**	**$ 178,361,968**	**$ 201,884,291**	**$ 93,248,395**
Operating Revenues					
Taxes - Local	111,879,838	126,563,016	142,410,390	158,305,442	171,585,000
Taxes - From Other Agencies	24,604,670	26,923,634	30,207,085	32,893,994	34,349,246
Transportation Revenues	16,489,837	16,551,363	17,709,558	18,483,556	18,939,837
Internal Service Charges	11,464,706	12,899,671	14,520,108	15,446,765	16,886,429
Licenses, Permits & Fees	15,530,779	19,435,695	18,422,802	20,415,786	20,100,536
Fines & Forfeitures	3,343,881	4,274,003	5,022,119	6,212,174	6,408,084
Interest Earnings/Property Rental	9,306,218	10,339,258	11,429,750	10,892,475	11,131,215
Utilities & Enterprises	73,300,828	77,505,428	84,313,548	91,258,717	96,060,800
Other Revenue	9,542,097	8,023,838	11,015,362	11,845,043	13,200,603
Less Internal Service Fund Offsets	(10,695,353)	(15,739,390)	(17,204,876)	(15,897,676)	(16,253,215)
Subtotal	**$ 264,767,501**	**$ 286,776,516**	**$ 317,845,846**	**$ 349,856,276**	**$ 372,408,534**
Reserve Appropriations/Carryover					
Reserve Appropriations					
Facilities Maintenance	-	-	-	1,500,000	2,000,000
Economic Investment	-	-	-	3,000,000	3,000,000
Solid Waste Management	-	-	-	500,000	500,000
Self Insurance	-	-	-	5,000,000	5,000,000
Water/Sewer Weather Reserve	-	-	-	2,000,000	3,000,000
Encumbrance/Carryover	-	-	-	10,000,000	10,000,000
Subtotal	**$ -**	**$ -**	**$ -**	**$ 22,000,000**	**$ 23,500,000**
Capital Improvement Program Revenues					
Bonds/Contracts	57,524,000	40,636,000	137,000,000	157,203,100	27,545,600
Pay-As-You-Go	26,398,967	32,901,989	42,246,056	75,090,462	26,421,304
Prior Year Carryover Funding	-	-	-	-	200,000,000
Subtotal	**$ 83,922,967**	**$ 73,537,989**	**$ 179,246,056**	**$ 232,293,562**	**$ 253,966,904**
Other Fiscal Activity Revenues					
Property Tax - Street Light Districts	463,500	472,000	500,000	500,000	500,000
Federal/State Grants	7,999,150	6,224,000	9,920,665	12,828,334	20,384,718
Trust Revenue	1,888,661	3,714,000	4,000,000	5,712,980	5,090,433
User Fees	4,482,136	4,270,000	5,874,500	3,946,799	5,848,957
Subtotal	**$ 14,833,447**	**$ 14,680,000**	**$ 20,295,165**	**$ 22,988,113**	**$ 31,824,108**
Other Sources					
GAAP Adjustments	-	1,922,068	-	-	-
Encumbrance Rebudgets	6,895,346	9,377,226	9,637,797	-	-
PC Replacement Fund	-	-	451,065	785,185	835,510
Bond Proceeds	-	-	3,000,000	-	-
Subtotal	**$ 6,895,346**	**$ 11,299,294**	**$ 13,088,862**	**$ 785,185**	**$ 835,510**
Total Sources	**$ 550,070,883**	**$ 593,189,580**	**$ 708,637,897**	**$ 829,807,427**	**$ 775,783,452**

The Total Budget Appropriation includes resources and expenditures for all operations, debt service, capital, grant and trust activity. Although we are presenting a two-year budget, Arizona statues require an annual appropriation; therefore, the City Council has formally adopted only the 1999/00 budget and will consider final approval of the 2000/01 budget next spring. Prior year actuals and current year estimates are included in these schedules to aid in comparison.

Total Budget Appropriation

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Use of Funds					
Operating Departments					
General Government	11,936,588	13,106,310	15,737,834	15,881,687	16,648,431
Police	29,076,710	33,639,625	36,952,404	39,619,268	42,539,371
Financial Services	10,496,993	13,421,681	13,110,671	12,975,263	13,739,920
Transportation	5,706,977	6,716,627	8,857,467	9,437,034	10,693,109
Community Services	30,894,104	32,089,779	36,844,514	38,019,889	41,038,203
Information Systems	4,892,034	5,489,484	7,129,443	6,640,865	7,056,624
Planning & Development	14,377,909	17,045,214	18,987,058	19,955,277	21,057,012
Fire	10,905,666	11,817,002	12,840,862	14,371,862	15,925,961
Water Resources	23,774,978	25,071,574	34,690,700	34,044,505	35,774,691
Municipal Services	25,258,140	28,340,844	33,377,051	32,682,425	34,385,628
Operating Contingency	-	-	1,436,304	2,332,197	2,313,410
Less Internal Service Fund Offsets	(10,695,353)	(15,739,390)	(17,204,876)	(15,897,676)	(16,253,215)
Subtotal	**$ 156,624,746**	**$ 170,998,750**	**$ 202,759,432**	**$ 210,062,596**	**$ 224,934,145**
Debt Service					
General Obligation Bonds	18,071,304	16,534,000	21,434,914	25,616,438	25,978,444
Revenue Bonds	6,335,033	10,033,000	11,053,039	10,542,161	9,646,093
MPC Bonds	12,115,758	11,290,000	16,118,315	17,541,809	14,903,867
Special Assessment Bonds	6,429,783	4,987,000	5,688,230	4,517,911	5,873,471
Preserve Bonds/Contractual	-	1,608,000	11,631,655	14,494,867	15,184,354
Nordstrom Garage Lease	-	-	1,751,177	3,464,600	4,076,000
Waterfront Garage Lease	-	-	-	1,019,000	1,019,000
Pima Freeway Contractual	-	-	-	5,775,000	5,778,750
All Other Contractual	1,865,883	5,575,000	3,292,678	2,003,938	722,900
Subtotal	**$ 44,817,761**	**$ 50,027,000**	**$ 70,970,008**	**$ 84,975,724**	**$ 83,182,879**
Reserve Appropriations/Carryover					
Reserve Appropriations					
Facilities Maintenance	-	-	-	1,500,000	2,000,000
Economic Investment	-	89,000	-	3,000,000	3,000,000
Solid Waste Management	-	-	-	500,000	500,000
Self Insurance	-	460,000	-	5,000,000	5,000,000
Water/Sewer Weather Reserve	400,000	-	-	2,000,000	3,000,000
Encumbrance/Carryover	-	-	-	10,000,000	10,000,000
Subtotal	**$ 400,000**	**$ 549,000**	**$ -**	**$ 22,000,000**	**$ 23,500,000**
Capital Improvement Program					
Transportation	17,737,921	30,039,630	31,869,877	55,235,500	31,661,400
Improvement Districts	55,256	59,901	4,641,233	95,598,100	899,000
Drainage/Flood Control	2,723,601	6,690,614	3,297,835	7,317,400	4,483,100
Water/Wastewater	48,106,506	112,677,110	69,122,115	109,492,500	78,998,500
Preservation	32,864,260	14,661,818	87,475,659	64,000,000	24,000,000
Community Facilities	12,294,128	4,731,618	8,206,150	43,835,100	8,602,700
Service Facilities	4,308,798	3,707,638	4,538,811	7,204,500	5,521,000
Public Safety	78,709	749,512	902,220	6,961,600	5,218,800
Contingency				5,889,800	918,800
Prior Year Carryover Budget					200,000,000
Subtotal	**$ 118,169,179**	**$ 173,317,841**	**$ 210,053,900**	**$ 395,534,500**	**$ 360,303,300**
Other Fiscal Activity					
Residential Streetlight Districts	473,428	453,200	500,000	500,000	500,000
Grants	8,353,275	6,282,000	11,920,265	12,828,334	20,384,718
Trusts	1,280,490	1,787,000	4,000,000	5,712,980	5,090,433
Groundwater Treatment Facility	896,746	1,108,739	2,750,000	2,863,163	2,899,564
Reclaimed Water Distribution System	2,070,199	1,819,507	4,000,000	1,869,577	1,949,812
Irrigation Water Distribution System	-	-	-	-	277,502
Inlet Golf Course Irrigation	-	-	-	76,159	78,000
WestWorld Golf Course Recharge/Recovery	-	-	-	136,000	144,079
Subtotal	**$ 13,074,138**	**$ 11,450,446**	**$ 23,170,265**	**$ 23,986,213**	**$ 31,324,108**
Other Uses					
Weather Reserve Adjustment	-	-	-	-	1,000,000
GAAP Adjustments	10,089,278	8,484,575	-	-	-
Subtotal	**$ 10,089,278**	**$ 8,484,575**	**$ -**	**$ -**	**$ 1,000,000**
Total Uses	**$ 343,175,102**	**$ 414,827,612**	**$ 506,953,605**	**$ 736,559,033**	**$ 724,229,432**
Ending Balance	**$ 206,895,781**	**$ 178,361,968**	**$ 201,884,292**	**$ 93,248,395**	**$ 51,554,019**

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Balance	$ 45,770,342	$ 44,780,758	$ 49,418,075	$ 63,906,662	$ 67,675,769
Revenues					
Taxes - Local					
Privilege Tax	54,529,621	61,770,519	71,551,500	80,185,165	89,126,783
Privilege Tax - Transportation	10,545,008	11,962,855	13,935,600	15,621,808	17,371,450
Privilege Tax - Preservation	10,662,579	12,168,291	14,275,000	16,002,275	17,794,530
Property Tax	24,422,250	27,956,074	29,703,722	32,814,821	32,789,589
Transient Occupancy Tax	6,493,377	7,096,268	7,027,343	7,448,984	7,895,923
Light & Power Franchise	3,484,262	3,769,152	3,967,120	4,125,805	4,332,095
Cable TV	1,274,652	1,406,459	1,527,687	1,680,456	1,848,501
Salt River Project Lieu Tax	281,804	276,228	247,418	251,129	251,129
Fire Insurance Premium	186,285	157,170	175,000	175,000	175,000
Taxes - From Other Agencies					
State Shared Sales Tax	11,870,268	12,537,094	13,399,161	14,069,119	14,631,884
State Revenue Sharing	12,734,402	14,386,540	16,807,924	18,824,875	19,717,362
Transportation					
Highway User Tax	10,844,150	10,583,681	11,345,095	11,685,448	12,036,011
Auto Lieu Tax	4,508,359	4,800,659	5,182,251	5,285,896	5,391,614
Local Trans Assistance Fund	1,137,328	1,167,023	1,182,212	1,182,212	1,182,212
Transit Funding - HB 2565	-	-	-	330,000	330,000
Internal Service Charges					
Motor Pool	8,182,231	9,366,535	10,713,841	10,932,726	11,773,885
Self Insurance	3,282,475	3,533,136	3,806,267	4,514,039	5,112,544
Licenses, Permits & Fees					
Development Permits & Fees	12,018,712	15,594,622	14,050,000	16,000,000	15,500,000
Business Licenses & Fees	1,107,118	1,107,474	1,275,640	1,301,153	1,418,257
Recreation Fees	1,604,930	1,633,691	1,747,162	1,764,633	1,782,280
WestWorld	800,019	1,099,908	1,350,000	1,350,000	1,400,000
Fines & Forfeitures					
Court Fines	2,487,242	2,206,620	2,755,805	3,265,160	3,461,070
Parking Fines	178,635	76,481	135,300	187,000	187,000
Photo Radar	375,340	1,685,202	1,825,475	2,454,475	2,454,475
Library Fines	302,664	305,700	305,539	305,539	305,539
Interest Earnings/Property Rental					
Interest Earnings	6,611,020	7,513,713	8,687,520	7,900,120	7,975,045
Property Rental	2,695,198	2,825,545	2,742,230	2,992,355	3,156,170
Utilities & Enterprises					
Water Charges	45,472,662	46,825,494	50,602,031	53,840,526	55,429,529
Sewer Charges	14,944,419	16,763,186	18,922,128	21,685,670	24,154,779
Solid Waste Management Charges	11,899,994	12,861,830	13,851,931	14,664,091	15,371,509
Airport	983,753	1,054,918	937,458	1,068,430	1,104,983
Other Revenue					
Improvement District Assessments	6,696,260	4,962,769	5,688,230	4,517,911	5,873,471
Miscellaneous	2,845,837	3,061,069	5,327,132	2,327,132	2,327,132
ADOT Repayment	-	-	-	5,000,000	5,000,000
Less Internal Service Funds Offset	(10,695,353)	(15,739,390)	(17,204,876)	(15,897,676)	(16,253,215)
Subtotal	**$ 264,767,501**	**$ 286,776,516**	**$ 317,845,846**	**$ 349,856,276**	**$ 372,408,534**
Other Sources/Transfers In					
Encumbrance Rebudget	6,895,346	9,377,226	9,637,797	10,000,000	10,000,000
Other Activity Funds					
Trust Funds	303,000	299,925	349,430	352,770	388,170
In Lieu Property Tax	-	60,306	68,923	51,830	46,731
Indirect Cost Allocation	294,384	443,386	459,379	343,460	357,663
Franchise Fee	155,004	198,882	204,848	210,000	220,000
Technology Infrastructure	-	-	451,065	453,685	455,010
Capital Improvement Funds	214,485	1,212,879	4,632,390	4,948,506	4,963,394
Bond Proceeds - WestWorld	-	-	3,000,000	-	-
Fund Reserves	-	-	-	12,000,000	12,500,000
GAAP Adjustments	-	1,922,068	-	-	-
Subtotal	**$ 7,862,219**	**$ 13,514,672**	**$ 18,803,832**	**$ 28,360,251**	**$ 28,930,968**
Total Revenues & Transfers In	**$ 272,629,720**	**$ 300,291,188**	**$ 336,649,678**	**$ 378,216,527**	**$ 401,339,502**

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Use of Funds:					
Departments					
General Government					
Legislative	478,845	496,975	547,554	569,725	591,890
City Clerk	467,895	540,329	708,865	654,403	696,833
Elections	97,667	220,123	3,591	187,518	2,615
City Attorney	2,808,282	2,964,611	3,314,334	3,571,101	3,737,017
City Auditor	485,651	495,478	720,578	627,639	654,326
City Court	2,152,498	2,185,147	2,419,022	2,551,903	2,807,387
City Manager	918,270	1,084,995	1,122,018	1,149,176	1,210,729
CAPA	1,061,361	1,106,134	1,500,699	1,407,780	1,457,633
IGR	344,433	339,553	416,638	421,006	415,026
Office of Diversity & Dialogue	-	54,255	405,729	375,191	398,855
Westworld	850,335	1,254,039	1,682,775	1,547,879	1,660,171
Human Resources Systems	2,271,351	2,364,671	2,896,031	2,818,366	3,015,949
General Government Total	11,936,588	13,106,310	15,737,834	15,881,687	16,648,431
Police	29,076,710	33,639,625	36,952,404	39,619,268	42,539,371
Financial Services	10,496,993	13,421,681	13,110,671	12,975,263	13,739,920
Transportation	5,706,977	6,716,627	8,857,467	9,437,034	10,693,109
Community Services	30,894,104	32,089,779	36,844,514	38,019,889	41,038,203
Information Systems	4,892,034	5,489,484	7,129,443	6,640,865	7,056,624
Planning & Development	14,377,909	17,045,214	18,987,058	19,955,277	21,057,012
Fire	10,905,666	11,817,002	12,840,862	14,371,862	15,925,961
Water Resources	23,774,978	25,071,574	34,690,700	34,044,505	35,774,691
Municipal Services	25,258,140	28,340,844	33,377,051	32,682,425	34,385,628
Operating Contingency	-	-	1,436,304	2,332,197	2,313,410
Less Internal Service Fund Offsets	(10,695,353)	(15,739,390)	(17,204,876)	(15,897,676)	(16,253,215)
Subtotal	**$ 156,624,746**	**$ 170,998,750**	**$ 202,759,432**	**$ 210,062,596**	**$ 224,919,145**
Debt Service					
General Obligation Bonds	18,071,304	16,534,000	21,434,914	25,616,438	25,978,444
Revenue Bonds	6,335,033	10,033,000	11,053,039	10,542,161	9,646,093
MPC Bonds	12,115,758	11,290,000	16,118,315	17,541,809	14,903,867
Special Assessment Bonds	6,429,783	4,987,000	5,688,230	4,517,911	5,873,471
Preserve Bonds/Contractual	-	1,608,000	11,631,655	14,494,867	15,184,354
Nordstrom Garage Lease	-	-	1,751,177	3,464,600	4,076,000
Waterfront Garage Lease	-	-	-	1,019,000	1,019,000
Pima Freeway Contractual	-	-	-	5,775,000	5,778,750
All Other Contractual	1,865,883	5,575,000	3,292,678	2,003,938	722,900
Subtotal	**$ 44,817,761**	**$ 50,027,000**	**$ 70,970,008**	**$ 84,975,724**	**$ 83,182,879**
Other Activity					
Reserve Appropriations	400,000	549,000	-	12,000,000	13,500,000
Encumbrance/Carryover				10,000,000	10,000,000
Subtotal	**$ 400,000**	**$ 549,000**	**$ -**	**$ 22,000,000**	**$ 23,500,000**
Total Operating Budget	**$ 201,842,507**	**$ 221,574,750**	**$ 273,729,440**	**$ 317,038,320**	**$ 331,602,024**
Other Uses/Transfers Out					
General/HURF Funds to CIP	18,623,756	15,663,351	15,310,691	17,844,360	18,911,033
Enterprise Funds to CIP	21,182,476	26,688,258	15,666,514	22,542,925	23,100,751
Water/Sewer Funds to Other Activity	673,700	768,000	875,500	998,100	-
General Fund to Other Activity - Sec 8	-	133,000	-	-	-
Fleet Management Fund to CIP	-	-	-	400,000	300,000
Preserve Tax Fund to CIP	10,662,579	10,560,082	2,643,345	1,507,408	2,610,176
Transportation Tax Fund to CIP	10,545,008	11,781,855	13,935,600	14,116,308	15,239,059
GAAP Adjustments	10,089,278	8,484,575	-	-	-
Subtotal	**$ 71,776,797**	**$ 74,079,121**	**$ 48,431,650**	**$ 57,409,101**	**$ 60,161,019**
Ending Balance					
General Fund					
Economic Stabilization Reserve	12,670,000	18,481,000	20,500,000	22,707,633	23,842,788
Facilities Maintenance Reserve	1,250,000	1,500,000	1,500,000	1,500,000	2,000,000
Unreserved	7,490,756	212,683	520,584	727,636	3,353,956
Water/Sewer Funds					
Various Reserves	8,711,102	10,111,102	13,092,481	14,671,547	17,331,776
Unreserved	6,352,111	6,352,111	8,314,140	8,314,140	8,314,140
Solid Waste Management Reserve	877,837	726,179	474,760	931,127	791,014
Fleet Management Reserve	1,160,925	2,584,000	3,955,462	3,924,341	4,359,216
Risk Management Reserve	5,661,891	7,179,000	8,464,968	10,465,078	12,825,071
Debt Service Reserve	606,136	2,272,000	7,084,267	4,434,267	4,434,267
Total Ending Balance	**$ 44,780,758**	**$ 49,418,075**	**$ 63,906,662**	**$ 67,675,769**	**$ 77,252,228**

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Fund Balance	$ 27,418,397	$ 21,410,756	$ 20,193,683	$ 22,520,584	$ 24,935,269
Revenues					
Taxes - Local					
Privilege Tax	43,544,149	52,004,717	60,346,170	68,897,699	77,832,759
Property Tax	8,146,557	9,051,669	9,669,304	11,071,505	11,846,511
Transient Occupancy Tax	6,493,377	6,640,268	7,027,343	6,081,984	6,528,423
Light & Power Franchise	3,484,262	3,769,152	3,967,120	4,125,805	4,332,095
Cable TV	1,274,652	1,406,459	1,527,687	1,680,456	1,848,501
Salt River Project Lieu Tax	281,804	276,228	247,418	251,129	251,129
Fire Insurance Premium	186,285	157,170	175,000	175,000	175,000
Taxes - From Other Agencies					
State Shared Sales Tax	11,870,268	12,537,094	13,399,161	14,069,119	14,631,884
State Revenue Sharing	12,734,402	14,386,540	16,807,924	18,824,875	19,717,362
Licenses, Permits & Fees					
Development Permits & Fees	12,018,712	15,594,622	14,050,000	16,000,000	15,500,000
Business Licenses & Fees	1,107,118	1,107,474	1,275,640	1,301,153	1,418,257
Recreation Fees	1,604,930	1,633,691	1,747,162	1,764,633	1,782,280
WestWorld	800,019	1,099,908	1,350,000	1,350,000	1,400,000
Fines & Forfeitures					
Court Fines	2,487,242	2,206,620	2,755,805	3,265,160	3,461,070
Parking Fines	178,635	76,481	135,300	187,000	187,000
Photo Radar Revenue	375,340	1,685,202	1,825,475	2,454,475	2,454,475
Library Fines	302,664	305,700	305,539	305,539	305,539
Interest Earnings/Property Rental					
Interest Earnings	3,355,505	3,458,539	5,040,620	4,540,620	4,540,620
Property Rental	2,302,814	2,479,642	2,438,750	2,691,075	2,852,540
Other Revenue					
Miscellaneous	1,015,230	1,457,928	3,700,000	1,400,000	1,400,000
ADOT Repayment	-	-	-	5,000,000	5,000,000
Subtotal	**$ 113,563,965**	**$ 131,335,104**	**$ 147,791,418**	**$ 165,437,227**	**$ 177,465,443**
Other Sources/Transfers In					
Encumb. Rebdgts/Savings Carryover	4,499,321	4,977,877	6,020,503	10,000,000	10,000,000
In Lieu Property Tax	1,565,004	1,870,843	2,136,449	2,272,781	2,251,593
Indirect Cost Allocation	5,693,352	6,271,249	7,223,192	6,746,947	7,177,414
Franchise Fee	2,994,816	3,440,329	3,657,412	4,157,666	4,370,572
Pima Freeway	-	-	-	775,000	778,750
Bond Proceeds - WestWorld/Tech Ctr	-	-	3,000,000	-	-
Facilities Maintenance Reserve	-	-	-	1,500,000	2,000,000
Economic Investment Reserve	-	-	-	3,000,000	3,000,000
Subtotal	**$ 14,752,493**	**$ 16,560,298**	**$ 22,037,556**	**$ 28,452,395**	**$ 29,578,329**
Total Revenues & Transfers In	**$ 128,316,458**	**$ 147,895,402**	**$ 169,828,973**	**$ 193,889,622**	**$ 207,043,772**

The General Fund accounts for resources devoted to finance general government services, i.e., Fire , Police, Parks, Senior Services and any other activity for which a special fund has not been created. The net difference of revenues over expenditures is used as pay-as-you-go funding for capital infrustructure, or to increase reserves/fund balance. The ending General Fund balance will increase by $6.7 million over the two year period, reflecting the City's policy commitment to maintain an Economic Stabilization Reserve equal to 10% of general governmental (general and highway user) operating expenditures. The reserve also includes $5 million, per City Financial Policy, that may be used for economic investment in the community when justified by the financial return to the city. ($3 million of this reserve is budgeted under Other Activity.)

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Use of Funds:					
Departments					
General Government					
Legislative	478,845	496,975	547,554	569,725	591,890
City Clerk	467,895	540,329	708,865	654,403	696,833
Elections	97,667	220,123	3,591	187,518	2,615
City Attorney	2,808,282	2,964,611	3,314,334	3,571,101	3,737,017
City Auditor	485,651	495,478	720,578	627,639	654,326
City Court	2,152,498	2,185,147	2,419,022	2,551,903	2,807,387
City Manager	918,270	1,084,995	1,122,018	1,149,176	1,210,729
CAPA	1,061,361	1,106,134	1,500,699	1,407,780	1,457,633
IGR	344,433	339,553	416,638	421,006	415,026
Office of Diversity & Dialog	-	54,255	405,729	375,191	398,855
WestWorld	850,335	1,254,039	1,682,775	1,547,879	1,660,171
Human Resource Systems	2,271,351	2,364,671	2,896,031	2,818,366	3,015,949
General Government Total	11,936,588	13,106,310	15,737,834	15,881,687	16,648,431
Police	29,076,710	33,639,625	36,952,404	39,619,268	42,539,371
Financial Services	5,374,529	5,966,450	7,161,281	6,808,200	7,227,614
Community Services	29,523,230	30,762,106	35,180,356	36,325,887	39,227,046
Information Systems	4,892,034	5,489,484	7,129,443	6,640,865	7,056,624
Planning & Development	14,377,909	17,045,214	18,987,058	19,955,277	21,057,012
Fire	10,905,666	11,817,002	12,840,862	14,371,862	15,925,961
Municipal Services	1,055,099	1,295,516	1,344,824	1,215,255	1,270,915
Contingency	-	-	1,436,304	2,332,197	2,313,410
Subtotal	**$ 107,141,765**	**$ 119,121,707**	**$ 136,770,366**	**$ 143,150,498**	**$ 153,266,384**
Debt Service					
Nordstrom Garage Lease	-	-	1,751,177	3,464,600	4,076,000
Waterfront Garage Lease	-	-	-	1,019,000	1,019,000
Pima Freeway	-	-	-	5,775,000	5,778,750
All Other Contracts Payable	1,599,703	5,575,000	3,027,625	1,712,380	402,186
Subtotal	**$ 1,599,703**	**$ 5,575,000**	**$ 4,778,802**	**$ 11,970,980**	**$ 11,275,936**
Other Activity					
Reserve Appropriations					
Facilities Maintenance	-	-	-	1,500,000	2,000,000
Economic Investment	-	89,000	-	3,000,000	3,000,000
Encumbrance/Carryover	-	-	-	10,000,000	10,000,000
Subtotal	**$ -**	**$ 89,000**	**$ -**	**$ 14,500,000**	**$ 15,000,000**
Total Operating Budget	**$ 108,741,468**	**$ 124,785,707**	**$ 141,549,168**	**$ 169,621,478**	**$ 179,542,320**
Other Uses/Transfers Out					
Capital Improvement Program	18,608,756	15,663,351	15,310,691	17,844,360	18,911,033
Debt Service Fund	-	955,000	5,326,350	-	-
Highway User Fund	898,124	194,000	3,188,639	2,740,799	3,592,083
Airport Fund	199,100	372,490	656,806	582,900	533,632
Self-Insurance Fund	-	500,000	500,000	-	-
Fleet Management	857,735	791,363	970,418	685,400	203,229
Other Activity - Section 8 Housing	-	133,000	-	-	-
GAAP Adjustments	5,018,916	5,717,564	-	-	-
Total Other Uses/Transfers Out	**$ 25,582,631**	**$ 24,326,768**	**$ 25,952,904**	**$ 21,853,459**	**$ 23,239,976**
Ending Fund Balance					
Economic Stabilization Reserve	12,670,000	18,481,000	20,500,000	22,707,633	23,842,788
Facilities Maintenance Reserve	1,250,000	1,500,000	1,500,000	1,500,000	2,000,000
Unreserved	7,490,756	212,683	520,584	727,636	3,353,956
Total Ending Fund Balance	**$ 21,410,756**	**$ 20,193,683**	**$ 22,520,584**	**$ 24,935,269**	**$ 29,196,744**

Highway User Fund

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenues					
Highway User Tax	10,844,150	10,583,681	11,345,095	11,685,448	12,036,011
Auto Lieu Tax	4,508,359	4,800,659	5,182,251	5,285,896	5,391,614
Local Transportation Assistance Fund	1,130,849	1,167,023	1,182,212	1,182,212	1,182,212
Miscellaneous	-	-	-	-	-
Transit Funding - HB 2565	-	-	-	330,000	330,000
Subtotal	**$ 16,483,358**	**$ 16,551,363**	**$ 17,709,558**	**$ 18,483,556**	**$ 18,939,837**
Other Sources/Transfers In					
General Fund	898,124	194,000	3,188,639	2,740,799	3,592,083
Encumbrance Rebudget	147,911	294,859	203,839	-	-
Transportation Privilege Tax	-	-	-	730,500	1,353,641
Subtotal	**$ 1,046,035**	**$ 488,859**	**$ 3,392,478**	**$ 3,471,299**	**$ 4,945,724**
Total Revenues & Transfers In	**$ 17,529,393**	**$ 17,040,222**	**$ 21,102,036**	**$ 21,954,855**	**$ 23,885,561**
Use of Funds:					
Departments					
Transportation	4,928,182	5,677,942	7,904,502	8,463,874	9,733,008
Municipal Services	7,782,486	6,304,305	8,428,888	8,694,066	9,236,808
Community Services	1,370,874	1,327,673	1,664,158	1,694,002	1,811,157
Subtotal	**$ 14,081,542**	**$ 13,309,920**	**$ 17,997,548**	**$ 18,851,942**	**$ 20,780,973**
Debt Service					
Revenue Bonds	3,103,860	3,099,000	3,104,488	3,102,913	3,104,588
Subtotal	**$ 3,103,860**	**$ 3,099,000**	**$ 3,104,488**	**$ 3,102,913**	**$ 3,104,588**
Total Operating Budget	**$ 17,185,402**	**$ 16,408,920**	**$ 21,102,036**	**$ 21,954,855**	**$ 23,885,561**
Other Uses/Transfers Out					
Fleet Management Fund	41,750	20,000	-	-	-
Capital Improvement Program	15,000	-	-	-	-
GAAP Adjustments	287,241	611,302	-	-	-
Total Other Uses/Transfers Out	**$ 343,991**	**$ 631,302**	**$ -**	**$ -**	**$ -**
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

The Highway User Fund is a special revenue fund, which is used to account for state shared revenues that must be used for transportation purposes. The City's transportation expenditures exceed the state shared revenues and additional funds are transferred from the General Fund each year support Scottsdale's transportation program. Beginning in 1998/99, the amount expected to be transferred from the General Fund increases substantially due to the City's larger commitment to transit services.

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenues:					
Transportation Privilege Tax	10,545,008	11,962,855	13,935,600	15,621,808	17,371,450
Total Revenues	**$ 10,545,008**	**$ 11,962,855**	**$ 13,935,600**	**$ 15,621,808**	**$ 17,371,450**
Use of Funds:					
Other Uses/Transfers Out					
Capital Improvement Program	10,545,008	11,781,855	13,935,600	14,116,308	15,239,059
General Fund	-	-	-	775,000	778,750
Airport Fund	-	181,000	-	-	-
Transportation Fund - Transit Program	-	-	-	730,500	1,353,641
Total Other Uses/Transfers Out	**$ 10,545,008**	**$ 11,962,855**	**$ 13,935,600**	**$ 15,621,808**	**$ 17,371,450**
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

The Transportation Privilege Tax Fund is a special revenue fund used to account for revenues collected from a voter approved 0.2% sales tax dedicated to transportation improvements. Beginning in 1999/00, a portion of the funds collected will be used to expand transit routes. A transfer to the General Fund represents repayment of interest expense associated with a short-term loan to the Arizona Department of Transportation (ADOT) which will provide for advancing the construction of a portion the state freeway system through Scottsdale.

Preservation Privilege Tax Fund

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenues					
Preservation Privilege Tax	10,662,579	12,168,291	14,275,000	16,002,275	17,794,530
Total Revenues	$ 10,662,579	$ 12,168,291	$ 14,275,000	$ 16,002,275	$ 17,794,530
Use of Funds:					
Debt Service					
Contractual Debt	-	-	-	955,247	951,447
Subtotal	$ -	$ -	$ -	$ 955,247	$ 951,447
Total Operating Budget	$ -	$ -	$ -	$ 955,247	$ 951,447
Other Uses/Transfers Out					
Capital Improvement Program	10,662,579	10,560,082	2,643,345	1,507,408	2,610,176
Debt Service Fund		1,608,209	11,631,655	13,539,620	14,232,907
Total Other Uses/Transfers Out	$ 10,662,579	$ 12,168,291	$ 14,275,000	$ 15,047,028	$ 16,843,083
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

The Preservation Privilege Tax Fund is a special revenue fund used to account for revenues collected from a voter approved 0.2% sales tax dedicated to the purchase of 35,830 acres within the McDowell Sonoran Preserve boundaries. Revenue collections and contractual debt associated with the purchases are accounted for in this fund, and the balance is transferred to the capital improvement program to fund pay-as-you-go purchases, and to the Debt Service Fund to pay debt service payments associated with bonds issued for purchases.

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Fund Balance	$ 901,071	$ 606,136	$ 2,272,000	$ 7,084,267	$ 4,434,267
Revenues					
Privilege Tax	10,985,472	9,765,802	11,205,330	11,287,466	11,294,024
Property Tax	14,432,697	18,048,426	19,401,043	20,543,316	19,943,078
Transient Occupancy Tax	-	456,000	-	1,367,000	1,367,500
Golf Course Surcharge Revenue	206,146	193,713	200,000	200,000	200,000
Contribution	80,000	80,000	80,000	80,000	80,000
Property Rental	-	-	23,480	21,280	23,630
Improvement District Fees	6,696,260	4,962,769	5,688,230	4,517,911	5,873,471
Interest Earnings	42,594	2,594	150,000	150,000	150,000
Subtotal	$ 32,443,169	$ 33,509,304	$ 36,748,083	$ 38,166,973	$ 38,931,703
Other Sources/Transfers In					
Technology Infrastructure	-	-	451,065	453,685	455,010
General Fund	-	955,000	5,326,350	-	-
Capital Improvement Funds	209,831	31,000	-	-	-
McCormick Trust Fund	303,000	297,000	349,430	352,770	350,170
Preserve Sales Tax Fund	-	1,608,209	11,631,655	13,539,620	14,232,907
Total Other Sources/Transfers In	$ 512,831	$ 2,891,209	$ 17,758,500	$ 14,346,075	$ 15,038,087
Total Revenues & Transfers In	$ 32,956,000	$ 36,400,513	$ 54,506,583	$ 52,513,048	$ 53,969,790
Use of Funds:					
Debt Service by Type					
General Obligation Bonds	14,669,469	16,534,000	17,238,776	20,543,316	19,943,078
MPC Bonds	11,791,531	11,290,000	15,135,655	16,562,201	13,920,334
Special Assessment Bonds	6,429,783	4,987,000	5,688,230	4,517,911	5,873,471
Preserve Bonds	-	1,608,000	11,631,655	13,539,620	14,232,907
Subtotal	$ 32,890,783	$ 34,419,000	$ 49,694,316	$ 55,163,048	$ 53,969,790
Total Operating Budget	$ 32,890,783	$ 34,419,000	$ 49,694,316	$ 55,163,048	$ 53,969,790
Other Uses/Transfers Out					
Solid Waste Fund	35,512	-	-	-	-
GAAP Adjustments	324,640	315,649	-	-	-
Total Other Uses/Transfers Out	$ 360,152	$ 315,649	$ -	$ -	$ -
Ending Fund Balance	$ 606,136	$ 2,272,000	$ 7,084,267	$ 4,434,267	$ 4,434,267

The Debt Service Fund is used to account for the expenditures and associated restricted revenues of general long-term debt principal and interest not serviced by enterprise funds. The major increase in debt service expense, which occurs in 1998/99 resulted from Preserve bonds issued for property acquisitions within the McDowell Sonoran Preserve boundaries. Funds are transferred to Debt Service from Preservation Privilege Tax Fund to provide for this expenditure.

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Fund Balance	$ 3,434,128	$ 5,661,891	$ 7,179,000	$ 8,464,968	$ 10,465,078
Revenues					
Property and Liability	3,153,696	3,400,824	3,681,267	4,389,039	4,987,544
Unemployment	128,779	132,312	125,000	125,000	125,000
Interest Earnings	311,986	387,619	450,000	499,500	574,425
Property Tax	1,842,996	855,979	633,375	1,200,000	1,000,000
Miscellaneous	16,168	-	-	-	-
Subtotal	$ 5,453,625	$ 4,776,734	$ 4,889,642	$ 6,213,539	$ 6,686,969
Other Sources/Transfers In					
Self Insurance Reserve	-	-	-	5,000,000	5,000,000
Fleet Management Fund	94,700	-	-	-	-
General Fund Contribution	-	500,000	500,000	-	-
Enc Rebdgts/Savings	617,971	587,683	26,019	-	-
GAAP Adjustments	-	1,922,068	-	-	-
Subtotal	$ 712,671	$ 3,009,751	$ 526,019	$ 5,000,000	$ 5,000,000
Total Revenues & Transfers In	$ 6,166,296	$ 7,786,485	$ 5,415,661	$ 11,213,539	$ 11,686,969
Use of Funds:					
Departments					
Financial Services	3,627,681	5,809,376	4,129,693	4,213,429	4,326,976
Subtotal	$ 3,627,681	$ 5,809,376	$ 4,129,693	$ 4,213,429	$ 4,326,976
Other Activity					
Self Insurance Reserve Appropriation	-	460,000	-	5,000,000	5,000,000
Subtotal	$ -	$ 460,000	$ -	$ 5,000,000	$ 5,000,000
Total Operating Budget	$ 3,627,681	$ 6,269,376	$ 4,129,693	$ 9,213,429	$ 9,326,976
Other Uses/Tranfers Out					
Fleet Management	4,461	-	-	-	-
GAAP Adjustments	306,391	-	-	-	-
Total Transfers Out	$ 310,852	$ -	$ -	$ -	$ -
Ending Fund Balance	$ 5,661,891	$ 7,179,000	$ 8,464,968	$ 10,465,078	$ 12,825,071

The Self-Insurance Fund is an internal service (cost) fund used to account for self-insurance expenditures which are in turn charged to other departments within the City based on a combination of the department's accident history and the potential for future claims. The fund balance was reduced in past years due to large liability payments and is being restored to its actuarially determined level. Therefore, the ending fund balance is expected to increase by approximately $4.4 million over the two-year period.

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Fund Balance	$ 1,392,508	$ 1,160,925	$ 2,584,000	$ 3,955,462	$ 3,924,341
Revenues					
Equipment Rental	8,182,231	9,366,535	10,713,841	10,932,726	11,773,885
Misc Revenue	261,669	297,890	-	-	-
Interest	283,803	331,609	200,000	200,000	200,000
Subtotal	$ 8,727,703	$ 9,996,034	$ 10,913,841	$ 11,132,726	$ 11,973,885
Other Sources/Transfers In					
General/Highway User Funds	857,735	791,363	970,418	685,400	203,229
Water/Sewer Funds	38,300	57,000	138,000	89,000	26,000
Solid Waste Fund	-	-	193,367	146,000	420,000
Airport Fund	4,750	-	-	-	-
HURF Fund	41,750	20,000	-	-	-
Risk Fund	4,461	-	-	-	-
Trust Fund	-	2,925	-	-	38,000
Encumbrance Rebudget	1,071,719	2,979,812	2,231,019	-	-
Subtotal	$ 2,018,715	$ 3,851,100	$ 3,532,804	$ 920,400	$ 687,229
Total Revenues & Transfers In	$ 10,746,418	$ 13,847,134	$ 14,446,645	$ 12,053,126	$ 12,661,114
Use of Funds:					
Departments					
Municipal Services					
Vehicles/Shop Equip	2,248,831	6,478,394	6,903,099	5,820,400	5,587,229
Fleet Operations	4,818,841	4,682,077	5,887,084	5,863,847	6,339,010
Fleet Projects	-	-	285,000	-	-
Subtotal	$ 7,067,672	$ 11,160,471	$ 13,075,183	$ 11,684,247	$ 11,926,239
Total Operating Budget	$ 7,067,672	$ 11,160,471	$ 13,075,183	$ 11,684,247	$ 11,926,239
Other Uses/Transfers Out					
Capital Improvement Program	-	-	-	400,000	300,000
Risk Management	94,700	-	-	-	-
GAAP Adjustments	3,815,629	1,263,588	-	-	-
Subtotal	$ 3,910,329	$ 1,263,588	$ -	$ 400,000	$ 300,000
Ending Fund Balance	$ 1,160,925	$ 2,584,000	$ 3,955,462	$ 3,924,341	$ 4,359,216

The Fleet Management Fund is an internal service (cost) fund used to account for the expenditures associated with purchasing and maintaining the City's vehicles. Replacement and operation of vehicles are assessed as internal operating costs to each department based on the quantity and type of vehicles used by the department. These charges become revenue to the Fleet Fund, while the new vehicle purchases are reflected as transfers into the fund. The fund balance varies based on the replacement schedule of the vehicles. It is sometimes necessary to build a bigger fund balance for large purchases in future years.

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -
Revenues					
Airport User Fees	983,753	1,054,918	937,458	1,068,430	1,104,983
Interest Earnings	2,731	6,560	-	-	-
Miscellaneous	-	90,116	-	-	-
Subtotal	**$ 986,484**	**$ 1,151,594**	**$ 937,458**	**$ 1,068,430**	**$ 1,104,983**
Other Sources/Transfers In					
General Fund	199,100	372,490	656,806	582,900	533,632
Transportation Privilege Tax Fund	-	181,000	-	-	-
Encumbrance Rebudget	25,249	14,725	28,344	-	-
Subtotal	**$ 224,349**	**$ 568,215**	**$ 685,150**	**$ 582,900**	**$ 533,632**
Total Revenues & Transfers In	**$ 1,210,833**	**$ 1,719,809**	**$ 1,622,608**	**$ 1,651,330**	**$ 1,638,615**
Use of Funds:					
Departments					
Transportation	778,795	1,038,685	952,965	973,160	960,101
Subtotal	**$ 778,795**	**$ 1,038,685**	**$ 952,965**	**$ 973,160**	**$ 960,101**
Total Operating Budget	**$ 778,795**	**$ 1,038,685**	**$ 952,965**	**$ 973,160**	**$ 960,101**
Other Uses/Transfers Out					
Fleet Management Fund	4,750	-	-	-	-
In Lieu Property Tax	65,004	80,900	92,078	87,867	90,496
Indirect Cost Allocation	124,646	151,260	161,809	170,303	168,018
Direct Cost Allocation	150,000	387,113	415,756	420,000	420,000
GAAP Adjustments	87,638	61,831	-	-	-
Total Transfers Out	**$ 432,038**	**$ 681,124**	**$ 669,643**	**$ 678,170**	**$ 678,514**
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -

The Airport Fund is an enterprise fund used to account for Airport operations. The intent of the fund is to charge sufficient user fees to support all costs of the operation. User fees are subsidized by the General Fund with an amount necessary to cover total airport costs. Based upon the City's Cost of Service study and full allocation of indirect costs associated with airport operations, the Airport has not been entirely self-sufficient in the past. This budget includes increases in user fees and new revenue generating activities in the future, which are expected to reduce the General Fund subsidy.

Solid Waste Fund

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Fund Balance	$ 555,801	$ 877,837	$ 726,179	$ 474,760	$ 931,127
Revenues					
Refuse Collection Charges	11,899,994	12,861,830	13,851,931	14,664,091	15,371,509
Interest Earnings	23,200	6,093	6,093	10,000	10,000
Miscellaneous Revenue	-	69,468	-	-	-
Subtotal	$ 11,923,194	$ 12,937,391	$ 13,858,024	$ 14,674,091	$ 15,381,509
Other Sources/Transfers In					
Solid Waste Management Reserve	-	-	-	500,000	500,000
Debt Service Fund	35,512	-	-	-	-
Capital Improvement Fund	4,654	34,000	-	-	-
Encumbrance Rebudget	197,029	75,190	285,690	-	-
Subtotal	$ 237,195	$ 109,190	$ 285,690	$ 500,000	$ 500,000
Total Revenues & Transfers In	$ 12,160,389	$ 13,046,581	$ 14,143,714	$ 15,174,091	$ 15,881,509
Use of Funds:					
Departments					
Financial Services	315,273	333,851	317,476	365,468	413,600
Municipal Services	9,352,883	9,580,552	10,526,156	11,088,857	11,951,666
Subtotal	$ 9,668,156	$ 9,914,403	$ 10,845,632	$ 11,454,325	$ 12,365,266
Debt Service					
MPC Bonds - Transfer Station	324,227	335,000	337,405	333,993	334,243
MPC Bonds - Recycling/Trucks	-	646,000	645,255	645,615	649,290
Future MPC Bonds - Xfer Stn. Ph 2	-	-	-	-	-
Subtotal	$ 324,227	$ 981,000	$ 982,660	$ 979,608	$ 983,533
Other Activity					
GAAP Adjustments					
Solid Waste Management Reserve	-	-	-	500,000	500,000
Subtotal	$ -	$ -	$ -	$ 500,000	$ 500,000
Total Operating Budget	$ 9,992,383	$ 10,895,403	$ 11,828,292	$ 12,933,933	$ 13,848,799
Transfers Out					
Indirect Cost Allocation	1,494,947	1,768,287	1,852,051	1,616,504	1,732,892
Fleet Management Fund	-	-	193,367	146,000	420,000
Water/Sewer Fund	102,200	-	500,000	-	-
In Lieu Property Tax	-	19,908	21,423	21,287	19,931
GAAP Adjustments	248,823	514,641	-	-	-
Total Transfers Out	$ 1,845,970	$ 2,302,836	$ 2,566,841	$ 1,783,791	$ 2,172,823
Ending Fund Balance	$ 877,837	$ 726,179	$ 474,760	$ 931,127	$ 791,014

The Solid Waste Fund is an enterprise fund used to account for all activity associated with refuse and recycle material collection and disposal. User fees cover the cost of the operation. The fund maintains a small fund balance, $500,000 of which is a budgeted reserve that could be used for unexpected expenditures within the fiscal year with City Council approval.

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Fund Balance	$ 12,068,437	$ 15,063,213	$ 16,463,213	$ 21,406,621	$ 22,985,687
Revenues					
Water Charges	45,472,662	46,825,494	50,602,031	53,840,526	55,429,529
Sewer Charges	14,944,419	16,334,586	18,547,128	21,310,670	23,779,779
Effluent Sales	215,392	305,611	375,000	375,000	375,000
Interest Earnings	2,568,095	3,237,143	2,840,807	2,500,000	2,500,000
Property Rental	106,238	72,190	-	-	-
Miscellaneous Revenue	1,366,963	1,229,223	1,627,132	927,132	927,132
Subtotal	$ 64,673,769	$ 68,127,236	$ 73,992,098	$ 78,953,328	$ 83,011,440
Other Sources/Transfers In					
Weather Reserve	-	-	-	2,000,000	2,000,000
Encumb. Rebdgts/Savings Carryover	336,146	447,080	842,383	-	-
Solid Waste Fund	102,200	-	-	-	-
CIP - Development Fees	-	1,147,879	4,632,390	4,948,506	4,963,394
Subtotal	$ 438,346	$ 1,594,959	$ 5,474,773	$ 6,948,506	$ 6,963,394
Total Revenues & Transfers In	$ 65,112,115	$ 69,722,195	$ 79,466,871	$ 85,901,834	$ 89,974,834
Use of Funds:					
Departments					
Financial Services	1,179,510	1,312,004	1,502,221	1,588,166	1,771,730
Water Resources	23,774,978	25,071,574	34,690,700	34,044,505	35,774,691
Subtotal	$ 24,954,488	$ 26,383,578	$ 36,192,921	$ 35,632,671	$ 37,546,421
Debt Service					
General Obligation Bonds	3,401,835	2,114,000	4,196,138	5,073,122	6,035,366
Revenue Bonds	3,231,173	3,519,000	7,948,551	7,439,248	6,541,505
Contracts Payable	266,180	320,000	265,053	291,558	320,714
Subtotal	$ 6,899,188	$ 5,953,000	$ 12,409,742	$ 12,803,928	$ 12,897,585
Other Activity					
Weather Reserve Appropriation	400,000	-	-	2,000,000	3,000,000
Subtotal	$ 400,000	$ -	$ -	$ 2,000,000	$ 3,000,000
Total Operating Budget	$ 32,253,676	$ 32,336,578	$ 48,602,663	$ 50,436,599	$ 53,444,006
Other Uses/Transfers Out					
In Lieu Property Tax	1,500,000	1,709,729	1,954,025	2,111,797	2,094,435
Indirect Cost Allocation	3,629,375	3,521,183	4,334,197	4,196,680	4,498,841
Franchise Fee	2,839,812	3,241,447	3,452,564	3,947,666	4,150,572
Transfer to:					
CIP	21,182,476	26,688,258	15,166,514	22,542,925	23,100,751
Fleet Management	38,300	57,000	138,000	89,000	26,000
Groundwater Treatment Facility	673,700	768,000	875,500	998,100	-
Total Other Uses/Transfers Out	$ 29,863,663	$ 35,985,617	$ 25,920,800	$ 33,886,169	$ 33,870,599
Ending Fund Balance					
Weather Reserve	100,000	1,500,000	2,000,000	2,000,000	3,000,000
Repair/Replacement Reserve	8,611,102	8,611,102	11,092,481	12,671,547	14,331,776
Unreserved Balance	6,352,111	6,352,111	8,314,140	8,314,140	8,314,140
Total Ending Fund Balance	$ 15,063,213	$ 16,463,213	$ 21,406,621	$ 22,985,687	$ 25,645,916

The Water and Sewer Utility Fund is an enterprise fund used to account for all activity associated with the City's water delivery and sanitary sewer waste disposal. User fees cover the cost of the operation, payment of debt service associated with contractual and bonded debt, and construction of new facilities.

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Proposed 1999/00	Proposed 2000/01
Source of Funds:					
Beginning Balance	$ 129,338,280	$ 155,999,185	$ 120,000,000	$ 132,115,916	$ 24,884,273
Revenues					
Bonds/Contracts					
Water/Sewer	-	20,000,000	50,000,000	-	-
General Obligation	27,500,000	20,636,000	-	25,262,900	-
Special Assessment	-	-	850,000	29,040,200	-
Municipal Properties Corporation	7,550,000	-	9,150,000	14,900,000	3,545,600
Preserve Bonds	20,500,000	-	77,000,000	64,000,000	24,000,000
Short Term Freeway Financing	-	-	-	24,000,000	-
Other	1,974,000	-	-	-	-
Pay-As-You-Go					
Water/Sewer Development Fees	18,895,755	27,463,000	32,764,450	22,694,109	21,034,304
Flood Control Contributions	3,739,589	-	4,000,000	41,361,353	1,208,500
Other Contributions	287,417	1,126,000	2,681,606	2,225,000	260,000
Hospitality Funds	-	-	-	2,000,000	2,000,000
Interest Earnings	3,044,573	4,190,000	2,800,000	1,000,000	1,000,000
Contingent Revenues	-	-	-	5,000,000	-
Miscellaneous Revenues	431,633	-	-	810,000	918,500
Unexpended Prior Year Carryover	-	-	-	-	200,000,000
Subtotal	83,922,967	$ 73,537,989	179,246,056	232,293,562	253,966,904
Transfers In					
General/HURF Funds	18,623,756	15,663,351	15,310,691	17,844,360	18,911,033
Water/Sewer Funds	21,182,476	26,688,258	15,166,514	22,542,925	23,100,751
Solid Waste Fund	-	-	500,000	-	-
Fleet Management Fund	-	-	-	400,000	300,000
Preservation Privilege Tax	10,662,579	10,560,082	2,643,345	1,507,408	2,610,176
Transportation Privilege Tax	10,545,008	11,781,855	13,935,600	14,116,308	15,239,059
RICO Funds	107,783	300,000	-	3,305,300	-
Court Enhancement Fund	-	-	-	910,000	-
PC Replacement Fund	-	-	-	331,500	380,500
Subtotal	$ 61,121,602	$ 64,993,546	47,556,150	$ 60,957,801	$ 60,541,519
Total Revenues & Transfers In	$ 145,044,569	$ 138,531,535	$ 226,802,206	$ 293,251,363	$ 314,508,423
Use of Funds:					
Transportation	17,737,921	30,039,630	31,869,877	55,235,500	31,661,400
Improvement Districts	55,256	59,901	4,641,233	95,598,100	899,000
Drainage/Flood Control	2,723,601	6,690,614	3,297,835	7,317,400	4,483,100
Water/Wastewater	48,106,506	112,677,110	69,122,115	109,492,500	78,998,500
Preservation	32,864,260	14,861,818	87,475,659	64,000,000	24,000,000
Community Facilities	12,294,128	4,731,618	8,206,150	43,835,100	8,602,700
Service Facilities	4,308,798	3,707,638	4,538,811	7,204,500	5,521,000
Public Safety	78,709	749,512	902,220	6,961,600	5,218,800
Contingency	-	-	-	5,889,800	918,800
Prior Year Carryover Budget	-	-	-	-	200,000,000
Total Capital Budget	$ 118,169,179	$ 173,317,841	210,053,900	$ 395,534,500	$ 360,303,300
Transfers Out					
Water/Sewer	-	1,147,879	4,632,390	4,948,506	4,963,394
Debt Service	209,831	31,000	-	-	-
Solid Waste	4,654	34,000	-	-	-
Subtotal	$ 214,485	$ 1,212,879	$ 4,632,390	$ 4,948,506	$ 4,963,394
Ending Fund Balance	$ 155,999,185	$ 120,000,000	$ 132,115,916	$ 24,884,273	$ (25,873,998)

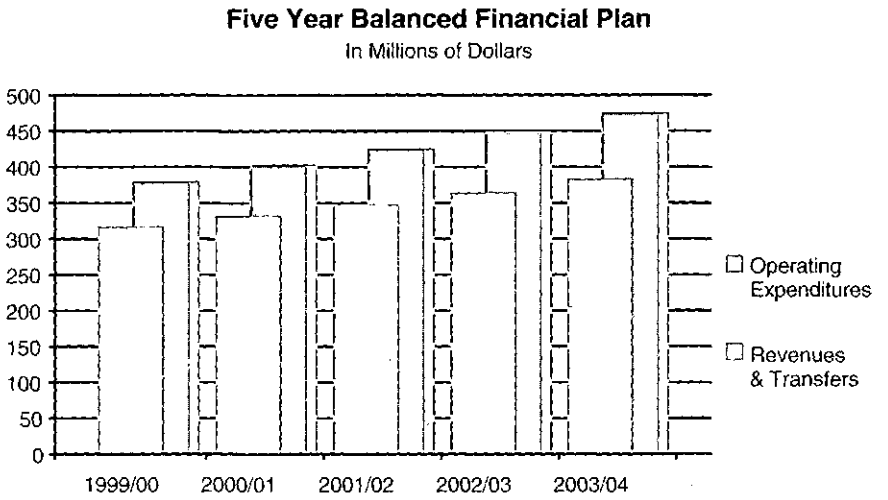
The Capital Improvement Program (CIP) Funds are used to account for all activity associated with the acquisition and construction capital facilities. Expenditures are presented on an approved budget (or total project cost) basis while revenues are presented on a cash flow basis (as revenues are expected to be received). This presentation will often result in what appears to be a negative fund balance at the end of a particular fiscal year, but as construction progress may take several years, the funds (cash flow) to pay obligations associated with the projects will not be needed until future periods. All budgets lapse at the end of the fiscal year, therefore, $200 million is planned for re-appropriation in 2000/01 for projects begun in prior years, which have not yet been completed.

	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
Source of Funds:					
Beginning Balance	$ 4,543,000	$ 6,115,838	$ 8,943,893	$ 5,861,713	$ 688,353
Revenues					
Property Tax - Street Light Districts	463,500	472,000	500,000	500,000	500,000
Federal/State Grants	7,999,150	6,224,000	9,920,665	12,628,334	20,384,718
Trust Revenue	1,888,661	3,714,000	4,000,000	5,712,980	5,090,433
User Fees	4,482,136	4,270,000	5,874,500	3,946,799	5,848,957
Total Revenue	$ 14,833,447	$ 14,680,000	$ 20,295,165	$ 22,988,113	$ 31,824,108
Other Sources/Transfers In					
General Fund	-	133,000	-	-	-
Water/Sewer Fund	673,700	768,000	875,500	998,100	-
Total Other Sources/Transfers In	$ 673,700	$ 901,000	$ 875,500	$ 998,100	$ -
Total Revenues & Transfers In	$ 15,507,147	$ 15,581,000	$ 21,170,665	$ 23,986,213	$ 31,824,108
Use of Funds:					
Other Fiscal Activity					
Residential Streetlight Districts	473,428	453,200	500,000	500,000	500,000
Community Development Block Grant	1,619,015	1,560,000	1,986,368	1,607,448	1,653,036
HOME Funds	-	-	-	268,188	269,448
Section 8 Housing	2,089,022	2,530,000	2,483,897	3,309,732	3,262,416
Grants	4,645,238	2,192,000	7,450,000	7,642,966	15,199,818
Trusts	1,280,490	1,787,000	4,000,000	5,712,980	5,090,433
Groundwater Treatment Facility	896,746	1,108,739	2,750,000	2,863,163	2,899,564
Reclaimed Water Distribution System	2,070,199	1,819,507	4,000,000	1,869,577	1,949,812
Irrigation Water Distribution System	-	-	-	-	277,502
Inlet Golf Course Irrigation	-	-	-	76,159	78,000
WestWorld Golf Course Recharge/Recovery	-	-	-	136,000	144,079
Total Budget	$ 13,074,138	$ 11,450,446	$ 23,170,265	$ 23,986,213	$ 31,324,108
Other Uses/Transfers Out					
Capital Improvement Funds	107,783	300,000	-	4,215,300	-
General Fund	449,388	702,574	733,150	605,290	624,394
Debt Service Fund	303,000	297,000	349,430	352,770	350,170
Fleet Management Fund	-	2,925	-	-	38,000
Total Other Uses/Transfers Out	$ 860,171	$ 1,302,499	$ 1,082,580	$ 5,173,360	$ 1,012,564
Ending Balance	$ 6,115,838	$ 8,943,893	$ 5,861,713	$ 688,353	$ 175,789

Other Fiscal Activity is comprised of various Trust and Agency Funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, other governmental units, and other funds. Separate funds are maintained for each of the activities budgeted as a Use of Funds above. The ending fund balance is an accumulation of the expected fund balance of each of the different funds within this group.

Five Year Balanced Financial Plan

Scottsdale's five-year forecast is a tool for intermediate-range financial planning and policy development. Two benefits of the five-year forecast are to continue our emphasis on strategic planning and to identify the capacity of the City to fund forecasted expenditure requirements (fiscal capacity). Revenue/resource forecasts are based upon the latest available economic and demographic trend data. All significant expenditure issues have also been incorporated into the forecast, e.g., employee compensation changes, City growth and CPI cost changes, and additional operational costs associated with completion of capital projects. The forecast is not intended to be an exact predictor of what each department will spend over the next five years.



Five Year Balanced Financial Plan
In Millions of Dollars

	1999/00	2000/01	2001/02	2002/03	2003/04
Operating Revenues/Transfers	$378.7	$400.7	$422.9	$445.9	$477.8
Operating Expenditures	317.0	331.6	347.2	364.5	383.4

The following graph illustrates Scottsdale's operating resources more than offset City operating expenditures (departmental operations and debt service expense) forecast for the next five years.

Resources in excess of operating expenditures are used as pay-as-you-go funding source for the capital improvement program and/or to build City reserves and fund balances. During this five year plan $330 million of forecasted resources will be used to help pay for capital project expenses. Another $52 million will be contributed to increasing City fiscal reserves and fund balances.

Budget Targets

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

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

Five Year Financial Plan - Operations

	Adopted 1999/00	Approved 2000/01	Forecast 2001/02	Forecast 2002/03	Forecast 2003/04
Source of Funds:					
Beginning Balance	$ 63,906,662	$ 67,675,769	$ 77,252,228	$ 86,715,319	$ 96,174,730
Revenues					
Taxes - Local					
Privilege Tax	80,185,165	89,126,783	98,217,715	108,137,704	119,059,612
Privilege Tax - Transportation	15,621,808	17,371,450	19,143,338	21,076,815	23,205,573
Privilege Tax - Preservation	16,002,275	17,794,530	19,609,572	21,590,139	23,770,743
Property Tax	32,814,821	32,789,589	33,619,625	34,415,376	35,412,872
Transient Occupancy Tax	7,448,984	7,895,923	8,290,719	8,705,255	9,140,517
Light & Power Franchise	4,125,805	4,332,095	4,592,021	4,913,462	5,306,539
Cable TV	1,680,456	1,848,501	1,996,381	2,156,092	2,328,579
Salt River Project Lieu Tax	251,129	251,129	251,129	251,129	251,129
Fire Insurance Premium	175,000	175,000	175,000	175,000	175,000
Taxes - From Other Agencies					
State Shared Sales Tax	14,069,119	14,631,884	15,217,159	15,825,846	16,458,879
State Revenue Sharing	18,824,875	19,717,362	21,097,578	22,152,451	23,260,179
Transportation					
Highway User Tax	11,685,448	12,036,011	12,397,092	12,769,004	13,152,075
Auto Lieu Tax	5,285,896	5,391,614	5,499,446	5,609,435	5,721,624
Local Trans Assistance Fund	1,182,212	1,182,212	1,182,212	1,182,212	1,182,212
Transit Funding - HB 2565	330,000	330,000	330,000	330,000	330,000
Internal Service Charges					
Motor Pool	10,932,726	11,773,885	11,947,686	12,545,000	13,172,324
Self Insurance	4,514,039	5,112,544	5,425,000	5,725,000	6,125,000
Licenses, Permits & Fees					
Development Permits & Fees	16,000,000	15,500,000	14,996,250	14,996,250	14,996,250
Business Licenses & Fees	1,301,153	1,418,257	1,446,622	1,475,554	1,505,065
Recreation Fees	1,764,633	1,782,280	1,800,103	1,818,104	1,836,285
WestWorld	1,350,000	1,400,000	1,400,000	1,400,000	1,400,000
Fines & Forfeitures					
Court Fines	3,285,160	3,461,070	3,668,734	3,888,858	4,122,189
Parking Fines	187,000	187,000	187,000	187,000	187,000
Photo Radar	2,454,475	2,454,475	2,485,475	2,515,475	2,535,475
Library Fines	305,539	305,539	305,539	305,539	305,539
Interest Earnings/Property Rental					
Interest Earnings	7,900,120	7,975,045	8,049,720	8,125,665	8,200,345
Property Rental	2,992,355	3,156,170	3,323,772	3,506,193	3,698,600
Utilities & Enterprises					
Water Charges	53,840,526	55,429,529	57,027,385	59,335,393	63,040,383
Sewer Charges	21,685,670	24,154,779	26,828,738	28,033,980	29,859,286
Refuse/Recycling	14,664,091	15,371,509	16,917,239	17,992,840	19,117,741
Airport	1,068,430	1,104,983	1,142,633	1,181,412	1,221,354
Other Revenue					
Improvement District Assessments	4,517,911	5,873,471	4,703,305	4,303,415	3,833,322
Miscellaneous	7,327,132	7,327,132	7,327,132	2,908,582	2,992,882
ADOT Repayment	-	-	-	5,000,000	5,000,000
Less Internal Service Funds Offset	(15,446,765)	(16,886,429)	(17,372,686)	(18,270,000)	(19,297,324)
Subtotal	**$ 350,307,187**	**$ 371,775,320**	**$ 393,228,632**	**$ 416,264,180**	**$ 442,607,250**
Transfers In					
Encumbrance Rebudget	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Trust Funds	958,060	1,012,564	1,183,953	1,221,808	1,260,223
Technology Infrastructure	453,685	455,010	-	-	-
CIP - Sewer Dev Fees	4,948,506	4,963,394	4,973,319	4,958,281	4,969,869
Fund Reserves					
Facilities Maintenance	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000
Economic Stabilization	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Solid Waste Management	500,000	500,000	500,000	500,000	500,000
Self Insurance	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Water/Sewer Weather Reserve	2,000,000	2,000,000	3,000,000	3,000,000	3,000,000
Subtotal	**$ 28,360,251**	**$ 28,930,968**	**$ 29,657,272**	**$ 29,680,089**	**35,191,529**
Total Revenues & Transfers In	**$ 378,667,439**	**$ 400,706,288**	**$ 422,885,904**	**$ 445,944,269**	**$ 477,798,779**

Five Year Financial Plan - Operations

	Adopted 1999/00	Approved 2000/01	Forecast 2001/02	Forecast 2002/03	Forecast 2003/04
Use of Funds:					
Departments					
General Government	15,881,687	16,648,431	18,183,692	19,418,489	21,195,700
Police	39,619,268	42,539,371	45,942,521	49,617,922	53,587,356
Financial Services	12,975,263	13,739,920	14,597,490	15,590,806	16,650,198
Transportation	9,437,034	10,693,109	11,489,132	12,281,772	13,128,485
Community Services	38,019,889	41,038,203	44,363,590	47,876,488	51,666,781
Information Systems	6,640,865	7,056,624	7,621,154	8,230,846	8,889,314
Planning & Development	19,955,277	21,057,012	22,741,573	24,560,899	26,525,771
Fire	14,371,862	15,925,961	17,200,038	18,576,041	20,062,124
Water Resources	34,044,505	35,774,691	39,977,435	42,090,434	44,292,155
Municipal Services	32,682,425	34,385,628	35,484,127	38,233,190	40,770,369
Operating Contingency	2,332,197	2,313,410	2,500,000	2,500,000	2,500,000
Less Internal Service Fund Offsets	(15,897,676)	(16,253,215)	(16,528,297)	(18,158,112)	(19,512,730)
Subtotal	**$ 210,062,596**	**$ 224,919,145**	**$ 243,572,455**	**$ 260,818,776**	**$ 279,755,523**
Debt Service					
General Obligation Bonds	25,616,438	25,978,444	26,074,828	26,084,139	25,797,557
Revenue Bonds	10,542,161	9,646,093	9,642,430	9,623,971	9,623,792
MPC Bonds	17,541,809	14,903,867	12,309,802	12,339,350	12,221,911
Special Assessment Bonds	4,517,911	5,873,471	4,703,305	4,303,415	3,833,322
Preserve Bonds/Contractual	14,494,867	15,184,354	15,175,723	15,167,645	15,154,565
Nordstrom Garage Lease	3,464,600	4,076,000	4,687,400	5,502,600	6,317,800
Waterfront Garage Lease	1,019,000	1,019,000	1,019,000	1,019,000	1,019,000
Pima Freeway Contractual	5,775,000	5,778,750	5,776,000	5,776,500	5,764,500
All Other Contractual	2,003,938	722,900	737,369	401,166	401,166
Subtotal	**$ 84,975,724**	**$ 83,182,879**	**$ 80,125,857**	**$ 80,217,786**	**$ 80,133,613**
Other Activity					
Reserve Appropriations					
Facilities Maintenance	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000
Economic Stabilization	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Solid Waste Management	500,000	500,000	500,000	500,000	500,000
Self Insurance	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Water/Sewer Weather Reserve	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Encumbrance/Carryover	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Subtotal	**$ 22,000,000**	**$ 23,500,000**	**23,500,000**	**23,500,000**	**23,500,000**
Total Operating Budget	**$ 317,038,320**	**$ 331,602,024**	**$ 347,198,312**	**$ 364,536,562**	**$ 383,389,136**
Other Uses/Transfers Out					
General Fund	17,844,360	18,911,033	20,059,200	20,000,000	20,000,000
Enterprise Funds to CIP	22,542,925	23,100,751	24,994,145	25,442,116	28,226,589
Water/Sewer Funds to Other Activity	998,100	-	-	-	-
Fleet Management Fund	400,000	300,000	300,000	-	-
Preserve Tax Fund	1,507,408	2,610,176	4,433,849	6,422,494	8,616,178
Transportation Tax Fund	14,116,308	15,239,059	17,281,697	19,651,201	21,697,400
Subtotal	**$ 57,409,101**	**$ 60,161,019**	**# $ 67,068,891**	**# $ 71,515,811**	**$ 78,540,167**
Ending Balance					
General Fund					
Economic Stabilization Reserve	22,707,633	23,842,788	25,291,584	26,798,864	28,459,394
Facilities Maintenance Reserve	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000
Unreserved	727,636	3,353,956	5,920,526	8,008,978	9,688,056
Water/Sewer Funds					
Various Reserves	14,671,547	17,331,776	19,077,441	20,894,829	22,822,823
Unreserved	8,314,140	8,314,140	8,314,140	8,314,140	8,314,140
Solid Waste Management Reserve	931,127	791,014	1,639,585	3,148,944	4,797,361
Fleet Management Reserve	3,924,341	4,359,216	4,947,551	5,086,890	4,852,044
Risk Management Reserve	10,465,078	12,825,071	15,090,225	17,487,819	20,106,983
Debt Service Reserve	4,434,267	4,434,267	4,434,267	4,434,267	4,434,267
Total Ending Balance	**$ 67,675,769**	**$ 77,252,228**	**$ 86,715,319**	**$ 96,174,730**	**$ 105,475,068**

	Adopted 1999/00	Approved 2000/01	Forecast 2001/02	Forecast 2002/03	Forecast 2003/04
Source of Funds:					
Beginning Balance *	**$ 132,115,916**	**$ 24,884,273**	**$ (25,873,998)**	**$ (2,090,858)**	**$ 24,045,791**
Revenues					
Bonds/Contracts					
General Obligation	25,262,900	-	-	-	-
Special Assessment	29,040,200	-	-	-	-
Municipal Properties Corporation	14,900,000	3,545,600	-	5,297,000	-
Preserve Bonds	64,000,000	24,000,000	8,000,000	-	-
Short Term Freeway Financing	24,000,000	-	-	-	-
Pay-As-You-Go					
Water/Sewer Development Fees	22,694,109	21,034,304	19,859,768	19,581,619	19,880,038
Flood Control Contributions	41,361,353	1,208,500	373,400	2,177,800	3,239,800
Other Contributions	2,225,000	260,000	250,000		
Hospitality Funds	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Interest Earnings	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Contingent Revenues	5,000,000	-	-	-	-
Miscellaneous Revenues	810,000	918,500	113,000	120,000	56,300
Prior Year Carryover	-	200,000,000	150,000,000	100,000,000	100,000,000
Subtotal	**$ 232,293,562**	**$ 253,966,904**	**$ 181,596,168**	**$ 130,176,419**	**$ 126,176,138**
Transfers In					
General Fund	17,844,360	18,911,033	20,059,200	20,000,000	20,000,000
Water/Sewer Funds	22,542,925	23,100,751	24,494,145	25,442,116	28,226,589
Solid Waste Fund	-	-	500,000	-	-
Fleet Management Fund	400,000	300,000	300,000	-	-
Preservation Privilege Tax	1,507,408	2,610,176	4,433,849	6,422,494	8,616,178
Transportation Privilege Tax	14,116,308	15,239,059	17,281,697	19,651,201	21,697,400
RICO Funds	3,305,300	-	-	-	-
Court Enhancement Fund	910,000	-	-	-	-
PC Replacement Fund	331,500	380,500	562,500	1,194,100	1,506,100
Subtotal	**$ 60,957,801**	**$ 60,541,519**	**$ 67,631,391**	**$ 72,709,911**	**$ 80,046,267**
Total Revenues & Transfers In	**$ 293,251,363**	**$ 314,508,423**	**$ 249,227,559**	**$ 202,886,330**	**$ 206,222,405**
Use of Funds:					
Transportation	55,235,500	31,661,400	30,913,100	18,398,100	19,771,200
Improvement Districts	95,598,100	899,000	-	-	-
Drainage/Flood Control	7,317,400	4,483,100	3,514,200	15,284,500	15,648,500
Water/Wastewater	109,492,500	78,998,500	20,092,400	27,956,000	49,265,100
Preservation	64,000,000	24,000,000	8,000,000		-
Community Facilities	43,835,100	8,602,700	2,244,500	3,929,900	6,974,000
Service Facilities	7,204,500	5,521,000	4,217,200	4,770,700	5,264,500
Public Safety	6,961,600	5,218,800	644,300	452,200	333,500
Contingency	5,889,800	918,800	845,400	1,000,000	1,000,000
Prior Year Carryover Budget *		200,000,000	150,000,000	100,000,000	100,000,000
Total Capital Budget	**$ 395,534,500**	**$ 360,303,300**	**$ 220,471,100**	**$ 171,791,400**	**$ 198,256,800**
Transfers Out					
Water/Sewer	4,948,506	4,963,394	4,973,319	4,958,281	4,969,869
Subtotal	**$ 4,948,506**	**$ 4,963,394**	**$ 4,973,319**	**$ 4,958,281**	**$ 4,969,869**
Ending Fund Balance *	**$ 24,884,273**	**$ (25,873,998)**	**$ (2,090,858)**	**$ 24,045,791**	**$ 27,041,527**

* Estimated for carryover of funds needed to complete multi-year projects

Five Year Financial Plan - Other Fiscal Activity

	Adopted 1999/00	Approved 2000/01	Forecast 2001/02	Forecast 2002/03	Forecast 2003/04
Source of Funds:					
Beginning Balance	$ 5,861,713	$ 688,353	$ 175,789	$ 1,721,836	$ 900,028
Revenues					
Property Tax - Street Light Districts	500,000	500,000	500,000	500,000	500,000
Federal/State Grants	12,828,334	20,384,718	22,000,000	20,930,000	21,550,000
Trust Revenue	5,712,980	5,090,433	5,500,000	5,500,000	6,000,000
User Fees	3,946,799	5,848,957	6,500,000	6,700,000	7,000,000
Total Revenue	$ 22,988,113	$ 31,824,108	$ 34,500,000	$ 33,630,000	$ 35,050,000
Other Sources/Transfers In					
Water/Sewer Fund	998,100	-	-	-	-
Total Other Sources/Transfers In	$ 998,100	$ -	$ -	$ -	$ -
Total Revenues & Transfers In	$ 23,986,213	$ 31,824,108	$ 34,500,000	$ 33,630,000	$ 35,050,000
Use of Funds:					
Residential Streetlight Districts	500,000	500,000	500,000	500,000	500,000
Community Development Block Grant	1,607,448	1,653,036	1,700,000	1,800,000	1,850,000
HOME Funds	268,188	269,448	270,000	280,000	300,000
Section 8 Housing	3,309,732	3,262,416	3,300,000	3,350,000	3,400,000
Grants	7,642,966	15,199,818	15,000,000	15,500,000	16,000,000
Trusts	5,712,980	5,090,433	5,000,000	5,500,000	6,000,000
Groundwater Treatment Facility	2,863,163	2,899,564	3,000,000	3,200,000	3,400,000
Reclaimed Water Distribution System	1,869,577	1,949,812	2,000,000	2,100,000	2,200,000
Irrigation Water Distribution System	-	277,502	500,000	500,000	500,000
Inlet Golf Course Irrigation	76,159	78,000	150,000	150,000	150,000
WestWorld Golf Course Recharge/Recovery	136,000	144,079	350,000	350,000	350,000
Total Budget	$ 23,986,213	$ 31,324,108	$ 31,770,000	$ 33,230,000	$ 34,650,000
Other Uses/Transfers Out					
Capital Improvement Funds	4,215,300	-	-	-	-
General Fund	605,290	624,394	827,123	864,548	903,563
Debt Service Fund	352,770	350,170	356,830	357,260	356,660
Fleet Management Fund	-	38,000	-	-	-
Total Other Uses/Transfers Out	$ 5,173,360	$ 1,012,564	$ 1,183,953	$ 1,221,808	$ 1,260,223
Ending Balance	$ 688,353	$ 175,789	$ 1,721,836	$ 900,028	$ 39,805

Five Year Debt Service Schedule

	Forecast 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03	Forecast 2003/04	Final Payment Date
General Obligation Bonds						
Debt Service Fund:						
1989 Series A (issued 1990)	1,302,000	-	-	-	-	06/30/00
1989 Series B (issued 1991)	1,247,130	1,232,100	1,233,600	1,236,500	1,245,500	06/30/04
1991 G.O. Refunding	764,640	-	-	-	-	06/30/00
1989 Series C (issued 1992)	1,459,418	1,431,993	1,418,980	1,418,843	1,421,080	06/30/12
1993 G. O. Refunding	998,785	1,027,515	1,013,835	1,004,870	3,145,370	06/30/09
1989 Series D (issued 1993)	1,947,593	1,590,893	1,522,393	1,504,543	1,463,623	06/30/13
1993A G. O. Refunding	1,368,708	3,423,708	3,416,818	3,416,818	1,846,818	06/30/11
1989 Series E (1994)	974,538	981,225	959,650	953,150	945,025	06/30/14
1994 Various Purpose	876,700	852,200	825,638	826,888	811,638	06/30/05
1995 G.O. Series & Pima Road	1,224,438	1,237,688	1,222,438	1,230,438	1,209,938	06/30/15
1997 Series H & Pima Road	2,299,275	2,282,650	2,266,900	2,252,000	2,245,500	06/30/16
1997 Refunding Bonds	1,061,308	1,061,308	1,061,308	1,111,308	1,139,083	06/30/14
1989 Series I (1998)	1,723,520	1,703,020	1,685,895	1,666,820	1,650,795	06/30/18
1999A	3,286,563	3,109,778	3,307,403	3,221,128	2,902,646	06/30/19
Fiscal Agent Fees	8,700	9,000	9,000	9,000	9,000	
Total Debt Service Fund	**20,543,316**	**19,943,078**	**19,943,858**	**19,852,306**	**20,036,018**	
Water Utility Fund:						
1993 Refunding	4,299,560	5,221,900	5,276,460	5,334,000	4,818,000	06/30/06
1993A Refunding	67,065	67,065	67,065	67,065	67,065	06/30/06
1993 Refunding CAB Accretion	704,497	743,401	784,445	827,768	873,474	06/30/05
Fiscal Agent Fees	2,000	3,000	3,000	3,000	3,000	
Total Water Utility Fund	**5,073,122**	**6,035,366**	**6,130,970**	**6,231,833**	**5,761,539**	
Total G.O. Bonds	**$ 25,616,438**	**$ 25,978,444**	**$ 26,074,828**	**$ 26,084,139**	**$ 25,797,557**	
Revenue Bonds						
Highway User Revenue Fund:						
1993 Refunding	3,101,913	3,103,588	3,102,800	3,109,050	3,106,306	06/30/07
Fiscal Agent Fees	1,000	1,000	1,000	1,000	1,000	
Total Highway User Fund	**3,102,913**	**3,104,588**	**3,103,800**	**3,110,050**	**3,107,306**	
Water Utility Fund:						
1992 Utility Refunding	457,153	-	-	-	-	06/30/00
1989 Series B (1992)	224,532	224,735	221,630	220,820	222,067	06/30/12
1989 Series C (1994)	143,303	140,684	140,320	137,279	136,003	06/30/05
1996 Refunding Bonds	480,322	483,251	479,809	478,437	473,594	06/30/14
Fiscal Agent Fees	2,275	3,000	3,000	3,000	3,000	
Total Water Utility Fund	**1,307,585**	**851,670**	**844,758**	**839,536**	**834,663**	
Sewer Utility Fund:						
1992 Utility Refunding	457,153	-	-	-	-	06/30/00
1989 Series B (1992)	191,268	191,441	188,796	188,106	189,168	06/30/12
1989 Series C (1994)	122,073	119,842	119,531	116,941	115,854	06/30/05
1996 Refunding Bonds	409,163	411,659	408,726	407,558	403,432	06/30/14
1989 Series D (1997)	1,495,881	1,486,444	1,475,194	1,437,131	1,424,069	06/30/22
1989 Series E (1998)	3,452,625	3,476,950	3,498,125	3,521,150	3,545,800	06/30/23
Fiscal Agent Fees	3,500	3,500	3,500	3,500	3,500	
Total Sewer Utility Fund	**6,131,663**	**5,689,835**	**5,693,872**	**5,674,385**	**5,681,823**	
Total Revenue Bonds	**$ 10,542,161**	**$ 9,646,093**	**$ 9,642,430**	**$ 9,623,971**	**$ 9,623,792**	
Other Liabilities						
General Fund - Fiscal Agent Fees	**$ 16,000**	**$ 16,000**	**$ 16,000**	**$ 16,000**	**$ 16,000**	

Five Year Debt Service Schedule

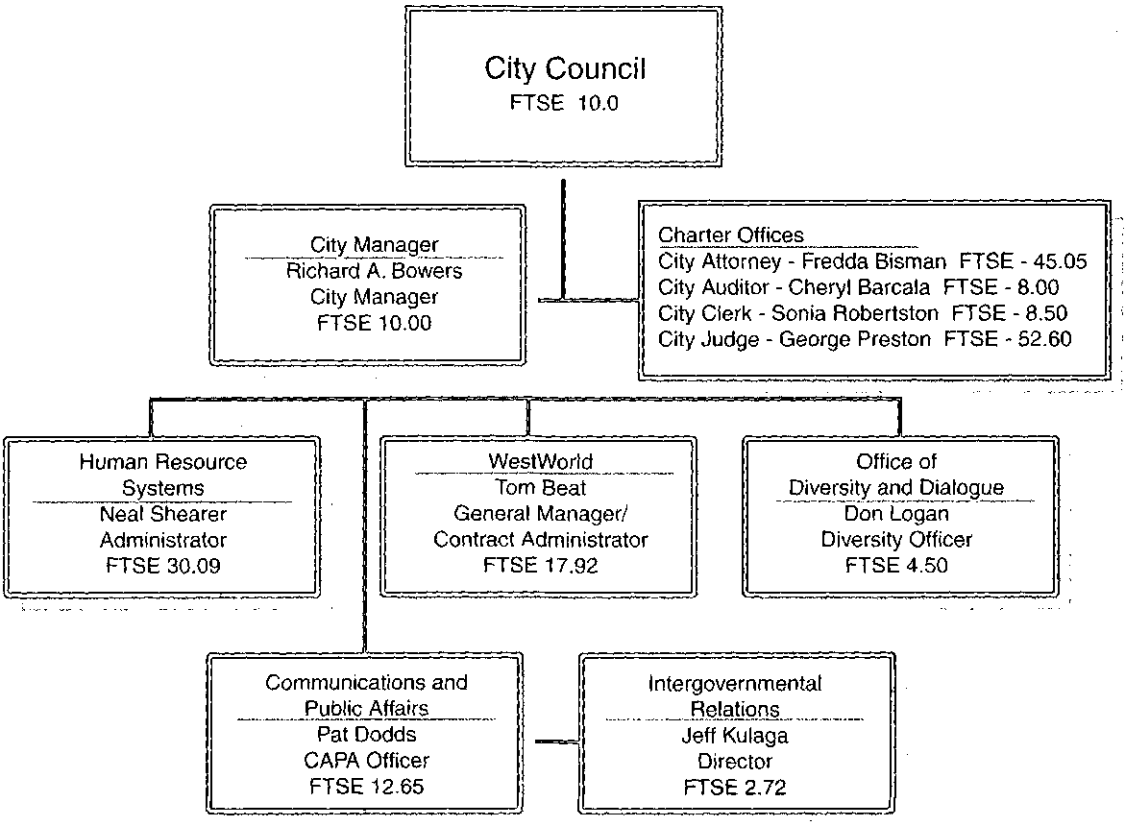
	Forecast 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03	Forecast 2003/04	Final Payment Date
Municipal Prop. Corp. (MPC) Bonds						
Excise Debt Fund:						
1987 Downtown Street Improvements	739,395	738,785	-	-	-	06/30/01
1992 Asset Transfer Refunding	3,938,205	3,952,073	3,940,910	3,946,078	3,946,945	11/01/14
1993 Refunding	4,350,888	4,362,463	4,361,956	4,378,956	4,381,513	06/30/05
1994 Refunding	1,133,978	1,131,703	1,131,133	1,132,383	1,135,620	06/30/04
1995 TPC	301,280	303,630	300,080	301,080	301,180	06/30/15
1996 McCormick/Stillman	352,770	350,170	356,830	357,260	356,660	06/30/04
1996 Computer Project	453,685	455,010	-	-	-	06/30/01
1998 Various Purposes	3,751,000	1,085,000	185,000	189,400	188,400	06/30/99
Future Bonds - Champlin Museum	124,000	124,000	125,000	125,000	-	06/30/03
Future Bonds - Desert Discover Museum	515,000	517,100	518,300	518,600	518,000	06/30/15
Future Bonds - Waterfront	642,000	640,800	638,700	640,700	641,500	06/30/15
Future Bonds - Mountain Preserve	210,000	209,600	208,900	207,900	206,600	06/30/15
Fiscal Agent Fees	50,000	50,000	50,000	50,000	50,000	
Total Excise Debt Fund	**16,562,201**	**13,920,334**	**11,816,809**	**11,847,357**	**11,726,418**	
Solid Waste Fund:						
1995 Transfer Station	333,993	334,243	338,993	337,993	341,493	06/30/10
1996 Recyc/Sanit Trucks	639,615	643,290	-	-	-	06/30/01
Fiscal Agent Fees	6,000	6,000	4,000	4,000	4,000	
Total Solid Waste Fund	**979,608**	**983,533**	**342,993**	**341,993**	**345,493**	
Total MPC Bonds	**$ 17,541,809**	**$ 14,903,867**	**$ 12,159,802**	**$ 12,189,350**	**$ 12,071,911**	
McDowell Mountain Preserve Bonds						
Series 1997A	1,655,094	1,638,281	1,619,919	1,605,006	1,588,156	06/30/22
Series 1998	5,276,526	5,286,626	5,296,026	5,299,426	5,301,826	06/30/24
Future Bonds - Senior debt	2,500,000	3,000,000	3,000,000	3,000,000	3,000,000	06/30/25
Future Bonds - Junior debt	4,100,000	4,300,000	4,300,000	4,300,000	4,300,000	06/30/25
Fiscal Agent Fees	8,000	8,000	8,000	8,000	8,000	
Total Preserve Bonds	**$ 13,539,620**	**$ 14,232,907**	**$ 14,223,945**	**$ 14,212,432**	**$ 14,197,982**	
Contracts Payable						
General Fund:						
U.S. Corps of Engineers - IBW	231,166	231,166	231,166	231,166	231,166	2032
W. Coupl./Camelv.-Fashion Square	225,642	-	-	-	-	01/31/00
Dial Corp	44,000	44,000	44,000	44,000	44,000	2008
Scottsdale Fiesta	157,372	-	-	-	-	5/99
Scottsdale Auto Mall	555,551	-	-	-	-	2000
Sonora Village	8,000	-	-	-	-	2000
US Patent Office	-	1,020	-	-	-	2009
Nordstrom Garage Lease	3,400,000	4,000,000	4,600,000	5,400,000	6,200,000	2008
Nordstrom Garage Sales Tax	64,600	76,000	87,400	102,600	117,800	2008
Pima Freeway	5,775,000	5,778,750	5,776,000	5,776,500	5,764,500	2004
BOR Administration/Westworld	-	55,000	55,000	55,000	55,000	2032
BOR Administration/TPC	55,000	55,000	55,000	55,000	55,000	2035
Future - Waterfront Garage Lease	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2007
Future - Waterfront GL Sales Taxes	19,000	19,000	19,000	19,000	19,000	2007
Future - Dave Wilson Honda	167,774	-	-	-	-	2000
Future - Sun Pontiac	82,344	-	-	-	-	2000
Future - Dave Wilson Toyota	169,531	-	-	-	-	2000
Total General Fund	**11,954,980**	**11,259,936**	**11,867,566**	**12,683,266**	**13,486,466**	

Five Year Debt Service Schedule

	Forecast 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03	Forecast 2003/04	Final Payment Date
Special Revenue Fund:						
McDowell Sonoran Preserve	955,247	951,447	951,778	955,213	956,583	2013
Total Special Revenue Fund	**955,247**	**951,447**	**951,778**	**955,213**	**956,583**	
Water Utility Fund:						
Carefree Ranch	291,558	320,714	336,203	-	-	03/01/02
Total Water Utility Fund	**291,558**	**320,714**	**336,203**	-	-	
Total Contracts Payable	**$ 13,201,785**	**$ 12,532,097**	**$ 13,155,547**	**$ 13,638,479**	**$ 14,443,049**	
Special Assessment Bonds						
Existing Districts	4,166,911	4,036,571	2,936,605	2,606,915	2,207,022	01/01/13
Future Districts	351,000	1,836,900	1,766,700	1,696,500	1,626,300	01/01/16
Total Special Assessment Bonds	**$ 4,517,911**	**$ 5,873,471**	**$ 4,703,305**	**$ 4,303,415**	**$ 3,833,322**	
TOTAL DEBT SERVICE	**$ 84,975,724**	**$ 83,182,879**	**$ 79,975,857**	**$ 80,067,786**	**$ 79,983,613**	

Departmental Budgets

This section provides information regarding all City service areas. Information includes: key trends impacting service delivery, program objectives, prior year results and outcomes, budget highlights, annual (operating) costs, staffing, and program performance measures.



Financial Highlights

The General Government budget increases $860,943 (5.7%) in 1999/00 and $766,744 (4.8%) in 2000/01. Increases are needed to maintain current service levels in the department. Highlights include the addition of a Victim's Assistance Advocate position, two Systems Integrator positions and increased outside legal support in the City Attorney's Office; conversion of twelve contract positions to regular full time and the addition of a Court Interpreter in year one, and the addition of a Probation Officer, Court Collector and two Court Services Representatives in year two; the addition of temporary labor at WestWorld to supplement the existing WestWorld workforce during peak event periods; and the addition of an Endowment Officer, clerical, and administrative support staff in Human Resource Systems.

Trends

The State Legislature continues to seek tax cuts potentially threatening cities' state shared revenues. In turn, this action may decrease city revenues used to deliver services to our citizens.

A variety of federal legislative efforts will continue to threaten cities' local authority to make decisions that best represents

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	11,936,588	13,106,310	15,020,744	15,881,687	16,648,431
% of City's Operating Total	7.13%	7.02%	7.20%	7.10%	6.98%
Full-time Staffing Equivalent (FTSE)	143.48	183.71	191.54	202.03	208.62

citizens we serve, which is consistent with previous years.

The internet will provide greater access to elected officials and put additional demands on systems for responding to citizen inquiries.

Requests for opportunities for citizens to engage in civil dialogue (Scottsdale Voices Community Conversations) have increased to an average of two sessions per month.

The workplace has become more litigious as evidenced by a 50% increase in the number of Equal Employment Opportunity (EEO) complaints.

The internet will provide greater access to elected officials and put additional demands on systems for responding to citizen inquiries.

There will be an increasing need for security services at public meetings.

Domestic Violence incidents increased by 840 cases, which results in the need for an increase in victim services.

Viewership of CityCable 11 rose between 1996 to 1998. About 11 percent of cable subscribers watched at least weekly in 1996; 17 percent watched weekly in 1998.

Departmental Objectives

Ensure citizens are involved in the City's long-range planning and policy processes.

Effectively represent the City at the regional, state, and national levels.

Provide simply better service: Emphasize our core strength: service delivery to our citizens and visitors, putting citizens first and doing common things uncommonly well.

Refine the electronic agenda packet to respond to citizen requests and suggestions.

Develop and implement an electronic law library, including a research bank.

Promote the awareness of internal controls among City management via the City Intranet and annual publications in the CityLine.

Allow customers additional access to the courts through the use of an Interactive Voice Response system and the Internet, which will allow customers the options to view their cases on-line and pay their fines electronically, which will reduce the backlog on current staff by January 2000.

Improve systems for notifying the public about construction and other activities restricting traffic, including the installation of a map-based traffic information system on CityCable 11 by December 1999.

Continue to pursue federal, state, county and other partnerships to preserve lands in our voter approved McDowell Mountain preservation areas. Specifically, advocate for increased Land and Water Conservation Fund appropriations at the federal level, and closely monitor the progress of the Growing Smarter Committees at the state level.

Continue to meet with the equestrian and business community to help implement the Business Plan strategies, and continue to shape and guide the future of WestWorld.

Strengthen the voices of citizens in promoting deliberative dialogue on citywide issues.

Prior Year Results and Outcomes

Inaugurated a new opportunity for citizen involvement through the introduction of "Information Workshops". Three workshops were held this past year.

Full text of Council Action Reports available to citizens and staff via the Internet.

The Victim Assistance Program integrated its services with other community resources to promote public safety and to address healthy development of our youth, families and community. The Victim Assistance Program was awarded an increase in grant funding to support an additional staff member and to develop an informational video in effort to better serve crime victims.

Continued to expand and implement an annual review of the cost-of-services to ensure accurate, timely, and fair distribution of costs to provide information to various departments.

Took a lead role in improving clarity of citizen communications by hosting staff workshops with an expert on writing for the public and writing for the internet, and by providing significant graphics and other assistance to City departments.

General Government

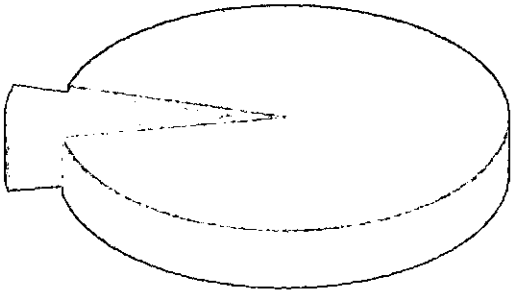
Launched the Scottsdale Citizen Magazine and improved coordination of the City's external communications tools by providing internet and e-mail addresses in City publications, promoting CityCable 11 programs on timely issues and ensuring current traffic information is available through the news media, CityCable, PRIDE, the Scottsdale Citizen, the internet site and other sources.

Developed and implemented a comprehensive, citywide performance measurement reporting system that improved the quality of performance measures, standardized the format for reporting performance, and linked all department measures on the City's intranet.

Completed the public input process to develop and implement the WestWorld Business Plan.

Expanded our community outreach efforts on a regional basis through partnerships with NAACP, Hispanic chamber of Commerce, Black Chamber of Commerce, AZ Hate Crime Advisory Board, ICCD Board, etc.

General Government Represents
7.10% of the City's Operating Budget



	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	7,663,019	8,992,100	9,973,516	10,766,566	11,552,345
Contractual Services	3,236,582	3,222,475	3,855,640	4,153,446	4,097,482
Commodities	763,108	667,723	982,304	700,834	746,675
Capital Outlay	273,879	224,012	209,284	260,841	251,929
Total	11,936,588	13,106,310	15,020,744	15,881,687	16,648,431
Expenditures By Division					
City Council	478,845	496,975	542,996	569,725	591,890
City Manager	918,270	1,084,995	1,117,370	1,149,176	1,210,729
City Clerk	467,895	540,329	614,186	654,403	696,833
Elections	97,667	220,123	3,591	187,518	2,615
City Attorney	2,808,282	2,964,611	3,223,302	3,571,101	3,737,017
City Auditor	485,651	495,478	644,465	627,639	654,326
City Court	2,152,498	2,364,671	2,348,698	2,551,903	2,807,387
Communications and Public Affairs	1,061,361	1,106,134	1,446,699	1,407,780	1,457,633
Intergovernmental Relations	344,433	339,553	370,808	421,006	415,026
Human Resource Systems	2,271,351	2,385,433	2,672,156	2,818,366	3,015,949
WestWorld	850,335	1,254,039	1,680,744	1,547,879	1,660,171
Office of Diversity and Dialogue	-	54,255	355,729	375,191	398,855
Total	11,936,588	13,106,310	15,020,744	15,881,687	16,648,431
Staffing					
Authorized Positions	139.50	167.4	174.81	194.49	200.99
Contractual	2.10	14.13	13.00	3.90	4.00
Overtime	1.88	2.18	3.73	3.64	3.63
Full-time Staffing Equivalent (FTSE)	143.48	183.71	191.54	202.03	208.62

Represent the City of Scottsdale at all levels of government by promoting positive and cooperative relations, in an effort to advance Scottsdale's objectives and policies.

Trends

As Scottsdale continues to grow and mature, the variety of challenges facing the City Council will expand.

Program Objectives

Represent the interests of citizens by establishing city policy and adopting ordinances.

Ensure the most timely and effective means for communicating with citizens and staff.

Ensure citizens are involved in the City's long-range planning and policy processes.

Effectively represent the City at the regional, state, and national levels.

Review and adopt a biennial budget.

Prior Year Results and Outcomes

Continued Scottsdale's tradition of national regional leadership with key appointments on the Arts, Culture and Recreation Committee of the U.S. Conference of Mayors, NLC Transportation Infrastructure and Services Steering Committee, National League of Cities Communication Committee, and the NLC Environment, Energy, and Natural Resources Committee.

In conjunction with the Transportation Department, played a key role in assisting the Mayor and Council to convince members of the Arizona Congressional Delegation to request a significant federal funding increase in Federal Transportation Funds.

Councilman Robert Pettycrew and Councilwoman Mary Manross discuss desert preservation with Bob Cafarella, Preservation Director.

Significant Expenditure and Staffing Changes

The City Council budget increases $26,729 (4.9%) in 1999/00 and $22,165 (3.9%) in 2000/01. This budget supports the current service level for this program.

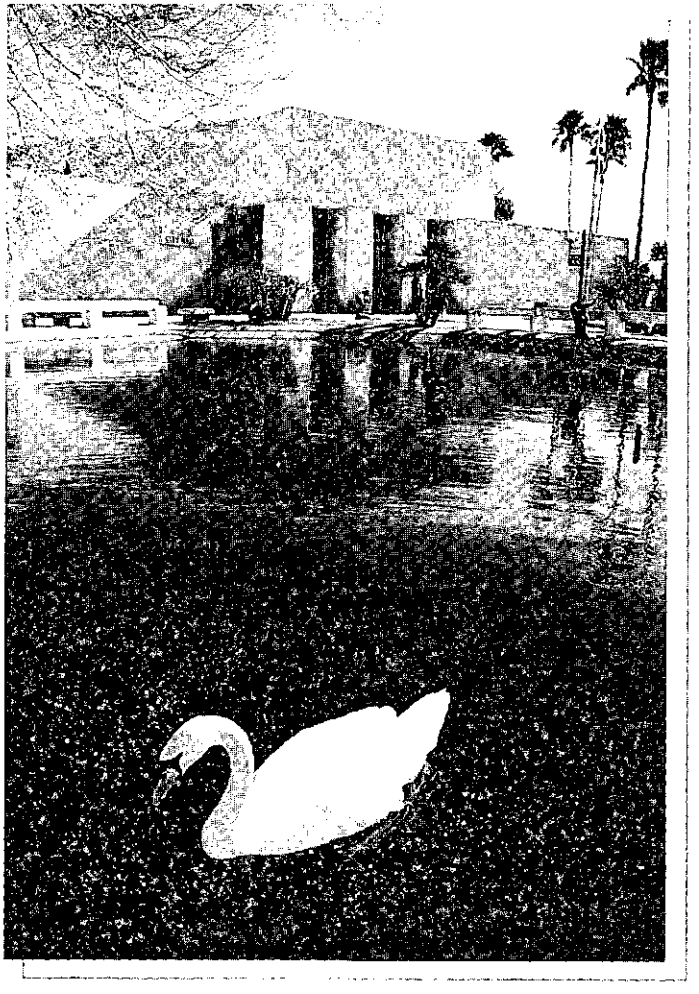
	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	300,692	329,561	320,589	321,559	334,431
Contractual Services	143,554	137,499	191,004	206,229	214,520
Commodities	22,139	24,693	22,691	25,825	26,187
Capital Outlay	12,460	5,221	8,712	16,112	16,752
Total	478,845	496,975	542,996	569,725	591,890
Staffing					
Authorized Positions	10.00	10.00	10.00	10.00	10.00
Overtime	-	-	-	-	-
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	10.00	10.00	10.00	10.00	10.00

Goal: Set policies that provide quality services and protect the public's health, safety, and welfare.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Maintain 95% citizen satisfaction with City services.	% of citizens who rate City services as "good" or "very good"	95%	95%	96%	95%	95%

Goal: Encourage citizen involvement in the City's policy-setting process.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Establish advisory bodies as needed to assure citizen input.	# of citizens serving on boards, commissions & task forces	n/a	174	174	174	174



Scottsdale City Hall, also known as the Kiva, is named after a Pueblo Indian ceremonial meeting place. Public hearings are conducted here to listen and discuss issues affecting Scottsdale citizenry.

To provide leadership necessary for the implementation of City Council policies, the provision of effective and efficient services to citizens and the administration of the organization.

Trends

There will be an increase in the number and type of public meetings.

The internet will provide greater access to elected officials and put additional demands on systems for responding to citizen inquiries.

There will be an increasing need for security services at public meetings.

The trend will be toward the creation of more Citizen Boards and Commissions, Task Forces, and Committees.

Program Objectives

To provide simply better service: Emphasize our core strength: service delivery to our citizens and visitors, putting citizens first and doing common things uncommonly well.

To actively listen to our citizens: Proactively seek opportunities for informed community dialogue and involvement.

To be a learning organization: Develop high performing, learning organization that adapts and excels in a rapidly changing world.

To be the best place to live: Preserve the quality of everyday life and sense of community through the promotion of safe and healthy neighborhoods and the positive development of people of all ages.

To be safe and secure: Be proactive in the pursuit of community security and public safety through the integration of City and community resources.

To be economically healthy: Continue to strengthen our economic and fiscal vitality.

To be a travel-wise community: Aggressively facilitate improvements in our transportation systems.

To be a sustainable community: Implement a strategic approach to land-use, open-space, infrastructure and development; to preserve and enhance the unique character of Scottsdale.

To be a smart community: Scottsdale will be nationally recognized as a Smart Community, fully embracing the capabilities and opportunities of the Information Age.

Prior Year Results and Outcomes

Assisted the 1999 Charter Commission's Council-directed review of the City Charter for the May 1999 Ballot to put important questions to the voters regarding elections and mountain preserve.

Assisted the Elections Task Force in bringing to the City Council a final report on Vote by Mail Program.

Assumed leadership role in working with the Army Corps of Engineers on the Desert Greenbelt/Pima Freeway issue.

Inaugurated a new opportunity for citizen involvement through the introduction of "Information Workshops". Three workshops were held this past year.

Redesigned Board and Commission application process.

Completed publication and implementation of the 1997/99 Strategic Plan.

Completed a comprehensive review of the 1995/97 Strategic Plan Outcomes and Accomplishments.

Conducted Orientation for two new City Councilmembers.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	783,241	925,996	937,836	965,602	1,008,694
Contractual Services	100,580	116,074	140,623	147,472	162,346
Commodities	24,400	32,553	32,135	32,074	35,501
Capital Outlay	10,049	10,372	6,776	4,028	4,188
Total	918,270	1,084,995	1,117,370	1,149,176	1,210,729
Staffing					
Authorized Positions	10.60	11.00	10.00	10.00	10.00
Overtime	-	-	-	-	-
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	10.60	11.00	10.00	10.00	10.00

Significant Expenditure and Staffing Changes

The City Manager's budget increases $31,806 (2.8%) in 1999/00 and $61,553 (5.4%) in 2000/01. This budget supports the current service level for this program.

Goal: Implement all strategies identified in the City Manager's Critical Objectives and Strategies document on or before the scheduled deadline.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Conduct strategy review sessions with assigned staff on a monthly basis	% of strategies completed on or before due date	100%	100%	100%	100%	100%

Goal: Maintain ratio of City staff to citizens and cost per capita while achieving 95% citizen satisfaction with City services per the annual citizen survey.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Continue to review, evaluate, and improve citywide process management to ensure that the relationship between the cost and the services reflects a quality dividend.	Full-time staffing equivalents per 1,000 citizens	9.51	9.51	9.35	9.32	9.22
	Inflation adjusted cost per capita	$610	$646	$663	$661	$659
	% change per capita	0.1%	5.9%	2.6%	-0.3%	-0.3%
Strategy: Provide a forum for citizens to engage in dialogue on citywide issues.	% of citizens rating City services "good" or "very good".	95%	95%	96%	95%	95%

Goal: Maintain excellent working relationships with other governments in the Phoenix Metropolitan area.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Maintain city representation on regional boards (e.g. MAG, AMWA, ACMA, ADOT, GPEC, etc.)	% of respondents agreeing the City Manager maintains excellent working relationships with other city governments	100%	100%	100%	100%	100%

Our mission is to exceed our customers' expectations through increased interaction, expanded services, technological improvements, and continuous learning.

Trends

Requests for electronic information increasing daily.

Processing of passport applications increased almost 50% over a 4-year period, with a 25% increase in 1998 over 1997. A significant increase is again expected in 1999.

Program Objectives

Complete conversion of historical records into the document management system.

Encourage use of electronic City Code by staff and study in-house electronic codification of ordinances for City Code.

Refine the electronic agenda packet to respond to citizen requests and suggestions.

Prior Year Results and Outcomes

Full text of Council Action Reports available to citizens and staff via the Internet.

Ordinances (except changes in zoning of a particular piece of property) are submitted electronically to City Clerk's office and, in turn, to vendor who produces City Code.

Developed a desktop application to provide numbers for ordinances, resolutions and contracts, replacing hand written log books.

Continued progress on inputting documents into Document Imaging System. All ordinances, all resolutions; all contracts and all minutes are now on-line.

Significant Expenditure and Staffing Changes

The City Clerk's budget increases $40,217 (6.5%) in 1999/00 and $42,430 (6.5%) in 2000/01. Increases maintain current service levels while addressing training required for new Technical Coordinator. A new process for board/commission appointments will require additional staff hours and realigning duties.

Did You Know?

There are 23 boards and commissions involving 164 citizen members.

The City Council agendas and meeting minutes and the Scottsdale Revised City Code can be found on the City's website @ www.ci.scottsdale.az.us.

The City Clerk's office processed more than 5,100 passport applications in fiscal year 1998/99.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	344,237	364,106	391,538	399,690	416,572
Contractual Services	105,243	126,947	176,551	185,342	200,864
Commodities	9,429	16,979	33,513	29,867	30,586
Capital Outlay	8,986	32,296	12,584	39,504	48,811
Total	467,895	540,329	614,186	654,403	696,833
Staffing					
Authorized Positions	7.30	8.50	8.50	8.50	8.50
Overtime	.09	.09	.09	-	-
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	7.39	8.59	8.59	8.50	8.50

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

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Provide accurate transcriptions of City Council meeting minutes that meet legal requirements.	Average # of days between meeting and transcription of minutes	n/a	3 days	3 days	3 days	3 days
	% of minutes transcribed within seven days	n/a	100%	100%	100%	100%
Strategy: Post legal notices at least 24 hours in advance of the meeting as required by law.	# of legal postings	n/a	590	530	580	640
	Cost per legal posting	n/a	$4.78	$2.00	$2.20	$2.40
Strategy: Publish documents in accordance with statuory requirements.	% of legal notices posted within 24 hour requirement	n/a	99.99%	100%	100%	100%
Strategy: Post Council Actions on the internet.	% of Council Actions placed by the Friday before the scheduled meeting	n/a	n/a	100%	100%	100%
Strategy: Provide Council agendas for citizens at least 24 hours prior to scheduled meeting.	# of meetings	n/a	63	63	63	63
	# of hours to prepare agenda	n/a	n/a	252	277	304
	# of amended agendas	n/a	7	6	7	8

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

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Scan permanent documents.	# of documents scanned	n/a	6,469	10,800	8,100	6,100
	% of documents scanned within one week of meeting	n/a	n/a	100%	100%	100%
Strategy: Distribute legal services submitted (i.e., wage assignments, claims, etc.) to appropriate departments within 1 day of receipt.	% of legal services accepted with notification to appropriate department within 1 day of receipt	n/a	100%	100%	100%	100%
	# of legal services accepted	n/a	289	300	330	355

Goal: Provide a convenient location for citizens to apply for passports.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Process requests for passports the same day they are received.	# of passports processed	n/a	4,106	4,472	4,919	5,411
	# of hours spent on processing	n/a	945	945	945	945
	Cost per document processed	n/a	$3.49	$3.75	$4.03	$4.33
	% of citizens served within 30 minutes	n/a	n/a	100%	100%	100%

Encourage Scottsdale citizens to participate in the democratic process by preserving the integrity of the election process to foster voter confidence.

Trends

Average increase of 28% in early voting since May, 1995.

Program Objectives

Conduct elections in a fair and impartial manner and in accordance with statutory requirements.

Prior Year Results and Outcomes

Conducted five elections: March and May 1998 Regular, September 1997 Special, November 1998 Special, and May 1999 Special.

Three council members elected — March & May 1998.

Voters approved four propositions regarding preserve lands, adoption or readoption of general plan amendments, and an adjustment to permanent expenditure base — November 1998. In May 1999, voters approved Charter amendments and decided a referendum issue.

Did You Know?

You may request a ballot to be mailed to your home for any election.

Fifty-five percent of our population is registered to vote and the average voter turnout for the last four elections was 28.8%.

Significant Expenditure and Staffing Changes

The Elections budget increases $183,927 in 1999/00 and decreases $184,903 in 2000/01. This variation is due to the regular election schedule, which occurs every other year. Special elections are not routinely budgeted.

Expenditures By Type

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Personal Services	2,049	14,193	-	-	-
Contractual Services	92,948	204,103	1,655	182,661	1,568
Commodities	87	877	-	3,850	-
Capital Outlay	2,583	950	1,936	1,007	1,047
Total	97,667	220,123	3,591	187,518	2,615

Goal: To provide a fair, effective and efficient municipal election process in accordance with all election laws that enables citizens to participate in the democratic process.

Strategy: Increase voter turnout while maintaining or reducing election costs.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Cost per registered voter per election	n/a	$0.66	$0.54	$0.75	n/a
% of total population registered to vote	n/a	58.7%	56.0%	58.5%	n/a
% of registered voter turnout	n/a	18.8%	47.3%	49.3%	n/a
# of elections held	n/a	3	2	2	n/a

The City Clerk's office registers citizens to vote and facilitates all municipal elections.

As professionals, we assist in dispute resolution and provide timely, accurate, high quality legal advice to the City Council, City Manager, Charter Officers, City departments, boards and commissions.

Trends

Increased focus on the City's older neighborhoods generates the need for legal expertise in new areas of law, such as redevelopment and redevelopment financing, historic preservation, and affordable housing.

Dramatic increases in information and need for technology to manage information efficiently.

Number of police officers increases every year, which impacts the workload of the Prosecution Division.

Domestic Violence incidents increased by 840 cases, which results in the need for an increase in victim services.

Program Objectives

Attorneys will provide legal advice within their areas of expertise and each will respond to the legal issues arising from their assigned City departments and/or assigned City projects.

Develop expertise in new areas to meet the changing needs and critical objectives of the City.

Provide training seminars on legal issues.

Use legal assistants, interns, and volunteers to assist with legal services.

Develop and implement an electronic law library, including a research bank.

Achieve successful resolution of criminal misdemeanor cases.

Continued integration of prosecution with police, court and related agencies.

Process 100% of invocation forms received before scheduled court date.

Prior Year Results and Outcomes

Participation in the Criminal Justice Team (Police Department, Court, and Prosecution) resulted in substantial progress toward integration of the three automation systems; development of process improvements, and enhanced exchange of information for budget purposes.

The City Attorney's Office continued to provide business and legal advice to the Mayor and City Council, City Manager, and all City departments, developed expertise to serve new programs, including historic preservation, and maintained cost of outside legal services.

The Victim Assistance Program integrated its services with other community resources to promote public safety and to address healthy development of our youth, families and community. The Victim Assistance Program was awarded an increase in grant funding to support an additional staff member and to develop an informational video in effort to better serve crime victims.

Significant Expenditure and Staffing Changes

The City Attorney's budget increases $347,799 (10.8%) in 1999/00 and $165,916 (4.6%) in 2000/01. Increases include a $200,000 adjustment in 1999/00 to the Legal Services account, to reflect previous five year's expenditures and assist with tracking and auditing purposes. This budget also includes the addition of three positions; one System's Integrator in the Prosecution Division beginning July 1, 1999, one System's Integrator in the Civil Division beginning January 1, 2000, and one part-time Victim's Assistance Program Advocate position beginning July 1, 1999 converted to full-time July 1, 2000. These additions are required to maintain current service levels.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	2,011,127	2,406,541	2,602,431	2,739,073	2,918,787
Contractual Services	612,920	439,004	505,829	693,134	702,847
Commodities	107,582	59,862	59,440	69,030	64,080
Capital Outlay	76,653	59,203	55,602	69,864	51,303
Total	2,808,282	2,964,611	3,223,302	3,571,101	3,737,017
Staffing					
Authorized Positions	34.00	40.20	42.22	44.72	45.22
Overtime	.06	.06	.06	.04	.04
Contractual	-	-	-	.29	.29
Full-time Staffing Equivalent (FTSE)	34.06	40.26	42.28	45.05	45.55

Goal: Achieve successful resolution of criminal misdemeanor cases.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Cases successfully completed, guilty verdicts, pleas, diversion.	% of cases successfully completed	n/a	99.00%	98.80%	99.00%	99.00%
Strategy: Fully prepare cases (citation and long form) within 4 days of pretrial.	% of case files prepared withing 4 days of pretrial	98.5%	95.00%	97.20%	98.00%	99.00%
Strategy: All motions and appeals timely responded to within the rules.	% of motions and appeals filed timely	64.5%	73.20%	85.40%	90.00%	95.00%
Strategy: Process long forms through review and filing decision within 30 days.	% of long forms processed within 30 days	36.4%	22.90%	54.40%	70.00%	90.00%

Goal: When possible, reduce the cost of legal services through technology and use of legal assistants, interns, and volunteers.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Use legal assistants, interns, and volunteers to assist with legal services.	# of hours attorney time able to be reallocated by using legal assistants and interns	n/a	488.5 (Jan-Jun '98)	1,932	1,832	1,832
	# of hours of attorney time able to be realloacted by using law clerks and volunteer lawyers	n/a	72 (Jan-April '98)	300	320	320

Goal: To continually assist victims throughout the misdemeanor criminal justice process in a timely manner.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Prepare and send 100% of victim notices for citation and long-form submittals within 5 days of receiving the police report.	# of victim notices mailed	n/a	n/a	1,049	1,153	1,153
	% of notices mailed within 5 days	n/a	n/a	85%	90%	90%
Strategy: Follow-up with 100% of victims with telephones within 5 days of sending victim notices.	# of victims that can be contacted by phone	n/a	n/a	841	925	925
	% of victims with phone contacted within 5 days	n/a	n/a	71%	80%	90%
Strategy: Process 100% of invocation forms received before scheduled court date.	# of invocation forms received	n/a	n/a	370	407	407
	% of invocation forms filed before scheduled court date	n/a	n/a	90%	95%	97%

Goal: Provide expertise to handle or assist with all major legal issues facing the City.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Attorneys will provide legal advice within their areas of expertise and each will respond to legal issues arising from their assigned City departments and/or assigned City projects.	# of hours spent providing legal advice	n/a	n/a	13,997	17,388	17,388
	# of ordinances/resolutions reviewed	299	299	284	300	300
	# of contracts reviewed	258	175	200	230	230

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

Trends

Increase in services provided (i.e., Property Disposition Hearing Officer).

Increase in activities due to Y2K.

Increase in number of contracts and services to be audited.

Increase in computer applications to be replaced (i.e., Utilities, Fleet, CAD).

Increase in re-engineering efforts (i.e., Parking System, Performance Measures).

Increased interest in establishing the cost of services when developing or implementing fees.

Program Objectives

Implement a risk orientation process in the allocation of resources and in the performance of audits and evaluations.

Ensure that technically competent, professional staff via professional development plans and annual, relevant continuing professional education complete all audits.

Foster trust, teamwork, and participation with City management and staff to facilitate the development of useful recommendations.

Ensure that the duties of False Alarm Hearing Officer, Taxpayer Resolution Hearing Officer, and Property Disposition Hearing Officer meet all required City regulations and professional standards.

Promote the awareness of internal controls among City management via the City Intranet and annual publications in the CityLine.

Prior Year Results and Outcomes

Developed a procedure for the Property Disposition Hearing Officer function as required by Ordinance.

Continued to serve as Hearing Officer for False Alarms and Tax Resolutions as required by Ordinance.

Continued to expand and implement an annual review of the cost-of-services to ensure accurate, timely, and fair distribution of costs to provide information to various departments.

Significant Expenditure and Staffing Changes

The City Auditor's budget decreases $16,826 (2.6%) in 1999/00 and increases $26,687 (4.3%) in 2000/01. This budget supports the current service level for this program.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	389,921	426,751	543,111	506,351	529,127
Contractual Services	42,547	27,516	66,366	78,516	81,270
Commodities	5,842	19,446	24,340	36,730	37,647
Capital Outlay	47,341	21,765	10,648	6,042	6,282
Total	485,651	495,478	644,465	627,639	654,326
Staffing					
Authorized Positions	7.00	8.00	8.00	8.00	8.00
Overtime	.29	.29	.29	-	-
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	7.29	8.29	8.29	8.00	8.00

Goal: Provide City management with timely, professional, value-added, and independent analysis of City activities through audits or evaluations to promote the effective and efficient delivery of services.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Use a risk orientation in the allocation of resources and in the performance of audits and evaluations (efficiency and effectiveness).	Complete a Citywide risk analysis prior to the development of the annual audit plan	n/a	n/a	100%	100%	100%
	For audits and evaluations, develop and document a risk matrix, and cross-reference it to the audit program prior to the initiation of fieldwork	n/a	n/a	100%	100%	100%
	Address material risk exposures identified during the course of fieldwork with a recommendation to management structured to mitigate the risk	n/a	100%	100%	100%	100%
Strategy: Ensure that all audits are completed by technically competent professional staff (quality and effectiveness).	Staff will complete at least 40 hours of relevant continuing professional education annually	n/a	100%	100%	100%	100%
	Prepare and present twelve computer-focused training modules to audit staff each year	n/a	n/a	90%	90%	90%
	All staff will have a professional development plan leading to or supplementing certification	n/a	100%	100%	100%	100%
Strategy: Foster trust, teamwork and participation with City management and staff to facilitate the development of useful recommendations (quality).	Discuss audits and evaluations with cognizant management & incorporate desired issues into the audit program whenever possible	n/a	100%	100%	100%	100%
	Discuss findings with management prior to the conclusion of fieldwork	n/a	100%	100%	100%	100%
	Provide draft reports to management for review and input	n/a	100%	100%	100%	100%
Strategy: Respond to management requests for audit services in a timely manner (effectiveness).	Issue all automated system development interim reports (White Papers) within five days of phase completion or identification of a material issue	n/a	95%	95%	95%	95%
	Complete fieldwork and initial draft reports by the due date established in the engagement letter	n/a	95%	95%	95%	95%
	Complete audits and evaluations within budget allocatios with not greater than a 10% variance	n/a	n/a	100%	100%	100%
	Evaluate all projects prior to the start of fieldwork for the potential to use computer-aided audit techniques	n/a	n/a	100%	100%	100%

Provide an accessible and impartial forum for the just, timely, and efficient resolutions of cases and controversies.

Trends

Total filings increased 36% over the past 2 years.

Annual receipts increased 81% over the past 2 years.

The number of public service contacts increased 5% and the number of incoming phone calls increased 12% over the past 2 years.

Photo radar filings increased 15% in the second year of operation.

The number of cases requiring Spanish interpreting has increased 20% over the past year.

Program Objectives

Refine and enhance the process of collecting fines and fees to ensure compliance with court orders, including the use of collection agency services by December 1999.

Allow customers additional access to the courts through the use of an Interactive Voice Response system and the Internet, which will allow customers the options to view their cases on-line and pay their fines electronically, which will reduce the backlog on current staff by January 2000.

Develop and install fully integrated imaging into the court software by July, 2000.

Ensure that the court is Y2K ready and that there will be no problems that will impact any critical business functions of court operations by December 1999.

Substantially improve service provided to citizens at the customer service windows through the use of an electronic lobby management system and information center by December 1999.

Prior Year Results and Outcomes

Successful integration of photo radar into the court's daily operations.

Improved customer service by expanding court hours and implementing a cashier window. There will also be future improvements with an interactive voice response system, internet access, information booth and an electronic lobby management system.

Successfully converting the courts database from Mapper to FACTS.

Significant Expenditure and Staffing Changes

The City Court budget increases $203,205 (8.7%) in 1999/00 and $255,484 (10.0%) in 2000/01. This provides for the addition of a Court Interpreter and the conversion of 12 Court Services Representatives contract positions to full-time city positions in the first year. Staffing increases in 2000/01 include the addition of two Court Service Representatives to address the increase in workload resulting from the addition of three photo radar red light cameras; and a probation officer and revenue collector to improve compliance with judicial sentencing orders. The cost of these two positions will be offset by additional estimated revenue of $344,000 generated through increased compliance.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	1,476,293	1,519,769	1,632,282	2,105,487	2,348,191
Contractual Services	568,941	548,976	567,712	317,795	326,486
Commodities	56,081	76,098	92,650	69,208	70,937
Capital Outlay	51,183	40,304	56,054	59,413	61,773
Total	2,152,498	2,185,147	2,348,698	2,551,903	2,807,387
Staffing					
Authorized Positions	30.30	33.40	36.90	49.88	53.88
Overtime	1.22	1.22	1.22	1.29	1.26
Contractual	2.00	14.00	12.00	1.41	1.41
Full-time Staffing Equivalent (FTSE)	33.52	48.62	50.12	52.58	56.55

Goal: To provide court users with timely resolutions of cases while maintaining a low cost per filing.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: To maintain a cost per filing less than $30 per filing.	# of filings	n/a	113,417	134,012	165,500	174,500
	Cost per filing	n/a	$20.10	$17.86	$15.59	$15.84
	# of filings	n/a	113,417	134,012	165,500	174,500
Strategy: To achieve and adjudication rate on 90% of cases filed within 100 days.	% of cases adjudicated within 100 days	n/a	45%	80%	85%	90%

Goal: To provide prompt efficient customer service and issue court orders in a timely manner, while ensuring equal access to all court users.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: To process 75% of all civil traffic defaults within 15 days.	# of defaults entered	n/a	1,920	6,088	7,518	7,927
	% of defaults entered within 15 days	n/a	39%	65%	70%	75%
Strategy: Serve 85% of customers within 15 minutes.	# of customers served at front counter	n/a	48,282	57,049	70,454	74,285
	Average wait time (minutes)	n/a	n/a	15	15	15
	% of customers served within 15 minutes	n/a	n/a	75%	80%	85%
Strategy: 75% of surveys indicate a rating of met or exceeded expectations.	% of surveys with a rating of met or exceeded expectations	n/a	n/a	65%	70%	75%
Strategy: To process 85% of warrants ordered within 2 business days.	# of warrants ordered	n/a	5,983	7,069	8,730	9,205
	% of warrants issued within 2 business days	n/a	9%	70%	75%	80%

Scottsdale City Court is responsible for misdemeanor criminal proceedings and civil traffic violations, including photo radar. The City also cooperates with the Superior Court for juvenile probation hearings administered by a Court Probation Officer and a panel of citizens.

Communications and Public Affairs provides clear, accurate and timely information about city services, events and issues.

Trends

In an August 1998 survey, residents said they use a wide variety of sources for news about City issues. Newspapers were the top source, followed by television. Residents cited the PRIDE water bill insert as the third most frequently used source for City news.

Viewership of CityCable 11 rose between 1996 to 1998. About 11 percent of cable subscribers watched at least weekly in 1996; 17 percent watched weekly in 1998.

According to the 1998 survey, 52 percent of Scottsdale residents have Internet access and nearly half of those residents have visited the City's Internet site.

Program Objectives

Improve systems for notifying the public about construction and other activities restricting traffic, including the installation of a map-based traffic information system on CityCable 11 by December 1999.

Continue to publish the Scottsdale Citizen magazine quarterly and conduct reader focus group discussions at least twice yearly, and evaluate by December 1999 the feasibility of publishing more frequently.

Review the organization and maintenance of Scottsdale's Internet site, working in conjunction with Information Services and other departments, by July 2000.

Upgrade key components of the CityCable 11 system by June 2001 to provide better coverage of public meetings.

Take advantage of new technology to improve the City's emergency communications plans, working in concert with the Emergency Services Division, by October 1999.

Prior Year Results and Outcomes

Worked with other departments to improve quality and value of citizen dialogue, including support of the Voices Program and significant involvement in City Council Informational Workshops, including the first workshop broadcast live during which viewers could phone or e-mail questions and comments.

Developed a new employe communications program (CityLine; NewsLine; HotLine) that relies heavily on e-mail and the city's intranet, cutting distribution time, reducing costs and emphasizing Scottsdale's organizational values and culture.

Took a lead role in improving clarity of citizen communications by hosting staff workshops with an expert on writing for the public and writing for the internet, and by providing significant graphics and other assistance to City departments.

Launched the Scottsdale Citizen Magazine and improved coordination of the City's external communications tools by providing internet and e-mail addresses in City publications, promoting CityCable 11 programs on timely issues and ensuring current traffic information is available through the news media, CityCable, PRIDE, the Scottsdale Citizen, the internet site and other sources.

Significant Expenditure and Staffing Changes

The Communication and Public Affairs budget decreases $38,919 (2.7%) in 1999/00 and increases $49,853 (3.5%) in 2000/01. One position was transferred to Community Planning mid-year 1998/99, and a part-time Video Assistant was converted to full-time in 1999/00.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	661,221	686,236	738,660	701,130	732,512
Contractual Services	346,285	352,690	667,108	664,715	685,662
Commodities	35,389	51,490	29,315	25,108	24,801
Capital Outlay	18,466	15,718	11,616	16,827	14,658
Total	1,061,361	1,106,134	1,446,699	1,407,780	1,457,633
Staffing					
Authorized Positions	12.60	13.20	13.15	12.65	12.65
Overtime	.14	.14	.14	-	-
Contractual	.10	.13	-	-	-
Full-time Staffing Equivalent (FTSE)	12.84	13.47	13.29	12.65	12.65

Goal: Provide citizens with the information they need about City Government.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
Strategy: Achieve a 90% customer satisfaction rating in the annual Citizen Survey.	# of citizens satisfied with City communication	n/a	n/a	82	90	90

Goal: Assure that information is available in many formats, and make sure citizens are aware of them.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
Strategy: Increase to 20% the proportion of cable television subscribers watching.	% of cable suscribers in bi-annual survey who watch Citycable 11 weekly	n/a	n/a	17	20	20
	% of internet subscribers in bi-annual survey who are aware of City website	n/a	n/a	50	75	75
Strategy: Increase to 75% the proportion of citizens who learn about City issues.	% of citizens in bi-annual survey who say they learn about City issues through Scottsdale Pride	n/a	n/a	51	55	55
Strategy: Achieve a 90% approval rating for the Scottsdale Citizen magazine.	% of respondents returning magazine postcards who say magazine offers useful information	n/a	n/a	97	90	90

Goal: Produce clear and concise information.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
Strategy: Achieve average readability rating of 50 for CAPA publicatons.	Average Flesch Reading Ease rating for sample of CAPA publications	n/a	n/a	41	50	50

Communications staff produce all CityCable 11 programming.

Represent the City of Scottsdale at all levels of government by promoting positive and cooperative relations, in an effort to advance Scottsdale's objectives and policies

Trends

Approximately 1200 bills are annually proposed at the Arizona State Legislature, which is consistent with the average of the past five years.

State Legislative District boundaries will be revised in 2000 and effective in 2002, which may increase the number of legislative districts in Scottsdale.

The State Legislature continues to seek tax cuts potentially threatening cities' state shared revenues.

A variety of federal legislative efforts will continue to threaten cities' local authority to make decisions that best represents citizens we serve, which is consistent with previous years.

Program Objectives

Assure Scottsdale's interests in land planning, and local development decisions are represented when Congress considers major federal "takings" legislation in 1999.

Continue to pursue federal, state, county and other partnerships to preserve lands in our voter approved McDowell Mountain preservation areas.

Collaboratively work with the League of Arizona Cities and Towns to successfully complete a "City Services" state legislative campaign in 1999.

Annually assure that Scottsdale's priorities, policies, and interests are represented at the federal, state, and regional levels of government.

Continue to support regional and subregional cooperation by playing a key role in regional visioning efforts and collaborating with neighboring cities and the Salt River Pima-Maricopa Indian community.

Prior Year Results and Outcomes

Continued Scottsdale's tradition of national regional leadership with key appointments in the Arts, Culture and Recreation Committee of the U.S. Conference of Mayors, NLC Transportation Infrastructure and Services Steering Committee, National League of Cities Communication Committee and the NLC Environment, Energy, and Natural Resources Committee.

In conjunction with the Transportation Department, played a key role in assisting the Mayor and Council to convince members of the Arizona Congressional Delegation to request a significant federal funding increase in Federal Transportation Funds.

Significant Expenditure and Staffing Changes

The Intergovernmental Relations budget increases $50,198 (13.5%) in 1999/00 and decreases $5,980 (1.4%) in 2000/01. This budget supports the current service level for this program.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	149,074	167,405	172,971	178,664	186,399
Contractual Services	187,594	164,078	188,565	235,378	221,583
Commodities	3,854	3,659	4,200	4,950	4,950
Capital Outlay	3,911	4,411	5,072	2,014	2,094
Total	344,433	339,553	370,808	421,006	415,026
Staffing					
Authorized Positions	2.70	2.70	2.72	2.72	2.72
Overtime	-	-	-	-	-
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	2.70	2.70	2.72	2.72	2.72

Goal: Maintain effective internal communication of all intergovernmental issues relevant to Scottsdale.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
Strategy: Communicate issues to City Council and affected departments in a timely manner.	Prepare and distribute concise reports on federal, state, and regional issues monthly, and weekly during the Legislative Session	n/a	98%	95%	95%	95%
	Develop the Scottsdale Legislative Program by January each year for approval by City Council	Achieved	Achieved	Meet Measure	Meet Measure	Meet Measure
	Complete and present end of sesion State Legislative Report within 30 days of adjournment	Achieved	Achieved	Meet Measure	Meet Measure	Meet Measure

Goal: Maintain excellent working relationships with other entities, and other city departments.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
Strategy: Maintain a 95% satisfaction rate with services as measured by Congressional and Legislative delegations, and other IGR programs.	Annual survey that measures satisfaction	n/a	n/a	95%	95%	95%
Strategy: Maintain a 95% satisfaction rate with IGR services as measured by other City departments.	Annual survey that measures satisfaction	n/a	n/a	95%	95%	95%

Goal: Develop and advocate Scottsdale's annual City Council approved legislative program.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
Strategy: Receive approval from City Council of legislative program.	Annual aproval program by City Council	Achieved	Achieved	Meet Measure	Meet Measure	Meet Measure
Strategy: Advocate policies and programs approved as part of the Legislative program.	Annually lobby on behalf of the City at all relevant State Legislative Committees, and with federal delegates	Achieved	Achieved	Meet Measure	Meet Measure	Meet Measure
Strategy: Provide forums for City Council to advocate for City of Scottsdale issues.	Schedule at least two City Council Legislative meetings during session, and schedule City Council meetings outside of the sesion with federal and state delegates.	Achieved	Achieved	Meet Measure	Meet Measure	Meet Measure
Strategy: Facilitate City Council's participation in federal and state advocacy events.	Coordinate City Council's membership to state and national municipal policy committees	Achieved	Achieved	Meet Measure	Meet Measure	Meet Measure
Strategy: Facilitate City Council's participation in federal and state advocacy events.	Annually attend and participate in National League of Cities Conferences and the League of Arizona Cities and Towns Conference	Achieved	Achieved	Meet Measure	Meet Measure	Meet Measure

Goal: Anticipate and influence external public policy decisions that may impact Scottsdale.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
Strategy: Attend 95% of all MAG, LACT, RPTA, and State intergovernmental meetings.	Annual staff attendance recorded at referenced meetings.	na/	96%	95%	95%	95%

Work in partnership with the organization to support the following guiding principles: Employees are the City's most important resource; managers manage people issues; strategic business partner relationships drive organizational success; and HRS role models excellence in teamwork, customer service, and administration.

Trends

Workplace Complexity and Liability: Human resource issues are more challenging for HRS staff due to the changing nature of employment law and national litigation trends (wrongful termination suits filed annually in federal court are up 77% since 1993). Thus, HRS is placing more emphasis on collaborative case management and employee relations training to reinforce the City's values and limit liability.

HRS Customer Base: The number of employees served by HRS has increased 21% since 1994/95. HRS staffing has increased 7% during the same period without any frontline staffing increase. Thus, it is more difficult for HRS to keep pace with increasing service demands, especially while we are in a "catch-up" mode with technology.

Competitive Job Market: While the City is viewed as a desirable employer, as reflected in low employee turnover and the volume of job applications received for many job openings, we are increasingly challenged to attract qualified candidates for a variety of key positions, including high-tech professionals, police officers, and communications dispatchers. Thus, HRS must strengthen our recruiting strategies, especially for minorities and women, and continually evaluate the competitiveness of our compensation package.

Workforce Development: The City's workforce is more experienced. The average length of service is 8.5 years and we have 275 employees with 15 or more years of service, yet traditional career advancement opportunities are less obvious as the organization becomes "flatter" and more adaptive. Employees continue to seek college education and cross-training to grow professionally, and the organization will need new skills and competencies. Thus the City is developing Scottsdale University to promote career planning, continuous learning, and leadership development.

Program Objectives

Through June 2001, continue to implement and adjust the HRS 5-Year Strategic Plan with emphasis on the following key objectives:

Fully implement the HRS "4 Point Plan" for employee relations excellence, which includes: 1) proactive staffing and teamwork to promote positive employee relations practices every day; 2) relevant and regular management training; 3) on-going reviews and communication of workplace policies and procedures; and 4) reliance on case management teams to coordinate complex employee relations issues.

Hire the best and brightest talent for job openings by broadening the diversity of our applicant pool, increasing our capacity to assess the skills and values fit of job candidates, enhancing new employee orientation process, and sustaining a competitive compensation system.

Open a full-time HRS office in the Via Linda Corporation Yard to better serve our north area employees and customers.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	1,498,639	1,498,064	1,844,229	1,891,056	2,067,853
Contractual Services	603,743	677,315	647,522	755,527	767,396
Commodities	126,722	155,519	146,525	131,795	141,961
Capital Outlay	42,247	33,773	33,880	39,988	38,739
Total	2,271,351	2,364,671	2,672,156	2,818,366	3,015,949
Staffing					
Authorized Positions	25.50	26.50	26.50	30.00	32.00
Overtime	.08	.08	.08	.09	.09
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	25.58	26.58	26.58	30.09	32.09

Construct and activate a new employee Learning Center in partnership with Information Systems to facilitate increased learning, skills training and technology utilization by employees citywide.

Establish a multipurpose HRS helpline and other employee self-service systems to improve customer service and productivity.

Evaluate, design and implement a document imaging system for employee records, with the capacity to expand imaging technology to other HRS processes by fiscal year 2001/02.

Prior Year Results and Outcomes

Completed a full-scale organizational self-assessment that resulted in the consolidation of multiple work units into two broad service teams to more fully utilize staff resources and address both strategic and day-to-day service needs of the City organization.

Developed and implemented a comprehensive, citywide performance measurement reporting system that improved the quality of performance measures, standardized the format for reporting performance, and linked all department measures on the City's intranet.

Human Resource Systems, the City Attorney's Office and the Office of Diversity and Dialogue partnered to develop the new citywide Anti-Discrimination and Non-Harassment policy, which included training sessions for all managers and employees.

Completed a comprehensive bidding process for all City benefits resulting in an expansion of benefit offerings, an overall reduction in employee health insurance costs and an estimated savings to the City of at least $83,000 in health insurance costs for the coming year.

Significant Expenditure and Staffing Changes

The Human Resource Systems budget, including Employee Programs, Scottsdale University and the Endowment Program, increases $146,210 (5.5%) in 1999/00 and $197,583 (7.0%) in 2000/01, to address growing service demands. The total budget reflects the addition of two clerk typist/receptionist positions for front desk support at the Civic Center and Via Linda campus offices; a support position for Scottsdale University learning activities; an account consultant to support north area customers, including the Police Department; and an Endowment Officer to coordinate the community-wide endowment program. Our contractual and commodities accounts are increasing $93,275 in 1999/00, primarily due to significant and necessary adjustments for job advertising and tuition reimbursements for employees pursuing higher education.

Goal: HRS will be a role model of efficient and effective management and service delivery.

Strategy: Maintain or improve operating efficiency while maintaining or improving quality of services to our customers.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
% of organization surveyed satisfied with the quality of HRS services	n/a	n/a	85%	90%	95%
HRS operating cost as a % of City personal services budget	3.10%	3.00%	2.95%	2.88%	2.85%
Employee turnover rate	n/a	5%	7%	7.5%	7.5%
% EEO cases with favorable outcome	83%	100%	100%	100%	100%

WestWorld of Scottsdale is dedicated to providing public recreational opportunities and a venue for entertainment activities with an emphasis on equestrian and western theme events to citizens and target market visitors. WestWorld will offer equal public access and excellent customer service.

Trends

Staff contacts with citizens, event promoters, and event participants will increase during Pima Freeway construction due to traffic concerns and delays for events at WestWorld and the TPC of Scottsdale.

Events at WestWorld will increase by 25%, resulting in an increase in staff time related to contract negotiations; horse stall usage and costs related to facility preparation, clean up, and maintenance.

Staff will continue to implement the WestWorld Business Plan recommendations, resulting in costs related to public meetings and outreach, along with implementing the actual recommendations.

An increase in spectators to the events at WestWorld and the TPC of Scottsdale will contribute to the costs of maintaining the roadways, through grading and blading, paving or watering.

Program Objectives

In conjunction with Capital Realty Corporation, facilitate the completion of the WestWorld Golf Course by October 1999, to further enhance WestWorld as a Scottsdale centerpiece.

Negotiate long-term agreements by December 1999, for remaining Signature Events.

Continue to be a conscientious neighbor to surrounding development.

Continue to meet with the equestrian and business community to help implement the Business Plan strategies, and continue to shape and guide the future of WestWorld.

Implement a capital improvement plan, as identified in the Business Plan, to enhance the facility to attract major events at WestWorld, while responding to the needs of the local community.

Prior Year Results and Outcomes

Completed the public input process to develop and implement the WestWorld Business Plan.

Outsourced the feed and bedding operation at WestWorld.

Completed WestWorld Golf Course agreements and began construction of the course.

Coordinated the 1999 Signatures Events. They were the Thunderbird Balloon Classic, the Barrett/Jackson Auction, the Sun Country Quarter Horse Show, and the Arabian Horse Show.

Coordinated the 1999 Phoenix Open.

Significant Expenditure and Staffing Changes

WestWorld's budget decreases $132,865 (7.9%) in 1999/00 reflecting the elimination of one time maintenance expenditures in 1998/99. An increase of $112,292 (7.3%) in 2000/01 supports the continuation of the 1999/00 service levels. Staffing changes include the conversion of six part-time employees to full-time status, and the addition of 2.2 full-time equivalent temporary labor staffing to supplement existing staff during peak event periods. Expenditures in each year are offset by event revenues from the operation of the WestWorld facility.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	46,525	601,148	607,880	691,619	729,428
Contractual Services	432,227	427,539	545,665	594,581	632,761
Commodities	371,583	225,351	524,295	255,637	291,700
Capital Outlay	-	-	2,904	6,042	6,282
Total	850,335	1,254,039	1,680,744	1,547,879	1,660,171
Staffing					
Authorized Positions	-	13.90	14.82	15.00	15.00
Overtime	-	.30	.35	.72	.74
Contractual	-	-	-	2.20	2.30
Full-time Staffing Equivalent (FTSE)	-	14.20	15.17	17.92	18.04

Goal: Provide a quality venue emphasizing equestirian and western theme events.

Strategy: Events at WestWorld are primarily equestrian and western theme events.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of equestrian & western theme events	n/a	98	81	95	100
# of equestrian event days (including move-in/move-out)	n/a	238	243	250	255
# of non-equestrian events	n/a	33	30	45	48
# of non-equestrian event days (including move-in/move-out)	n/a	84	131	138	145

Goal: Provide equal public access and excellent customer service.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Provide venues which will attract citizens and tourists alike.	# of visitors to WestWorld	n/a	417,860	450,000	475,000	500,000
Strategy: Achieve 95% or better on customer satisfaction ratings.	% of park users satisfied with events, services, and facilities	n/a	n/a	95%	95%	98%
Strategy: Respond to requests for information about events and booking the facility within 24 hours of request.	% of RV users satisfied with the RV facility and services	n/a	n/a	90%	95%	95%
	# of requests for information on events at the facility	n/a	n/a	7,500	7,700	7,900
	# of requests for information on booking the facility	n/a	n/a	700	750	800
Strategy: Respond to requests for information about the RV operation and booking an RV site with 24 hours of request.	# of requests for RV information	n/a	n/a	2,300	2,400	2,500
	# of RV nights booked	n/a	n/a	4,700	4,800	4,900

"Horseworld" by Snell Johnson marks the entry to WestWorld of Scottsdale.

Strengthening our community of many faces, many voices, one spirit!

Trends

Requests for opportunities for citizens to engage in civil dialogue (Scottsdale Voices Community Conversations) have increased to an average of two per month.

The population within the community has become more diverse. We need to ensure there is equally diverse representation within the organization.

Increased community outreach efforts are essential in shaping Scottsdale's image as a community which embraces cultures different from its own.

Citizens are interested in having a central point of contact for diversity complaints to ensure there is objectivity in the manner in which these complaints are investigated.

The workplace has become more litigious as evidenced by a 50% increase in the number of Equal Employment Opportunity (EEO) complaints.

Program Objectives

Provide a forum for citizens to engage in civic dialogue around community issues.

Serve as a central point of contact for citizens and employees to address diversity complaints.

Serve as a catalyst for implementation of diversity initiatives both in the organization and community.

Strengthen the voices of citizens in promoting deliberative dialogue on citywide issues.

Encourage citizens and employees to respect our differences and seek understanding and appreciation through dialogue.

Prior Year Results and Outcomes

Conducted 25 community conversations under the umbrella of Scottsdale Voices.

Conducted two public dialogues with a focus on "The role of citizens: Their Rights and Responsibilities" and "Scottsdale Sense of Place".

Hosted two series of Cross-Cultural Communication panel discussions - one in south Scottsdale and one in the north area.

Coordinated two "deliberative dialogues" evolving around traffic talks and the 64th street footbridge.

Hired diversity consultants to conduct diversity assessment of the organization and community.

Presented the community's inaugural "Community Diversity Summit" with Nathan Rustein as keynote speaker - Racism...unraveling the fear!

Sponsor for the 5th Scottsdale Annual MLK Breakfast celebration.

Expanded our community outreach efforts on a regional basis through partnerships with NAACP, Hispanic chamber of Commerce, Black Chamber of Commerce, AZ Hate Crime Advisory Board, ICCD Board, etc.

Significant Expenditure and Staffing Changes

The Diversity and Dialogue budget increases $20,163 (5.7%) in 1999/00 and $24,703 (6.6%) in 2000/01. This budget supports the current service level for this program and provides for the conversion of a current contract position to full-time status to manage the Scottsdale Voices program.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	-	52,328	181,989	266,335	280,351
Contractual Services	-	732	157,040	92,096	100,179
Commodities	-	1,194	13,200	16,760	18,325
Capital Outlay	-	-	3,500	-	-
Total	-	54,255	355,729	375,191	398,855
Staffing					
Authorized Positions	-	-	2.00	3.00	3.00
Overtime	-	-	1.50	1.50	1.50
Contractual	-	-	1.00	-	-
Full-time Staffing Equivalent (FTSE)	-	-	4.50	4.50	4.50

Goal: Create a forum where citizens in small groups can engage in dialogue around community issues.

Strategy: Conduct a minimum of 3 community conversations per mo.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
# of community conversations held	n/a	31	36	36	42
# of citizens attending each community conversation	n/a	10	15	15	15

Goal: Provide an opportunity for large groups of the public to dialogue on a particular theme.

Strategy: Conduct a public dialogue semi-annually.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
# of public dialogues held	n/a	1	2	2	2
# of participants attending each dialogue	n/a	125	150	150	150

Goal: Provide an opportunity for community to engage in cross-cultural communications in an open forum.

Strategy: Schedule cross-cultural panel series semi-annually.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
# of panel discussions held	n/a	6	20	24	24
# of participants attending each discussion	n/a	35	50	50	75

Goal: Advocate upward mobility for minority and women employees in the organizational structure.

Strategy: Increased representation and retention of minority & women employees in management and professional positions.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
% of minority & women employees participating in the mentoring program	n/a	33	40	50	60
% of turnover of minority & women employees in professional and management positions	n/a	37	39	35	30
% of minority & women employees in professional/management positions	n/a	5.2	5.9	10	15

Goal: Heighten citizens awareness of the Office of Diversity and Dialogue.

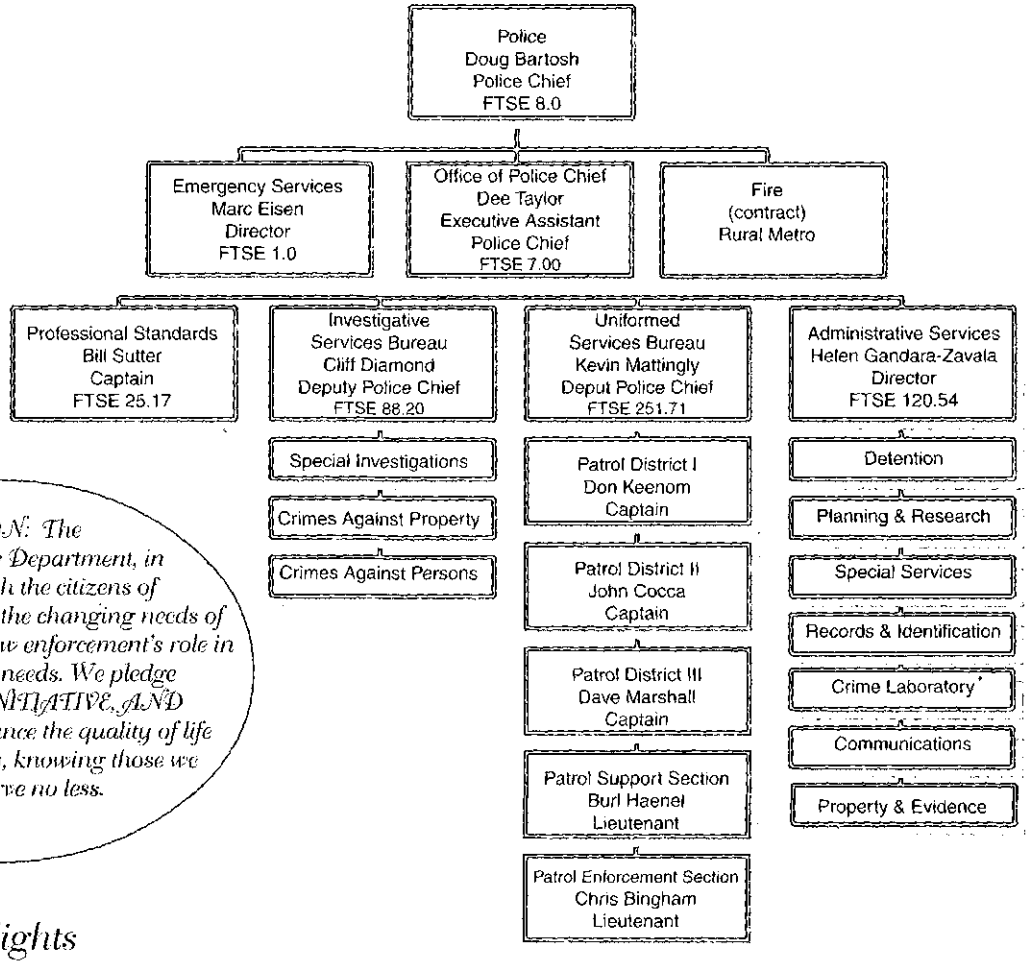
Strategy: Be recognized by citizens as central point contact for diversity complaints.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
# of complaints received	n/a	n/a	40	50	60
# of complaints transferred from other City offices	n/a	n/a	20	25	40

Goal: Advocate equal treatment for all employees.

Strategy: Work with departments in the shaping of policies to insure fair and equitable treatment of all employees.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 200/01
# of EEOC complaints filed	n/a	6	8	10	10
% of EEOC complaints ruled in City's favor	n/a	100%	100%	100%	100%



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. We pledge EXCELLENCE, INITIATIVE, AND INTEGRITY to enhance the quality of life throughout the City, knowing those we serve deserve no less.

Financial Highlights

The Police Department budget increases $3,090,276 (8.5%) in 1999/00 and $2,920,103 (7.3%) in 2000/01. Increases include the addition of 5 positions – 1 patrol lieutenant, 1 contract administrator, and 3 from federal grant positions transitioned to the general fund at grant expiration (crime analyst, budget analyst, and logistics technician). An additional 20 grant funded patrol officers and 1 grant funded school resource officer are included in 1999/00 in grant centers.

The second year reflects the addition of 31.98 positions – 19 previously approved grant positions transitioned to the general fund (5 park officers, 6 HEAT officers, 6 police aides, 1 domestic violence detective, and 1 crime scene supervisor); 2 patrol sergeants; increased hours for mounted unit wranglers — .98 FTE's; and 10 support positions (6 support specialists, 1 property/evidence custodian, 1 logistics technician, 1 systems analyst II, 1 detention officer).

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	29,076,710	33,639,625	36,528,992	39,619,268	42,539,371
% of City's Operating Total	17.38%	18.08%	17.50%	17.72%	17.81%
Full-time Staffing Equivalent (FTSE)	447.80	465.80	493.41	494.62	527.98
Volunteer-time Staffing Equivalent (FTSE)	7.80	6.57	6.66	7.69	7.69

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

Trends

Calls for service are expected to increase 13% between fiscal year 1997/98 to fiscal year 2000/01. Population is expected to increase 17% during the same period.

16% of police calls for service are alarm calls with a 99% false alarm rate.

Departmental reports increased 3% during calendar year 1998 in comparison to 1997, impacting the workload of field and support personnel.

34% of all violent crime reports are domestic violence related.

Part 1 crime rate decreased 2% in 1998 with property crimes decreasing 1% (-81 to 9,597) and violent crimes decreased 28.1% (-154 to 400).

Narcotic activity requiring further investigation has increased by 118% (total of 280 cases in 1997/98).

Departmental Objectives

Assess strategies to recruit and retain qualified staff.

Integrate technology to insure maximum use of data and increase efficiencies.

Continue to assess space needs that allow workspace for staff as the department resources and population grow.

Review alternative response and service strategies to increase service levels and potentially decrease the need for additional full time staff.

Continue to explore opportunities to work cooperatively with the Salt River Pima Indian Community in an effort to target and eliminate youth related crimes and successfully negotiate an intergovernmental agreement reflecting our agencies' mutual authority in our respective jurisdictions.

Prior Year Results and Outcomes

Successfully gained reaccreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA) in 1997.

Received a federal grant to double the presence of police officers in public schools by expanding the School Resource officer program to provide one officer for each middle school starting September 1997.

Received a federal grant for six High Enforcement and Arrest Team (HEAT) positions and five park police positions to address public safety concerns within the parks through high visibility police presence.

Developed a Chief's Advisory Council in September 1998 consisting of 14 community members to further open the Police Department to citizen involvement and inspection thereby building citizen trust and confidence.

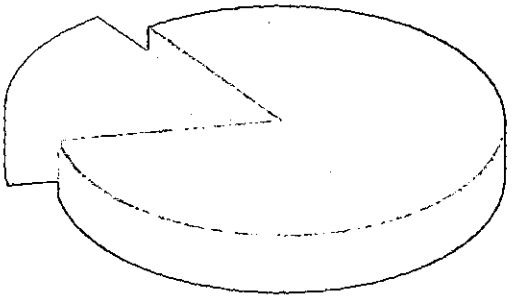
Achieved a 94% level of satisfaction by the community for the police services provided. This 94% reflects an increase of 18% in the rating category of "very good."

Top Left: Officers Pete Salazar, and Reggie Johnson

Bottom Left: Officers Mike Tang, Deb Shuhandler, and Tom Cleary

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	22,987,060	25,677,581	27,729,639	29,368,763	31,832,369
Contractual Services	4,529,357	6,626,438	7,583,713	8,745,000	9,365,319
Commodities	937,284	837,545	913,614	1,071,775	1,086,328
Capital Outlay	623,009	498,061	302,026	433,730	255,355
Total	29,076,710	33,639,625	36,528,992	39,619,268	42,539,371
Expenditures By Division					
Office of the Chief	938,661	957,772	929,447	916,588	959,218
Uniformed Services	13,831,618	16,955,543	18,712,234	20,653,820	22,398,196
Investigation Services Bureau	5,906,435	6,477,181	6,989,351	7,248,926	7,622,836
Administrative Services	6,425,363	6,904,338	7,459,700	8,268,451	8,860,508
Professional Standards	1,846,562	2,143,584	2,153,824	2,279,338	2,429,195
Emergency Services	128,071	201,207	284,436	252,145	269,418
Total	29,076,710	33,639,625	36,528,992	39,619,268	42,539,371
Staffing					
Authorized Positions	408.10	426.10	452.11	457.11	489.09
Contractual	-	-	-	-	-
On Call/Overtime	39.70	39.70	41.30	37.51	38.89
Full-time Staffing Equivalent (FTSE)	447.80	465.80	493.41	494.62	527.98
Volunteer Time Invested					
Hours	16,214	13,669	13,850	16,000	16,000
Full-time Staffing Equivalent (FTSE)	7.80	6.57	6.66	7.69	7.69

The Police Department Represents
17.72% of the City's Operating Budget



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

Program Objectives

Ensure competitive salaries and benefits in an effort to retain and attract qualified staff.

Leverage grant funding to assist in the acquisition of resource needs for both staffing and technology while also financially planning for resulting future year funding tails of grant positions.

Pursue capital improvement project and other funding opportunities to meet department space needs.

Pursue strategies to reduce or provide alternative response to calls for service such as volunteers on patrol and alarm call reduction programs.

Continue strategies to insure an effective level of training in all aspects of policing and customer service.

Continue to develop partnerships with all segments of the community through community based and problem oriented policing by insuring appropriate levels of staffing.

Continue the process of crime trend reviews to insure the most efficient use of police and community resources to prevent crime.

Ensure police services are Y2K ready by December 1999.

Did You Know?

The Police Department has $2.8 million dollars of active federal grants for positions and technology.

Significant Expenditure and Staffing Changes

The Chief of Police budget decreases $12,859 (1.38%) in 1999/00 and increases $42,630 (4.65%) in 2000/01. This reflects the addition of one budget analyst, a previously approved grant position now transitioned to the general fund and the transfer of a position from another division within the Police Department. The Maricopa County Jail Housing Contract, previously budgeted in this division, is now in Administrative Services.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	624,085	616,686	644,841	860,638	900,866
Contractual Services	270,266	320,332	271,106	44,450	46,852
Commodities	21,033	20,754	13,500	11,500	11,500
Capital Outlay	23,277	-	-	-	-
Total	938,661	957,772	929,447	916,588	959,218
Staffing					
Authorized Positions	7.00	6.00	6.00	8.00	8.00
Overtime	-	-	-	-	-
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	7.00	6.00	6.00	8.00	8.00

Goal: Provide effective and efficient police services.

Strategy: Achieve 90% citizen satisfaction rate or higher.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
% of citizens satisfied with police services	94%	97%	94%	94%	94%
Cost per capita (Photo enforcement contractual budgets starts in FY 1997/98)	$155.25	$171.31	$174.25	$180.40	$183.57

Goal: Maintain high level of citizen safety from criminal vicitimization.

Strategy: Calculate one dimension of citizen safety by measuring Uniform Crime Report (UCR) Part I crimes per thousand against the national average of comparably sized communities. *Note: FY 1997/98 UCR data unavailable for analysis.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Crimes per 1,000	53	52	48	50	50
National average	51	49	48	47	46

Lee Siffring receives an appreciation award for his volunteer contributions to the Scottsdale Police Department from Chief Bartosh.

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

Program Objectives

Fully operationalize the DC Ranch Police Station located at Pima and Thompson Peak Parkway, and begin patrol response from this new location by March 2000.

Remain involved in the public safety aspects of the development and design of the waterfront project and downtown redevelopment projects.

Actively pursue false alarm legislation in order to reduce false alarms attributed to poor alarm installation and user error.

Work towards the development of a new district station in the Los Arcos redevelopment area in order to establish the department as a full partner in community issues in southern Scottsdale.

Continue our efforts towards reducing collisions through the use of photo enforcement technology and by targeting impaired drivers with checkpoints and saturation patrols.

Redefine district boundaries in an effort to reduce supervisory span of control and more equitably distribute workload among supervisors and district staff. Target date in July 2000.

Continue to develop a helicopter-based Air Support Unit to enhance our ability to provide command and control for critical situations, and coordinate ground units during criminal searches / rescue operations.

Did You Know?

99.9% of burglary alarm calls are false consuming the time of 10 fulltime officers year? Help us reduce false alarms by being familiar with your alarm equipment!

Significant Expenditure and Staffing Changes

The Uniformed Services Bureau budget increases $1,941,586 (10.4%) in 1999/00 and $1,744,376 (8.4%) in 2000/01. The first year reflects the addition of 2 positions - 1 patrol lieutenant, 1 contract administrator to manage the new parking enforcement, and photo enforcement contractual increase ($329,000) which is offset by ticket revenues. The second year reflects an increase of 19.98 positions - 17 previously approved grant positions transitioned to the general fund (5 park officers, 6 HEAT officers, 6 police aides); 2 patrol sergeants, and .98 mounted unit wrangler.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	11,717,427	13,336,383	14,413,226	15,251,227	16,648,197
Contractual Services	1,909,402	3,479,799	4,151,103	5,229,013	5,557,169
Commodities	170,679	127,305	127,905	173,580	192,830
Capital Outlay	34,110	12,056	20,000	-	-
Total	13,831,618	16,955,543	18,712,234	20,653,820	22,398,196
Staffing					
Authorized Positions	206.10	208.10	230.11	227.11	247.09
Overtime	22.80	22.80	24.10	24.60	25.91
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	228.80	230.80	254.11	251.71	273.00

Goal: Ensure citizens receive quality police services in a timely manner.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Monitor Calls For Service as a benchmark for deployment levels.	# of CFS handled by all partrol personnel	95,829	102,765	110,487	118,735	127,398
Strategy: Monitor alarm response throughout the city to measure the effectiveness of false.	# of alarms reported as CFS	14,456	16,015	18,000	19,000	19,700
	% of false alarms	99.42%	99.54%	99.50%	99.52%	99.54%
Strategy: Ensure safe roadways through traffic enforcement by partrol officers.	# of moving and non-moving citations issued by patrol personnel	24,002	25,635	27,352	29,184	31,139
Strategy: Provide emergency services to the community within five minutes.	Average response time to all emergency calls	4.4	4.7	4.6	4.7	4.8
Strategy: Provide officers with appropriate time for Community Based Policing and problem solving efforts.	% of time available for CBP and problem solving	36%	28%	28%	30%	33%

Goal: Enhance the public safety environment in the downtown area.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Act as a patrol support function by providing high visibility in the downtown area and addressing community problems.	% of time patroling the entertainment district	33%	36%	35%	36%	36%
	# of patrol assists	1,666	1,600	1,650	1,675	1,700

Scottsdale police officers are mmm good!

Officer J.R. Parrow trains one of Scottsdale's elite K-9 staff. The Belgian Malinois breed are used to search for explosives, drugs, and criminals.

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

Program Objectives

Review and/or investigate crime against person reports effectively; maintain clearance rates at or above the Arizona averages.

Review and /or investigate Domestic Violence related crimes in a team approach with Police Crisis Intervention Unit staff and City Prosecutor staff to specifically document and prosecute repeat offenders.

Review and/or investigate property crimes reports effectively; maintain clearance rates at or above the Arizona Average.

Update city ordinances and/or state legislation to address pawnshop / second hand dealers.

Aggressively pursue investigations involving drug lab operations since they pose a public health concern due to the instability of chemicals and serve as a manufacture and distribution point for drugs.

Fully implement instruction of the S.A.V.E. (Students Against a Violent Environment) and RESPECT (a program that educates students about the law and how to communicate with officers) programs in an effort to reduce gang related crimes in the community.

Did You Know?

Over half of all residential burglaries are of a "non-forced entry" variety. Simply locking your doors/windows and closing garage doors can decrease your chances of being burglarized.

Significant Expenditure and Staffing Changes

The Investigations Services Bureau budget increases $259,575 (3.7%) in 1999/00 and $373,910 (5.2%) in 2000/01. The first year reflects the addition of one grant funded school resource officer in a grant center. The second year reflects the addition of one domestic violence detective, a previously approved grant position now transitioned to the general fund.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	4,833,896	5,166,146	5,602,725	5,994,907	6,288,844
Contractual Services	955,312	1,166,834	1,270,646	1,102,819	1,186,292
Commodities	81,538	133,781	115,980	151,200	147,700
Capital Outlay	35,689	10,419	-	-	-
Total	5,906,435	6,477,181	6,989,351	7,248,926	7,622,836
Staffing					
Authorized Positions	75.00	77.00	79.00	84.00	85.00
Overtime	8.70	8.70	8.90	4.20	4.27
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	83.70	85.70	87.80	88.20	89.27

Goal: Review and/or investigate crimes against persons reports effectively; maintain clearance rates at or above the Arizona standard.

Strategy: Maintain a clearance rate at or above the Arizona average. (% of cases cleared compared to Arizona average)

*Stats for 1998/99 are complete through October 1998. Info is UCR generated.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Homicide (72%)	67%	88%	80%	80%	80%
Robbery (26%)	37%	27%	27%	27%	27%
Sexual Assault (33%)	68%	50%	50%	50%	50%
Aggravated Assault (50%)	77%	75%	75%	75%	75%

Goal: Effectively review and investigate property crime reports; maintain the property crime rate at or below the Arizona average.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of property crimes reviewed and investigated	9,953	10,455	11,00	11,500	12,000
Maintain property crime rate below 79 per 1,000 population	54.4	55.5	55	55	55
Arizona clearance rates: Burglary (8.1%) and Theft (19.1%)	7.1% and 15.9%	6.1% and 17.8%	6.3% and 23.7%	8.1% and 19.1%	8.1% and 19.1%

Strategy: Review and/or investigate property crime reports.

Strategy: Maintain property crime rate below that of other major valley cities.

Strategy: Maintain property crime clearance rate at or below Arizona average.

Goal: Effectively review and investigate auto theft crimes and maintain auto theft clearance rate at or below the Arizona average.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of auto theft cases reviewed and investigated	1,129	1,231	1,100	1,150	1,200
Maintain auto theft rate at or below 7.6 per 1,000 population	5.9	6.2	5.8	7.6	7.6
Maintain auto theft clearance rate at or above the Arizona rate of 11.5%	18.60%	21.6%	17.9%	15%	15%

Strategy: Review and/or investigate all auto theft reports.

Strategy: Maintain auto theft rate at or below the FY 1995/96 rate.

Strategy: Maintain auto theft clearance rate at or above the Arizona average.

Goal: Investigate narcotics activity effectively and respond to citizen complaints within 10 days.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Narcotics activity requiring further investigation	128	280	140	182	190
% of citizen complaints responded to in 10 days	100%	80%	80%	100%	100%
Methamphetamine lab investigations	n/a	5	3	8	10

Strategy: Investigate narcotics activity and respond to citizen complaints.

The Administrative Services Bureau is responsible for providing operational, technical, and administrative support to all areas of the Police department including gathering and analyzing evidence, maintaining department records and criminal history data bases, storing and disposing of impounded property and evidence, and housing and transporting prisoners. Additional responsibilities include responding to all citizen telephone calls for service and serving as the public safety answering point for all Scottsdale 9-1-1 calls, analyzing crime trends and patterns, supporting computer applications, maintaining the department's fleet and communications equipment, and providing project management for the installation of major technology projects.

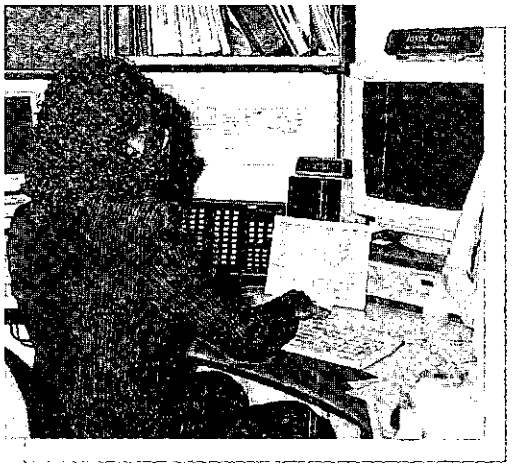
Program Objectives

Lead and direct the Department's efforts in technology through the implementation of Computer Aided Dispatch (CAD), Records Management System (RMS), Automated Fingerprint Information System (AFIS) enhancements, laptop functionality enhancements, and greater functionality of the radio system.

Pursue training opportunities to ensure the professional development of employees.

Establish funding resources for the addition of civilian staff and equipment to ensure the greatest level of support for the operations of the Department.

Seek alternatives and maximize opportunities to ensure the optimal level of productivity among and across all work groups.



Communications Dispatcher Joyce Owens-Sales.

Dispatchers receive an average of 304 9-1-1 emergency calls and 621 non-emergency related calls per day.

Significant Expenditure and Staffing Changes

The Administrative Services Bureau budget increases $808,751 (10.8%) in 1999/00 and $592,057 (7.2%) in 2000/01. The first year reflects the addition of a crime analyst and logistics technician previously approved grant positions, and the addition of the Maricopa County Jail Housing Contract previously budgeted in the Office of the Police Chief. The second year reflects 11 new positions - 10 support positions (6 support specialists, 1 property/evidence custodian, 1 logistics technician, 1 systems analyst II, 1 detention officer) and 1 crime scene supervisor previously approved grant position now transitioned to the general fund.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	4,388,188	4,860,194	5,422,672	5,563,176	6,188,640
Contractual Services	1,019,778	1,199,846	1,292,688	1,767,827	1,901,082
Commodities	508,596	410,481	463,282	504,725	516,478
Capital Outlay	508,801	433,817	281,058	432,723	254,308
Total	6,425,363	6,904,338	7,459,700	8,268,451	8,860,508
Staffing					
Authorized Positions	99.00	112.00	113.00	114.00	125.00
Overtime	6.10	6.10	6.20	6.54	6.54
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	102.60	115.60	116.70	120.54	131.54

Goal: To provide safe, secure short-term holding facilities and transportation for prisoners lawfully detained by legitimate authority; to capture identification evidence and to make victim notification as required by law.

Strategy: Provide a safe/secure environment for arrested persons.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Total bookings	6,552	5,527	6,760	7,098	7,450
District 1	4,689	3,934	4,624	4,968	5,215
District 2	1,863	1,593	2,136	2,130	2,235

Goal: Respond to 90% of all crime scenes requiring forensic processing within 3 hours.

Strategy: Respond to 90% of all crime scenes requiring forensic processing within 3 hours and process each crime scene in a manner that will develop and preserve the evidence necesary to solve the crime.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Total # of crime scenes processed	2,474	2,322	2,400	2,520	2,650
% of crime scenes responded to within 3 hours	88%	87%	89%	85%	83%
# of crime scenes processed per FTE	412	332	348	315	331

Goal: Provide quality and timely analysis of crime data to support community policing and to enhance public safety through awareness, prevention and suppression of crime, and the identification and apprehension of criminal offenders.

Strategy: Respond to Crime Analysis Unit requests in a timely and effective manner (95%).

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of Crime Analysis Unit requests	116	160	316	345	379
% of CAU requests completed on schedule	77%	100%	95%	90%	85%

Goal: Provide project management and implementation services in support of department efforts.

Strategy: Contribute project management expertise to criminal justice projects.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Average # of on-going projects each month	20	19	56	67	80

Goal: Protect and secure impounded property from damage and deterioration.

Strategy: Safely and securely impound all items as they are impounded.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of items impounded	27,889	24,713	25,948	27,246	28,608

Goal: Provide quality and timely administrative support for internal and external customers.

Strategy: Process all incoming reports within 72 hours of receipt while maintaining or improving operating efficiency.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of reports completed	29,780	30,322	30,650	31,312	32,665

Goal: To answer all calls expeditiously and accurately dispatch for police services.

Strategy: Answer 911 calls within 3 rings and answer non-emergency calls within 3 minutes.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
#/% of 911 calls answered within 3 rings	95,436/ 95%	103,214/ 95%	107,676/ 95%	113,598/ 96%	119,846/ 96%
#/% of non-911 calls answered within 3 minutes (ACD)	275,033/ 99%	249,363/ 93%	254,300/ 95%	268,339/ 96%	283,097/ 96%

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

Program Objectives

Pursue reaccreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) by September 2000 to insure the department meets the highest standards of operation and service.

Reintroduce the Master Police Officer Program in FY 1999/00 to provide an alternative career path for officers while ensuring the community benefits from the expertise of senior officers.

Research alternative recruitment and hiring methods during FY 1999/00 to streamline the process and identify qualified candidates from untapped job markets.

Finalize planning and begin construction on the training facility expansion to add classroom space to meet existing department needs. This objective will be ongoing throughout the budget term.

Apply the principles of Crime Prevention Through Environmental Design (CPTED) to the revitalization of existing neighborhoods, the design of new neighborhoods, and the development of commercial ventures in partnership with other City departments.

Continue our commitment to the Police Department Volunteer Program by integrating civilian volunteers in our search for alternative methods to respond to calls for service thereby relieving police resources.

Did You Know?

We offer free in home security surveys. Call the Community Affairs Unit at 312-5211 and we'll take a look at your locks, lighting, and landscaping.

Significant Expenditure and Staffing Changes

The Professional Standards budget increases $125,514 (5.8%) in 1999/00 and $149,857 (6.6%) in 2000/01. This budget supports the current service level for this program.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	1,348,013	1,618,954	1,567,677	1,618,853	1,722,336
Contractual Services	319,960	370,409	396,300	435,315	494,639
Commodities	158,583	142,981	189,847	225,170	212,220
Capital Outlay	20,006	11,240	-	-	-
Total	1,846,562	2,143,584	2,153,824	2,279,338	2,429,195
Staffing					
Authorized Positions	20.00	22.00	23.00	23.00	23.00
Overtime	2.10	2.10	2.10	2.17	2.17
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	22.10	24.10	25.10	25.17	25.17

Goal: Increase Crime Prevention efforts through an increase in the neighborhood watch and crime multi-housing programs.

Strategy: Achieve a 5% household increase in ongoing neighborhood watch and crime free multi-housing programs.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of households	7,232	7,593	7,973	8,372	8,790
% of all households participating in neighborhood watch	7.90%	7.70%	7.5	7.5	7.5
# of households in the City	91,080	98,200	105,202	110,212	114,862

Goal: To provide additional instruction to those students and citizens not normally enrolled in DARE program.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Provide DARE training to those student in middle/high school.	# of middle & high school students receiving DARE instruction	n/a	n/a	n/a	100	200
Strategy: Provide community awareness training in DARE issues.	# of hours spent conducting DARE related instruction to adults	n/a	40	40	40	45
Strategy: To provide additional instruction to those students not normally enrolled in DARE program.	# of students contacted outside the program's parameters (grades K-4)	4,398	3,920	1,425	3,000	3,100

Goal: Achieve a minimum 35% hiring ratio from protected classes and a 20% ratio from minority classes or police officer positions.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Achieve a minimum 35% hiring ratio from protected classes.	% hired from protected classes	54%	56%	35%	35%	35%
Strategy: Achieve a minimum of 20% hiring from minority classes.	% hired from minority classes	14%	30%	33%	20%	20%

Goal: Achieve a minimum 75% hiring ratio of police officers possessing a 4 year college degree.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Ensure that 75% of police officers hired possess college degrees.	% of police officers hired with 4 year college degrees	69%	92%	56%	75%	75%

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

Program Objectives

Complete the design and construction of the public safety complex (Police and Fire joint facility) by February 2000.

Complete design and construction of two new fire stations (100th Street and Bell Road, and Alma School Road and Dynamite Boulevard) by February 2001.

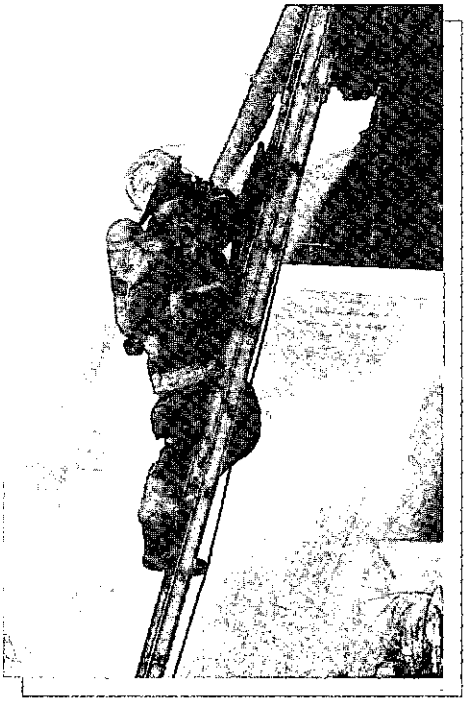
Assist City Year 2000 Office with contingency planning and testing.

Continue to conduct annual citywide emergency preparedness.

Perform evaluations and assist in the implementation of workplace safety issues for city owned facilities.

Did You Know?

Smoke detector batteries should be checked once a year.



The effective communication which has been developed between Police and Fire, results in a highly efficient method of service delivery for major emergency incidents.

Significant Expenditure and Staffing Changes

The Emergency Services budget decreases $32,291 (-11.3%) in 1999/00 and increases $17,273 (6.8%) in 2000/01. This budget supports the current service level for this program.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	75,451	79,217	78,498	79,962	83,486
Contractual Services	54,639	89,218	201,870	165,576	179,285
Commodities	(3,145)	2,244	3,100	5,600	5,600
Capital Outlay	1,126	30,528	968	1,007	1,047
Total	128,071	201,207	284,436	252,145	269,418
Staffing					
Authorized Positions	1.00	1.00	1.00	1.00	1.00
Overtime	-	-	-	-	-
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	1.00	1.00	1.00	1.00	1.00

Goal: Respond to 100% of citizen inquiries within 24 hours.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Track # of inquiries.	# of inquiries	99	105	110	150	110
Strategy: Track % of callbacks within standards.	% responded to within standard	100%	100%	100%	100%	100%

Goal: Review 100% of all fire and EMS exception reports to ensure contract compliance.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Track # of exception reports received.	# of exception reports received	2,531	3,192	3,600	3,600	3,900
Strategy: Track % of reports reviewed.	% of reports reviewed	100%	100%	100%	100%	100%

Goal: Monitor cost effectiveness of contracted fire service.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Track cost per citizen amounts.	Cost per citizen	$56.36	$57.94	$58.30	$62.66	$66.87

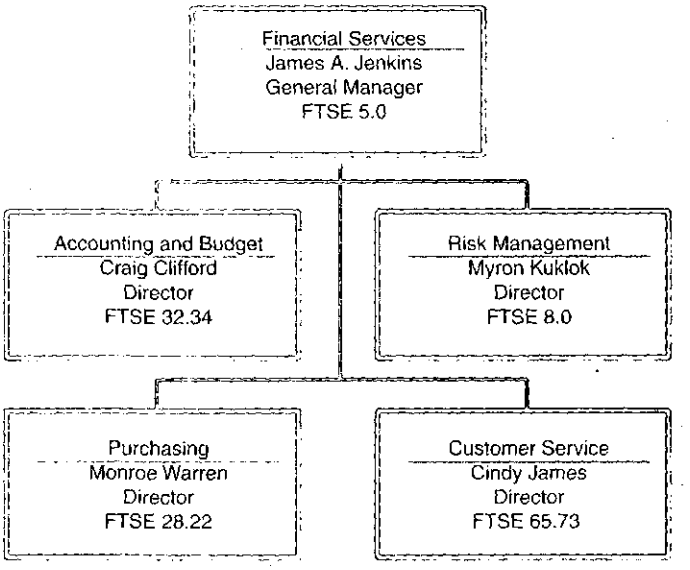
The combination of full-time Rural/Metro firefighters and trained City fire support personnel allows for an effective use of resources for major incidents in Scottsdale.

Financial Services

MISSION:

"Quality Service and Innovative Solutions"

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



Financial Highlights

The Financial Services Department budget increases $509,422 (4.1%) in 1999/00 and $764,657 (5.9%) in 2000/01. Increases address: The implementation of a new Citywide Energy Management Program, including interactive electric meters; reduction in banking services and implementation of an in-house payment processing program; enhanced reporting and communications to citizens; future imaging of the City's payables records; additional contractual oversight and claims adjustments; continued leveraging of technology to enhance services to citizens; and the continuation of services to support the City's growth.

Staffing increases include 8.50 new positions in 1999/00 and 4.50 in 2000/01. New positions are allocated as follows: Administration (1), Accounting & Budget (2), Risk Management (1), and Customer Service (9). The addition of a Senior Tax Auditor and a Revenue Collector will generate additional revenue of approximately $340,000 over the two year period.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	10,496,993	13,421,681	12,465,841	12,975,263	13,739,920
% of City's Operating Total	6.27%	7.21%	5.97%	5.81%	5.75%
Full-time Staffing Equivalent (FTSE)	125.07	126.57	130.54	139.29	143.90
Volunteer-time Staffing Equivalent (FTSE)	.42	.38	.15	.24	.24

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

Trends

The complexities of impending Electric Power Deregulation requires added expertise in the procurement of power, as well as a greater level of energy management citywide.

Expansion of the Preserve boundary, increased redevelopment activity, and use of Community Facility Districts (CFDs) requires additional financial oversight and necessitates more complex financing structures.

Concurrent high priority citywide projects, such as Y2K, performance measures, budget preparation, and budget office research have a direct impact on workloads.

Decentralized technology responsibility has an impact on required skill and staffing levels.

New water meter installations and active license accounts are increasing at an average rate of approximately 7% per year.

The increased use of flexible procurement processes (procurement cards, on-line ordering, etc.) continues to drive down the number of purchase orders, resulting in staff concentration on expansion of long term contracts and other advantageous procurement practices.

The complexity of issues related to contract management and liability claims management is increasing at an estimated rate of 10-20% per year.

The number of small or specialized contracts requiring customized insurance indemnification language is growing by 10% per year.

Departmental Objectives

Coordinate department Y2K readiness efforts to ensure business continuity into the next millennium.

Seek optimum and innovative financing structures for City financing to mitigate debt service costs, while retaining high credit ratings.

Utilize inter/intradepartmental teams to review work processes, improve work efficiencies and effectiveness, and remain responsive to the needs of our customers.

Facilitate Long-term Financial Planning – Prepare strategic financial forecasts and assist others in developing long-term financial models to identify the City's capacity to fund future service needs.

Provide Financial Information to Stakeholders – Prepare and distribute financial information to interested stakeholders, i.e., citizens, media, financial institutions, on which they can make informed judgments and decisions related to City operations and finances.

Maintain Risk Management budget to within 2% of the City's operating budget.

Provide safety in the workplace through highly visible efforts and programs.

Continue to implement flexible procurement processes and educate City staff about best value procurement of goods and services.

Provide a single point of contact for customers for utilities, licensing, tax, and collections.

Provide choices for establishing services to citizens such as multiple service locations, surepay, e-commerce, Interactive Voice Response, and options for employees to provide these services (imaging and data warehousing to improve access to records).

Financial Services

Prior Year Results and Outcomes

Received an upgrade on Water & Sewer Revenue bonds from Moody's (Aa2 to Aa1) and from Fitch (AA- to AA).

Implemented an energy management program to address electric power deregulation issues.

With voter approval, permanently adjusted the State Expenditure Limitation by $12.5 million allowing the City to continue to provide quality service, including those services added since the limit's inception.

Successfully converted or upgraded all department applications to be Y2K ready.

Utilized the City's internet and intranet to improve communications with employees, vendors, and citizens.

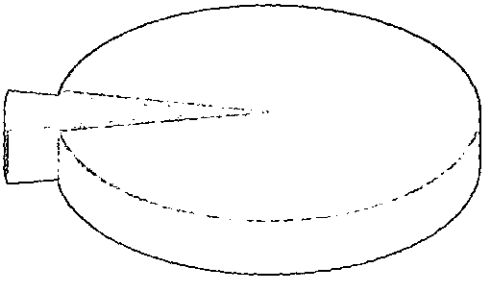
Implemented Desktop Ordering, which combined with the expanded use of Purchasing Cards, significantly reduced associated costs and freed up warehouse space.

Implemented "Accident Free Days" contest and awards program to maintain safety visibility and awareness among City employees as a supplement to the overall Voluntary Protection Program (VPP).

Implemented Remittance Processing/ Records Management programs in Customer Service which improved cash processing service to customers and provided a more competitive bid process for banking services.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	5,275,555	5,689,395	6,165,711	6,722,059	7,175,812
Contractual Services	4,777,886	7,155,940	5,699,938	5,730,175	5,936,002
Commodities	122,859	131,684	224,036	265,261	280,947
Capital Outlay	320,693	444,664	376,156	257,768	347,159
Total	10,496,993	13,421,681	12,465,841	12,975,263	13,739,920
Expenditures By Division					
Administration	350,111	371,287	450,939	641,956	666,493
Accounting and Budget	1,918,242	2,199,084	2,303,693	2,303,368	2,423,209
Risk Management	3,627,681	5,809,376	4,103,674	4,213,429	4,326,976
Purchasing	1,490,347	1,619,024	1,873,880	1,840,341	1,926,684
Customer Service	3,110,612	3,422,910	3,733,655	3,976,169	4,396,558
Total	10,496,993	13,421,681	12,465,841	12,975,263	13,739,920
Staffing					
Authorized Positions	116.90	123.00	126.97	136.47	140.97
Contractual	6.60	2.00	2.00	1.00	1.00
Overtime	1.57	1.57	1.57	1.82	1.93
Full-time Staffing Equivalent (FTSE)	125.07	126.57	130.54	139.29	143.90
Volunteer Time Invested					
Hours	891	786	302	500	500
Full-time Staffing Equivalent (FTSE)	.42	.38	.15	.24	.24

Financial Services Represents
5.81% of the City's Operating Budget



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

Program Objectives

Maintain the City's solid standing with Rating Agencies to maintain excellent General Obligation, Municipal Property Corporation, Scottsdale Preserve Authority, and Water and Sewer Revenue bond ratings.

Seek optimum and innovative financing structures for City financing to mitigate debt service costs, while retaining high credit ratings.

Utilize inter/intradepartmental teams to review work processes, improve work efficiencies and effectiveness, and remain responsive to the needs of our customers.

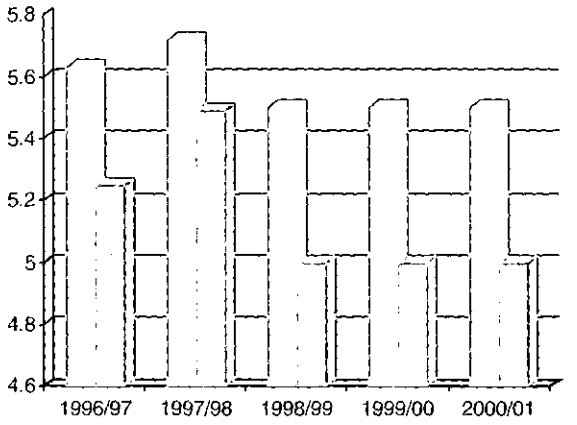
Act as a catalyst to develop a space management plan.

Educate citizens and City employees about the City's fiscal condition through existing programs and special events and presentations.

Continue to support existing departmental Quality Teams, and create a new (learning) quality team to support continuous learning and Scottsdale University.

Coordinate department Y2K readiness efforts to ensure business continuity into the next millennium.

Investment Yield Comparison



□ Weighted average yield on investments
□ Federal Funds Rate average annual yield

Significant Expenditure and Staffing Changes

The Administration division budget increases $191,017 (42.3%) in 1999/00 and $24,537 (3.8%) in 2000/01. Significant expenditure changes for Administration are primarily due to the implementation of a Citywide energy management program to address the procurement of power in a deregulated environment, and $200,000 for interactive electric meters. Staffing changes include the addition of one Energy Manager.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	323,933	334,035	341,283	422,993	443,795
Contractual Services	19,733	21,394	39,592	44,453	45,271
Commodities	2,602	8,583	63,256	61,419	63,816
Capital Outlay	3,843	7,275	6,808	113,091	113,611
Total	350,111	371,287	450,939	641,956	666,493
Staffing					
Authorized Positions	4.00	4.00	4.00	5.00	5.00
Overtime	-	-	-	-	-
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	4.00	4.00	4.00	5.00	5.00

Goal: Manage the City's cash and investments according to our investment policy which emphasizes safety of principal, liquidity and yield, in that order. Maximize the percent of City cash actively invested on a daily basis. Preserve invested principal and achieve weighted average yield on investments at or above the Federal Funds Rate.

Strategy: Safeguard the City's cash and maximize yields.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
% total cash actively invested	99.7%	99.6%	99.5%	99.5%	99.5%
Weighted average yield on investments	5.63	5.72	5.5	5.5	5.5
Federal Funds Rate average annual yield	5.25	5.49	5.0	5.0	5.0

Goal: Maintain or improve General Obligation Bond rating which contributes to lower cost of debt.

Strategy: Maintain or improve bond ratings.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Moody's Investor Service	Aa1	Aa1	Aa1	Aa1	Aa1
Standard & Poor's Rating Group	AA+	AA+	AA+	AA+	AA+
Fitch Investor Services, Inc.	AA+	AA+	AA+	AA+	AA+

Goal: Maintain or improve Municipal Property Corporation Revenue rating which contributes to lower cost of debt.

Strategy: Maintain or improve bond ratings.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Moody's Investor Service	A1	Aa2	Aa2	Aa2	Aa2
Standard & Poor's Rating Group	AA	AA+	AA+	AA+	AA+
Fitch Investor Services, Inc.	AA-	AA	AA	AA	AA

Goal: Maintain or improve Water and Sewer Revenue bond rating which contributes to lower cost of debt.

Strategy: Maintain or improve bond ratings.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Moody's Investor Service	Aa2	Aa2	Aa1	Aa1	Aa1
Standard & Poor's Rating Group	AA-	AA	AA	AA	AA
Fitch Investor Services, Inc.	AA-	AA-	AA	AA	AA

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

Program Objectives

Develop and Maintain Integrated Financial Systems - Administer the various financial operating and internal control systems to ensure accurate and reliable data processing and financial information tracking (including Y2K efforts.)

Facilitate Long-term Financial Planning - Prepare strategic financial forecasts and assist others in developing long-term financial models to identify the City's capacity to fund future service needs.

Be a Financial Consultant to Departments - Provide governmental financial training/advice to departmental customers and City Council to increase their financial acumen and confidence with financial responsibilities.

Provide Financial Information to Stakeholders - Prepare and distribute financial information to interested stakeholders, i.e., Citizens, Media, Financial Institutions, on which they can make informed judgments and decisions related to City operations and finances.

Significant Expenditure and Staffing Changes

The Accounting and Budget division budget decreases slightly in 1999/00 and increases $119,841 (5.2%) in 2000/01. Significant expenditure changes for Accounting & Budget are primarily the reduction of bank service contractual charges as a result of performing remittance processing 'in-house'. While savings are reflected beginning in 1999, contractual expenditures increase in 2000/01 due to increasing computer system maintenance contracts/fees.

Staffing changes include the addition of clerical/graphical support for the Budget process and to help support communication of budget information with our stakeholders via internet, graphic public presentations, and our other publication media. The addition of a part-time office worker position is also added to continue participation in the Student Worker program; providing valuable training and work experience to community youth while also assisting Payroll with necessary administrative duties. In 2000/01, a part-time employee is added to ensure accurate and timely payment of vendors (accounts payable) and assist in innovative efforts to 'image' City payables records and allow for more expedient retrieval for staff and public research.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	1,348,875	1,434,793	1,571,925	1,646,783	1,735,001
Contractual Services	502,947	609,645	605,508	576,570	604,718
Commodities	25,907	31,797	40,700	34,700	36,375
Capital Outlay	40,513	122,850	85,560	45,315	47,115
Total	1,918,242	2,199,084	2,303,693	2,303,368	2,423,209
Staffing					
Authorized Positions	29.30	30.50	30.47	31.97	32.47
Overtime	.34	.34	.34	.37	.37
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	29.64	30.84	30.81	32.34	32.84

Goal: Coordinate Operating and Capital Budget review process with City staff, Council, and citizens.

Strategy: Encourage participation and excellence in reporting.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
100% of all budget review sessions are publicized	Yes	Yes	Yes	Yes	Yes
Budget meets all requirements and GFOA reporting excellence benchmarks	Especially Notable	Yes	Yes	Yes	Yes

Goal: Coordinate annual financial audit and maintain City financial reporting integrity, consistency, and accuracy.

Strategy: Complete audit timely, accurately, and in conformance with GAAP.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Annual financial audit and single audit opinions from external auditors are unqualified and completed by September 15th	Yes	Yes	Yes	Yes	Yes
Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks	Yes	Yes	Yes	Yes	Yes

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

Strategy: Provide timely, efficient, and accurate payroll processing.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
100% of payroll processed timely every two weeks.	100%	100%	100%	100%	100%
Number of payroll checks processed	48,504	50,919	53,974	57,212	60,645
100% of payroll accuracy based upon departmental input	100%	100%	100%	100%	100%
Payroll checks processed per FTE payroll staff	16,168	16,973	17,991	19,071	20,215

Goal: Process vendor invoices accurately within an average of five days of receipt in Accounts Payable.

Strategy: Achieve timely and efficient payment to vendors.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of days to process	5.0	5.2	5.0	5.0	5.0
# of invoices processed	71,075	66,976	70,995	73,834	76,049
Invoices processed per FTE accounts payable staff	11,846	11,163	11,832	12,306	12,675

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, Occupational Safety and Health Administration (OSHA), and unemployment compensation exposures; and prepares fiscal impact statements and negotiations in the area of employee health benefits. This budget is offset by user rates charged to other City operating departments.

Program Objectives

Maintain Risk Management budget to within 2% of the City's operating budget.

Provide safety in the workplace through highly visible efforts and programs. Achieve Voluntary Protection Program (VPP) recertification.

Fine tune Contract Administration process.

Determine feasibility of Owner Controlled Insurance Program for City projects.

Reduce outside liability claim adjuster fees and closely monitor balance between adjusting costs and needed quality of investigations.

Closely monitor and measure actual Work Comp adjusting performance to Quality Work Design (QWD) Report established standards.

Act as resource and advisor to City personnel on life-safety issues and related Loss Prevention issues.

Be Y2K ready.

Did You Know?

Workers Compensation claims have decreased by 26% since 1996 when the Star Voluntary Protection Program (VPP) was implemented.

Significant Expenditure and Staffing Changes

The Risk Management division budget increases $109,755 (2.7%) in 1999/00 and $113,547 (2.7%) in 2000/01. Significant expenditure changes for Risk Management primarily provide for the continuation of current service levels and safety programs.

Staffing changes include the addition of one Contract Administrator/Claims Adjuster to maintain and enhance the contract review process regarding indemnification and insurance requirement provisions of various City contracts and Certificate of Insurance follow-up reconciliation to the contract terms. This position will also supplement Liability Claims adjusting investigation field work.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	339,223	412,475	395,651	474,686	497,001
Contractual Services	3,176,581	5,304,565	3,655,975	3,644,894	3,735,946
Commodities	96,024	79,815	42,368	86,800	86,700
Capital Outlay	15,853	12,520	9,680	7,049	7,329
Total	3,627,681	5,809,375	4,103,674	4,213,429	4,326,976
Staffing					
Authorized Positions	7.00	7.00	7.00	8.00	8.00
Overtime	-	-	-	-	-
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	7.00	7.00	7.00	8.00	8.00

Goal: Maintain Risk Management budget to within 2% of the City's operating budget.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Practice fiscal responsibility.	% of Risk Management's total budget to City's operating budget	1.49%	1.66%	1.60%	1.80%	1.80%

Goal: Control General Liability accident frequency to within 1.00 per Million City Budget and severity to within $5,000 per Million City Budget through effective Risk Management services.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Promote safe practices.	Accident Frequency/Million Budget	0.95	1.04	0.80	1.00	1.00
	Cost of Losses/Million Budget	$5,371	$4,770	$4,000	$5,000	$5,000

Goal: Control Vehicle Liability accident frequency to within 10.00 per Million Miles Driven and severity to within $100,000 per Million Miles Driven through effective Risk Management services.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Promote safe practices.	Accident Frequency/Million Miles	10.63	10.75	9.25	10.00	10.00
	Cost of Losses/Million Miles	$214,350	$184,429	$80,000	$100,000	$100,000

Goal: Control Vehicle Physical Damage accident frequency to within 27.00 per Million Miles Driven and severity to within $27,000 per Million Miles Driven through effective Risk Management services.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Promote safe practices.	Accident Frequency/Million Miles	29.84	28.22	25.90	27.00	27.00
	Cost of Losses/Million Miles	$24,946	$28,969	$28,000	$27,000	$27,000

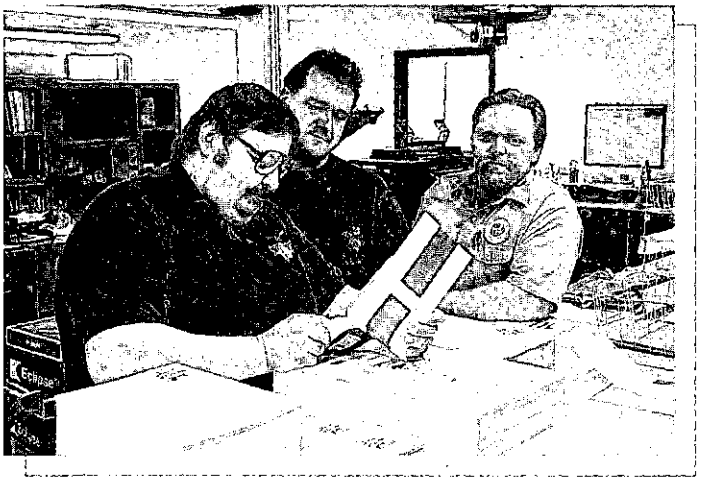
Goal: Control Workers Compensation accident frequency to within 50.00 per Million Hours Worked and severity to within $150,000 per Million Hours Worked through effective Risk Management services.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Promote safe practices.	Accident Frequency/Million Hours Worked	46.93	46.52	45.50	45.00	45.00
	Cost of Losses/Million Hours Worked	$143,478	$109,983	$140,000	$150,000	$150,000

Goal: Fund the City's Loss Trust Fund to minimum of 100% of Actuary's recommended fund balance, by June 2000.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Strengthen fiscal vitality.	Fiscal year fund balance % of the actuarial projected funding required	96.9%	91.5%	98.5%	108.6%	124.5%

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



The Purchasing Graphic's Team provides a full service design, printing, and high speed photocopy service.

Program Objectives

Continue to implement flexible procurement processes (procurement cards, on-line ordering, etc.), and educate City staff about best value procurement of goods and services.

Continue to secure long-term contracts and pricing arrangements.

Develop/Implement an integrated purchasing and imaging system.

Complete process changes within purchasing that provide a better divisional realignment within the City.

Did You Know?

Purchasing's use of the internet for desk top ordering of office supplies saves the City approximately $55,000 per year in staff time and reduced mileage. And the warehouse has reduced its inventory by 435 items!

Purchasing Card use by City staff for small dollar purchases saves approximately $500,000 per year by reducing paperwork, *and* it provides more operational efficiency.

Significant Expenditure and Staffing Changes

The Purchasing division budget decreases $33,539 (1.7%) in 1999/00 and increases $86,343 (4.7%) in 2000/01. Significant expenditure decreases for Purchasing are due to the continued use of flexible procurement processes (procurement cards and on-line ordering). Increases include Citywide mailings and related postage costs, and training related to the implementation of new SmartStream applications (Purchasing and Supply Management).

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	1,231,167	1,238,203	1,327,222	1,348,598	1,405,823
Contractual Services	314,841	420,242	508,328	513,187	537,928
Commodities	(98,941)	(77,175)	(53,916)	(55,647)	(52,680)
Capital Outlay	43,280	37,753	92,246	34,203	35,613
Total	1,490,347	1,619,024	1,873,880	1,840,341	1,926,684
Staffing					
Authorized Positions	28.0	27.00	27.00	27.00	27.00
Overtime	.27	.27	.27	.22	.22
Contractual	1.00	1.00	1.00	1.00	1.00
Full-time Staffing Equivalent (FTSE)	29.27	28.27	28.27	28.22	28.22

Goal: Purchase and facilitate the acquisition of products, services, and construction required to support the operation of the City.

Strategy: Prepare and issue solicitations.

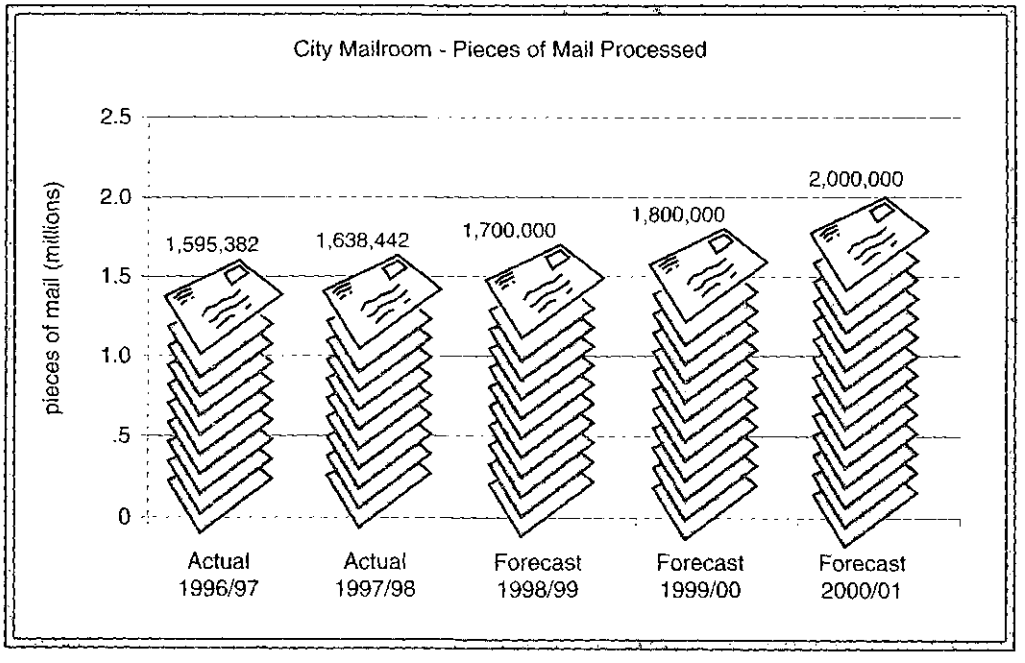
Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of bids	128	141	150	156	171
# of RFP's	18	31	35	38	42
# of RFQ's	n/a	89	82	99	110

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

Strategy: Prepare and develop long term purchasing contracts with vendors.

Strategy: Administer an informal purchasing program.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of customer requisitons	16,815	14,582	16,000	17,600	19,300
# of long term contracts in effect at year end	171	183	187	195	213
# of purchasing cards	180	473	497	521	548
# of transactions	6,228	16,898	17,700	18,630	19,562
Dollars spent (in millions)	$613,354	$2.37	$2.84	$3.41	$4.09



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

Program Objectives

Provide a single point of contact for customers for utilities, licensing, tax and collections expanding use of data warehouse technology by January, 2000.

Create automated/integrated work environment expanding use of document imaging by January, 2000 to improve access to and retrieval of records.

Provide a high level of responsive, personalized service continuing staff training which will focus on customer service and computer systems.

Maximize revenue collection and compliance with City ordinances ensuring that systems are Year 2000 ready by December, 1999.

Provide choices for establishing services and options for employees to provide the services by offering Interactive Voice Response service options by September, 1999 and continuing to explore opportunities for use of the Internet.

Significant Expenditure and Staffing Changes

The Customer Service division budget increases $242,514 (6.5%) in 1999/00 and $420,389 (10.5%) in 2000/01. Significant expenditure changes for Customer Service are primarily due to the addition of new positions to support the City's growth; technical support training; the purchase of two check imaging modules; overhead costs not previously budgeted for in-house payment processing which began 1/99; and to provide for the continued use of technology to enhance services to citizens.

Staffing changes include three Customer Service Representatives in Tax & License, two Water Meter Readers, one Customer Service Representative in Utility Billing, two Customer Service Assistants in Remittance Processing/Records Management, one Senior Tax Auditor, and City Revenue Collector converted from contractual (no cost increase). Additional revenue generated by the Senior Tax Auditor and Revenue Collector is estimated at $97,000 in 1999/00 and $241,250 in 2000/01.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	2,032,357	2,269,888	2,529,630	2,828,999	3,094,192
Contractual Services	763,784	800,093	890,535	951,071	1,012,139
Commodities	97,267	88,664	131,628	137,989	146,736
Capital Outlay	217,204	264,265	181,862	58,110	143,491
Total	3,110,612	3,422,910	3,733,655	3,976,169	4,396,558
Staffing					
Authorized Positions	48.6	54.50	58.50	64.50	68.50
Overtime	.96	.96	.96	1.23	1.34
Contractual	5.60	1.00	1.00	-	-
Full-time Staffing Equivalent (FTSE)	55.16	56.46	60.46	65.73	69.84

Goal: Read 100% of the water meters monthly with an accuracy rate of 99.85%.

Strategy: Accurately read water meters monthly.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of meter readers	8	9	10	11	12
# of meters read monthly per meter reader	7,949	7,532	7,242	7,018	6,858
% of meter read monthly	99.95%	100%	99.95%	100%	100%
% of meter read accurately	99.95%	99.90%	99.90%	99.90%	99.90%

Goal: Mail 98% of customer utility bills with a 14 day pay period.

Strategy: Provide customers with 14 days to pay after receipt of bill.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of bills produced per bill day	3,056	3,249	3,500	3,700	3,900
% of bills processed and ready for mailing within three days of meter read	99.1%	98.2%	98.0%	98.0%	98.0%

Goal: Collect delinquent receivables to minimize account write-offs.

Strategy: Minimize account write-offs.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Delinquent receivables collected per collector	$3,077,078	$2,536,888	$2,800,000	$3,125,000	$3,500,000
# of collectors	3	4	4	4	4
$ collected per $1.00 spent	$16.02:1	$15.62:1	$15.00:1	$15.50:1	$16.00:1
% of delinquent receivables collected by collectors	70%	65%	65%	70%	70%
% of total revenue write-offs	0.2%	0.2%	0.2%	0.4%	0.4%

Goal: Promote accurate privilege tax self-assessment through compliance audits and education.

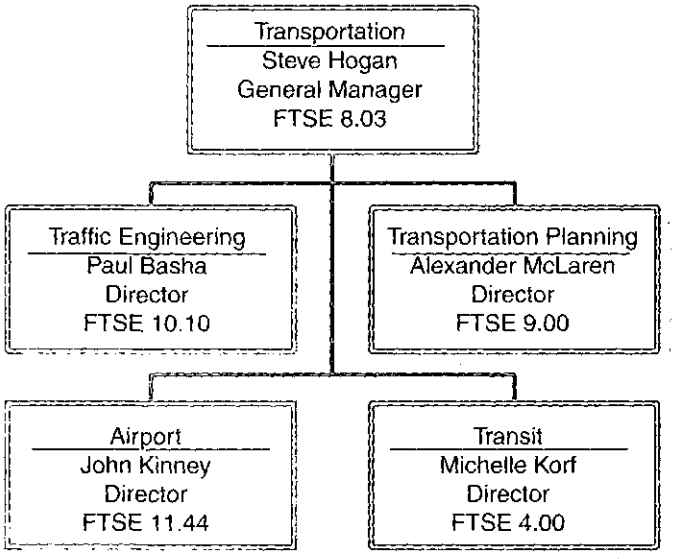
Strategy: Promote accurate tax assessments.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Audit 2.5% of Scottsdale businesses	1.9%	2.1%	2.3%	2.2%	2.2%
Audit hearings and appeals occur 5% or less of audits performed	2.7%	2.3%	5.0%	5.0%	5.0%
Obtain 90% satisfaction rate on taxpayer survey	97%	97%	90%	90%	90%
Maintain a minimum ratio of $2.00 collected for every $1.00 in cost	$1.93	$2.06	$2.00	$2.00	$2.00

Transportation

MISSION

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



Financial Highlights

The Transportation Department budget increases $1,325,554 (16.3%) in 1999/00 and $1,256,075 (13.3%) in 2000/01. The increase provides additional transit service on two major north-south corridors to provide 15 minute service during peak hours and new service to the Scottsdale Airpark; staff in 2000/01 to improve responsiveness to citizens and establish a needed public outreach program to help guide transportation program implementation; staff to help manage growing demands of roadway system through new technology and better on-street monitoring of traffic flow and delay; and airport staff to enhance security and perform maintenance activities.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	5,706,977	6,716,627	8,111,480	9,437,034	10,693,109
% of City's Operating Total	3.41%	3.61%	3.89%	4.23%	4.48%
Full-time Staffing Equivalent (FTSE)	36.91	39.31	39.23	42.57	43.57
Volunteer-time Staffing Equivalent (FTSE)	.10	.02	.05	.325	.325

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

Trends

Further reduction of federal grants to airports. General aviation airports will continue to be hit the hardest. Airports will be forced to raise user fees or increase general fund subsidies.

12.5% increase in airport operations from 1997 to 1998. Expect similar growth in 1999.

Significant airfield construction projects proposed during budget period.

Reauthorization of ISTEA has triggered a frenzy of interest in federal funding for major transit investments. Strong competition for limited dollars. Trend toward more local commitment through increased match (above 20%).

Increasing traffic congestion and air pollution has raised the level of public dialogue concerning alternative modes of transportation.

Continuing interest among Valley municipalities to pursue dedicated funding source for transit on a city-by-city basis.

Growing demand for dial-a-ride service north of existing service boundaries. Seniors (over age 65) is one of Scottsdale's fastest growing demographics.

Vehicle miles traveled (VMT) has increased 7% annually since 1986, 12% in past year.

Vehicle collisions have decreased 4% since photographic enforcement was implemented.

Traffic signal installations have grown by more than 10% in 1998.

The issue of how drainage improvements are funded continues to pose problems. Maricopa County Flood Control District continues to be an important partner as they fund a minimum of 50% of our regional flood control systems. There is a concern about this funding given the County Supervisors adoption of a flat revenue plan during a period of rapid population increases.

The city has a 0.2% Sales Tax that is earmarked for Transportation Improvements. Existing needs outstrip available funds and additional funding will be required.

Community interest in transportation matters is growing rapidly, requiring more concerted public outreach to integrate public ideas/preferences into transportation plans.

Departmental Objectives

Develop a transporation plan to reduce vehicle miles traveled (VMT), improve air quality and mobility/accessibility. On-going.

Raise community awareness of transportation opportunities and constraints through a comprehensive marketing, education and communication plan. On-going.

Strengthen regional and interdepartmental partnerships to ensure transportation is a primary criterion in shaping community. On-going.

Restructure the organization to improve customer service and meet the challenges of a dynamic community. January 2000.

Enhance transportation and drainage system performance through: results-based thinking which emphasizes flexibility in planning and design; technological solutions; integration of non-automotive modes; new methods to preserve existing natural drainage systems, etc. On-going.

Strengthen the financial management practices within the department to: 1. Establish a year-round cost identification system for transportation and drainage programs. 2. Continually refine transportation and drainage programs to reflect community needs. 3. Maximize transportation and drainage grant funding opportunities through program preparedness. December 1999, ongoing thereafter.

Identify new sources of transportation and drainage funding to offset growing costs of both programs. On-going.

Clarify linkage between the CIP and long-term transportation and drainage plans. June 2000.

Use technology to aid in improving traffic flow.

Prior Year Results and Outcomes

Completed the Airport/Airpark Regulatory Rewrite process with substantial public involvement and consensus.

Increased Airport Enterprise fund revenues by 13% or approximately $125,000, reducing reliance on the General Fund.

Completed phase one of land acquisition (Rey West parcel - 12 acres) utilizing ADOT and FAA grant programs.

Phase IV of the Indian Bend Wash Multiuse Path, from Chaparral to McDonald Road, was completed.

The new downtown circulator bus, Scottsdale Round-Up, began service.

Scottsdale Connection Route #76, which operated as a one-way only loop, was modified to provide service in two directions.

The first two cameras in the Traffic View System were installed and are being used daily to monitor traffic patterns and adjust traffic signal timing to better correspond to the changing traffic patterns.

A grant request for $1,700,000 for Congestion Management and Air Quality Improvements was approved that will result in the installation of three to seven additional Traffic View cameras and a Traffic Management Center in the next two years.

Thompson Peak Parkway Crossing was completed creating improved access to the area of the city north of the CAP canal.

Pima Acres Improvement district was completed which installed paving and drainage in this subdivision. This paving will assist in reducing particulate pollution in the city.

Significant steps were taken in the construction of the Pima Freeway through Scottsdale. The freeway will improve regional circulation within the city.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	1,907,958	1,975,466	2,147,806	2,453,402	2,623,126
Contractual Services	3,664,491	4,585,698	5,807,715	6,820,866	7,955,850
Commodities	82,165	98,190	81,973	75,835	58,930
Capital Outlay	52,363	57,273	73,986	86,931	55,203
Total	5,706,977	6,716,627	8,111,480	9,437,034	10,693,109
Expenditures By Division					
Administration	366,114	385,299	399,942	629,287	641,913
Airport	778,795	1,038,685	924,621	973,160	960,101
Transit	2,597,181	3,319,847	4,705,610	5,861,627	7,000,738
Traffic Engineering	1,316,663	1,435,207	1,458,748	1,341,485	1,431,021
Transportation Planning	648,224	537,588	622,559	631,475	659,336
Total	5,706,977	6,716,627	8,111,480	9,437,034	10,693,109
Staffing					
Authorized Positions	35.40	37.40	37.32	41.85	42.85
Contractual	1.00	1.40	1.40	.40	.40
Overtime	.51	.51	.51	.32	.32
Full-time Staffing Equivalent (FTSE)	36.91	39.31	39.23	42.57	43.57
Volunteer Time Invested					
Hours	213	48	105	676	676
Full-time Staffing Equivalent (FTSE)	.10	.02	.05	.325	.325

Design was completed for the Southwest Scottsdale Flood Control project and construction will provide significant benefits to residents of this area of Scottsdale.

Reata Pass Wash design was completed and is ready for construction pending resolution of environmental review.

Transportation Commission's Citizen Survey and Traffic Talks were completed as part of an update of the city's transportation plan. These offered a grass roots view of the community's needs and desires for the future of transportation.

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

Program Objectives

Promote a marketing, education and communication plan to raise community awareness of transportation opportunities and constraints. Critical Objective #1 On-going.

Organize the department to meet the challenges of a dynamic community and improve communications with staff, other departments and citizens. Critical Objective #5 and 7. December 1999.

Develop Transportation's Internet site to inform the community and promote the function and activities of the department to the citizens. The site will be easy to navigate and will include travel information, CIP project locations, descriptions, and funding schedules. Critical Objective #8 and #9. September 1999

Promote the task force to discuss and coordinate traffic congestion in city rights-of-way caused by construction, special events, utilities, private development, city maintenance, Pima Freeway construction, etc. Critical Objective #9. July 1999.

Work to optimize financial resources and to strengthen the financial management practices within the department. Critical Objective #6. On-going.

Continue the Traffic Talks program to elicit ongoing feedback from the community and sharing of information about transportation needs and opportunities.

Did You Know?

There were 21 "Traffic Talks" held throughout the city in 1998. Traffic Talks were meetings in which about 300 citizens voiced their likes and dislikes about the present transportation system, their vision of an "ideal" system, as well as their ideas on how to pay for such a system. These conversations between staff and citizens addressed how to minimize traffic congestion, encourage shared rides and commuting, decrease air pollution and the potential of building improvements to enhance the road and public transit system already in place.

Significant Expenditure and Staffing Changes

The Administration budget increases $229,345 (57.3%) in 1999/00 and $12,626 (2.0%) in 2000/01. Increases include the addition of two administrative positions – one to improve issues/budget management and community access to the department and the other to expand the Transportation Department's ability to communicate with the community.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	309,012	318,148	338,902	479,595	505,867
Contractual Services	35,608	24,439	31,992	109,571	126,123
Commodities	14,928	20,723	16,300	9,700	500
Capital Outlay	6,566	21,989	12,748	30,421	9,423
Total	366,114	385,299	399,942	629,287	641,913
Staffing					
Authorized Positions	6.80	6.00	5.97	8.00	8.00
Overtime	.07	.07	.07	.03	.03
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	6.87	6.07	6.04	8.03	8.03

Transportation

Goal: Maintain ratio of full-time staffing equivalents in the Transportation Department per 1,000 citizens to maintain service level.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Keep the # of employees per 1,000 citizens at or below .25	Estimated population in Scottsdale	183,030	190,500	200,000	220,000	228,000
	# of FTSE in the Transportation department	35.4	39.31	39.23	42.57	43.57
	# of Transportation department employees per 1,000 citizens	.193	.195	.196	.194	.191
Strategy: Citizen satisfaction level.	Reduce % of citizens who believe transportation is a major issue to 15% or below.	24%	25%	25%	23%	20%
Strategy: Enhance opportunities to inform & involve citizens.	# of Transportation Commission meetings	18	18	18	18	18
	# of information meetings (Scottsdale Voices, Traffic Talks, Greenbelt, etc.)	24	40	55	65	75

The Transportation Team

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

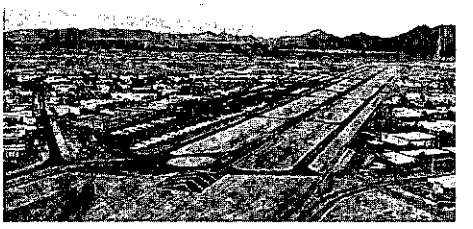
Program Objectives

Create cost centers and automate lease administration to more effectively recover operating and maintenance costs through equitable user fees.

Develop and monitor a comprehensive grant-funded improvement program including pavement preservation, safety improvement, and land acquisition.

Increase awareness and availability of airport related information through an enhanced marketing effort utilizing the internet, intranet, industry publications, airport newsletter, etc.

Update the 1992 Airport Economic Impact Study to accurately project the economic impact of the airport and airpark.

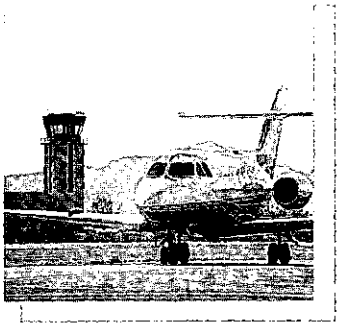


The annual economic impact of Scottsdale Airport is estimated at approximately $120 million.

Significant Expenditure and Staffing Changes

The Airport budget increases $48,539 (5.2%) in 1999/00 and decreases $13,059 (1.3%) in 2000/01. The increase in 1999/00 supports the addition of an Airport Maintenance Technician, and a part time Airport Operations Specialist to address current and anticipated increases in service levels at the Airport. The cost of adding these positions is partially offset by a reduction in the current Airport security contract.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	388,811	418,489	448,910	504,305	527,593
Contractual Services	332,347	546,632	391,590	397,441	376,419
Commodities	36,615	58,316	46,115	46,065	43,260
Capital Outlay	21,022	15,248	38,006	25,349	12,829
Total	778,795	1,038,685	924,621	973,160	960,101
Staffing					
Authorized Positions	7.60	9.40	9.35	10.85	10.85
Overtime	.37	.37	.37	.19	.19
Contractual	1.00	1.40	1.40	.40	.40
Full-time Staffing Equivalent (FTSE)	8.97	11.17	11.12	11.44	11.44



Scottsdale accomodates over 210,000 annual aircraft take-offs and landings.

Goal: To continue to be involved in the land use and development issues as they relate to the Airport and aircraft noise.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Review proposed development within the adopted airport influence consistent with airport planning documents.	# of zoning cases reviewed within the airport influence area	n/a	2	12	5	5
	# of D.R. cases reviewed within the airport influence area	8	10	20	15	10
	# of final plans reviewed for proposed development adjacent to aviation facilities	8	10	20	15	10
Strategy: Respond to 85% of constituent calls (homeowners, airport tenants) within 6 hours and 100% within 10 hours.	Total # of noise related calls	855	680	165	750	790
	# of aircraft noise related calls requesting a return call from staff	n/a	185	50	n/a	n/a
	% of calls responded to within 6 hours	n/a	80%	86%	90%	95%
	% of calls responded to within 10 hours	n/a	86%	90%	95%	95%

Goal: Conduct a self-assessment of service levels and the associated cost at Scottsdale Airport.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Ensure compliance with FAA safety standards for airports accommodating charter and scheduled passenger services.	# of airfield safety violations issued by FAA	0	0	0	0	0
	# of annual airport facility inspections to ensure operational safety	365	365	266	730	730

Goal: Implement and maintain a rates and fees system that will reduce the City's General Fund subsidy to the Airport Enterprise Fund.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Reduce the General Fund Subsidy to the Airport Enterprise Fund by 5% annually.	Fiscal General Fund Subsidy	199,100	372,490	650,000	582,900	533,630
	Fiscal Airport revenue	986,484	1,151,594	937,500	1,068,430	1,104,980

The Transit division coordinates various components of the City's mass transit and bicycle 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.

Program Objectives

Raise the community's awareness of the transit and bicycle system through the development and implementation of a comprehensive marketing plan by June 2000.

Improve the multiuse and on-street bicycle system by continuing to implement bicycle improvements as identified in the Bicycle/Pedestrian Plan by July 2001.

Begin implementation of first phase recommendations of the 20 X 10 Scottsdale Transportation Plan by January 2000.

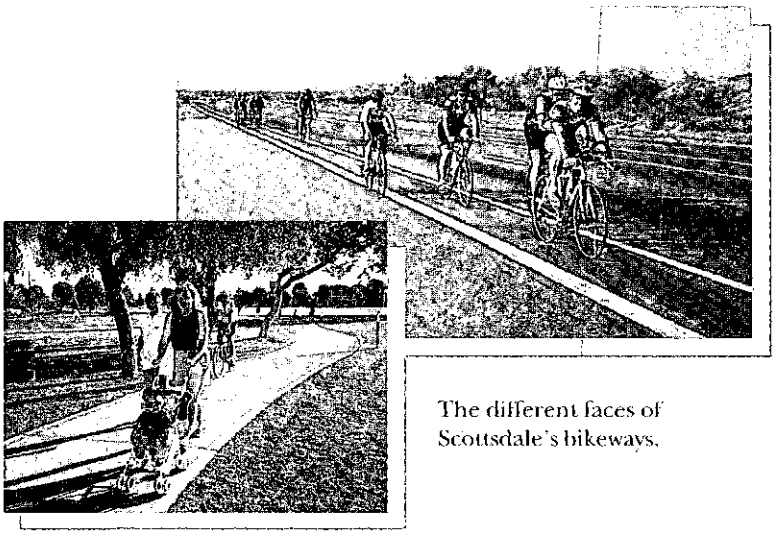
Complete a rail planning analysis that would increase long term mobility options by July 2000.

Improve bus system performance monitoring methods through improved technology and management practices by January 2000.

Maximize private sector participation in transit/bicycle improvements. On-going.

Improve the comfort of transit users by installing 50 transit shelters, 4,000 sf. of sidewalks and 100 wheelchair ramps by June 2001.

Continually update transit and bicycle capital and service plans and strengthen marketing of service. On-going.



The different faces of Scottsdale's bikeways.

Significant Expenditure and Staffing Changes

The Transit budget increases $1,156,017 (24.6%) in 1999/00 and $1,139,111 (19.4%) in 2000/01. Increases provide additional transit service on two major north-south corridors to provide 15 minute service during peak hours; provide additional transit service into and within the Scottsdale Airpark; and address growing demand for dial-a-ride services north of existing service boundaries. These increases are offset by 0.2% Transportation sales tax collections and new revenue approved for transit purposes in the last state legislative session. A Transit Planner position is added in 2000/01 to plan for and implement grant-funded transit capital improvements (shelters, wheelchair ramps, park and ride lots, etc) and administer transit capital grants.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	204,731	220,734	252,959	265,070	332,332
Contractual Services	2,379,739	3,089,202	4,435,111	5,583,652	6,649,572
Commodities	8,175	6,051	12,700	7,870	7,870
Capital Outlay	4,536	3,860	4,840	5,035	10,964
Total	2,597,181	3,319,847	4,705,610	5,861,627	7,000,738
Staffing					
Authorized Positions	4.00	4.00	4.00	4.00	5.00
Overtime	-	-	-	-	-
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	4.00	4.00	4.00	4.00	5.00

Goal: Reduce roadway congestion by attaining a 5% alternate mode split on top traffic corridors during PM peak hours by June 2001.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Increase transit ridership to reduce congestion in 4 key corridors.	# of transit passenger trips	1,109,000	1,156,000	1,250,000	1,325,000	1,500,000

Goal: Improve the quality of fixed route passenger trips.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Improve overall acceptance and usage of transit system.	Customer satisfaction via annual survey	29	48	55	65	70
Strategy: Complete bus stop improvements.	# of stops improved	25	0	0	20	50

Goal: Plan for long term mobility needs.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Maintain an on-going and open dialogue with citizens regarding the transit and bicycle programs.	# of citizen contacts, newsletters, public meetings regarding transit and bicycles	790	2,260	3,450	3,800	4,350
Strategy: Increase bicycle system miles to 150 by June 2001.	# of miles in bicycle system	64	85	105	120	150
Strategy: Improve accessibility to the bicycle system.	% of homes within .5 miles of a bikeway	30%	38%	50%	60%	70%

Goal: Increase transit and bicycle safety.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Reduce bicycle-related crashes by 10% annually.	Bicycle/car crash rate per 1,000 people	.32	.24	.24	.22	.20
Strategy: Increase transit safety.	# of preventable transit accidents	2	3	4	0	0
Strategy: Complete all key priority 1 & 2 corrections in Scottsdale Bicycle Path Improvement Study.	% of improvements completed	39%	45%	67%	91%	100%

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

Program Objectives

Install second phase of comprehensive traffic detection system by October 2000.

Install preliminary phase of Traveler Information System by June 1999.

Install second phase of Traveler Information System by October 2000.

Improve operation and accident analysis through video and computer technology enhancement.

Increase amount of time available for citizen concerns by 10%.

Significant Expenditure and Staffing Changes

The Traffic Engineering budget decreases $117,263 (8.0%) in 1999/00 and increases $89,536 (6.7%) in 2000/01. The decrease in year one results from a substantial reduction in the internally allocated risk charge due to the reduction in claims attributable to traffic engineering. This decrease is partially offset by the addition of a Signal System Analyst to assist in the development, analysis, and refinement of traffic signal coordination plans. The 1999/00 service level is maintained in the second year of the budget.

Did You Know?

When two or more vehicles come from different directions to a traffic signal that is not working, ALL drivers must come to a complete STOP, then the driver on your right has the right-of-way to go first.

If a vehicle is turning left or right, the vehicle that is going straight through has the right-of-way to go first.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	486,157	534,325	554,104	634,713	663,153
Contractual Services	798,477	881,202	895,408	680,102	750,657
Commodities	21,207	8,844	3,428	8,600	3,600
Capital Outlay	10,822	10,836	5,808	18,070	13,611
Total	1,316,663	1,435,207	1,458,748	1,341,485	1,431,021
Staffing					
Authorized Positions	8.00	9.00	9.00	10.00	10.00
Overtime	.07	.07	.07	.10	.10
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	8.07	9.07	9.07	10.10	10.10

Goal: Proactively maintain and improve the street network to provide safe and efficient travel for Scottsdale motorists, through effective placement and operation of traffic control devices.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Complete all requests for traffic data collection.	% of requests completed within time period requested	100%	100%	95%	100%	100%
	% of count requests completed	100%	100%	95%	100%	100%
Strategy: Enhance community communication about traffic management.	# of meetings organized/attended annually	n/a	n/a	21	10	20
Strategy: Provide timely response to citizen concerns and requests.	% of calls returned within 24 hours	100%	100%	100%	100%	100%
Strategy: Perform annual Devices Review on all collector and arterial roadways.	% of TC devices reviews completed	82%	90%	95%	100%	100%
Strategy: Review submitted barricade plans and provide timely turnaround.	% of barricade plans reviewed and approved within 48 hours	95%	100%	100%	100%	100%
Strategy: Reduce intersection average collision rates.	# of collisions per million vehicles	0.53	0.52	not available		
Strategy: Reduce roadway segment collision rates.	# of collisions per million vehicle miles	1.67	1.70	not available		
Strategy: Reduce incurred losses.	Amount of losses as determined by Risk Management	$139,559	$88,500	n/a	n/a	n/a
Strategy: Reduce average delay at 36 primary intersections.	% of intersections w/average delay greater than 40 sec. in peak hrs.	56%	47%	54%	45%	40%
Strategy: Decrease roadway travel times.	Decrease Hayden Rd. (McKellips to Cactus) travel time (minutes)	n/a	21.3	n/a	18	15
Strategy: Decrease roadway travel times.	Decrease Shea Blvd. (64th to FLW) travel time (minutes)	n/a	12.0	n/a	12.0	12.0

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

Program Objectives

Plan transportation, drainage and special district infrastructure to reflect community needs as evidenced by citizen input and professional needs assessments. Aggressively communicate these plans to positively shape the community.

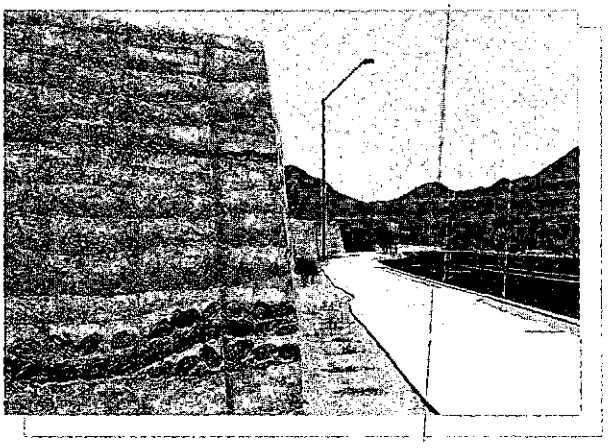
Obtain the necessary environmental permits for the Desert Greenbelt Reata and Pima Road channels; initiate construction immediately thereafter.

Ensure that major issues concerning timing and impacts of Pima Freeway construction are coordinated with the Arizona Department of Transportation and communicated to citizens.

Use planning and transportation modeling expertise to assist other departments in managing population growth and construction impacts to public right-of-way.

Continually update the Capital Improvement Plan for transportation and drainage projects.

Continually communicate information regarding drainage and transportation through a concerted department/city-wide public information effort.



Artist designed sound wall on Thompson Peak Parkway.

Significant Expenditure and Staffing Changes

The Transportation Planning budget increases $8,916 (1.4%) in 1999/00 and $27,861 (4.4%) in 2000/01. The budget supports the current service level for this program. Expanded program needs will be addressed through internal reassignments and prioritization.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	519,247	483,770	552,931	569,719	594,181
Contractual Services	118,320	44,223	53,614	50,100	53,079
Commodities	1,240	4,255	3,430	3,600	3,700
Capital Outlay	9,417	5,341	12,584	8,056	8,376
Total	648,224	537,588	622,559	631,475	659,336
Staffing					
Authorized Positions	9.00	9.00	9.00	9.00	9.00
Overtime	-	-	-	-	-
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	9.00	9.00	9.00	9.00	9.00

Goal: Promote sound floodplain management and the development and maintenance of cost effective and efficient citywide drainage system.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Develop master plan hydrologic models of all sub-watersheds within the entire city by 2005.	Delineate and model 20% of the watersheds south of the CAP each year	20%	20%	20%	0	0
	Delineate and model 20% of the watersheds north of the CAP each year	n/a	n/a	20%	20%	20%
Strategy: Improve staff and public understanding of floodplan and drainage issues.	# of different outreach projects participated in	n/a	n/a	3	5	5
Strategy: Complete the mapping of all 50 cfs washes by 2000.	Complete mapping of 20% of ESLO area each year	n/a	n/a	5%	20%	20%

Goal: Solve regional flooding problems and respond to drainage complaints in a timely manner to the satisfaction of the citizens.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Solve regional flooding and respond to drainage complaints in a timely manner to the satisfaction of the citizens.	% of problems/hazards responded to	n/a	n/a	n/a	100%	100%
	Expenditures for local drainage improvements	150,000	150,000	150,000	216,000	200,000
Strategy: Eliminate major flooding threats and associated damages.	# of residences removed from the flood plain	0	0	0	3,921	0

Goal: Manage the National Flood Insurance Program (NFIP); maintain City's eligibility; maintain/or improve its CRS rating; meeting NPDES and other mandates.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Be responsive to public requests for flood hazard and flood insurance information.	# of flood hazard determinations made	20	12	12	12	12
	# of inquires responded to regarding flood insurance requirements	15	15	15	15	15
Strategy: Administer and process in a timely manner; LOMAs; LOMRs; and floodplain delineation studies	# of processed or administered vesus # received	4/4	5/5	5/5	5/5	5/5

Goal: Strong public interface - give and receive Transportation information.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Rapid citizen response to phone inquires.	% of calls returned within 1 business day	95%	95%	90%	90%	90%
Strategy: Character Area Planning	# of public meetings	4	4	3	5	5

Goal: Complete drainage planning inputs for character area plans.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Provide drainage planning input for the character area planning process.	# of character areas completed versus # scheduled	n/a	n/a	4	2	2

Goal: Strong public interface - give and receive transportation information.

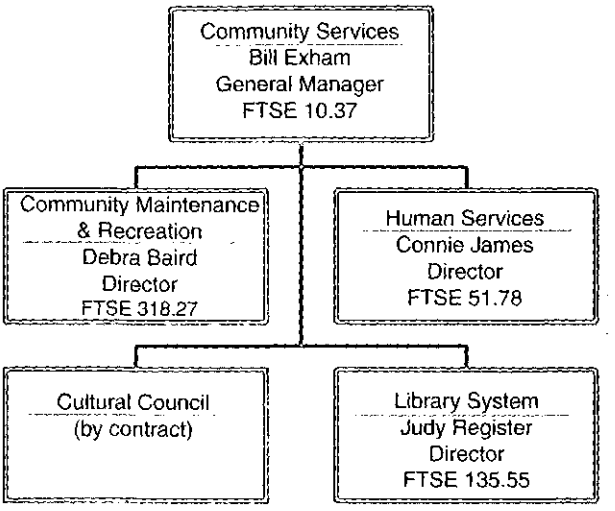
	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Rapid citizen response to phone inquiries.	# of calls returned within one business day	95%	95%	90%	90%	90%
Strategy: Character area planning.	# of public meetings	4	4	3	5	5

Goal: Street plans with lane miles necessary for level of service D, utilizing all alternative modes to reduce vehicle miles.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Review master plans for capacity and design.	# of master plans reviewed	8	8	6	6	6
Strategy: Maintain the Circulation Element of the General Plan.	# of amendments to the Circulation Element of the General Plan	4	4	2	2	2
Strategy: Conduct special transportation studies.	# of special studies conducted	n/a	n/a	12	15	15
Strategy: Identify & develop priority transportation network.	% of time transportation model online	100%	80%	90%	100%	100%
	# of alternatives run on travel demand models.	15	15	20	25	25
	CIP projects identified, developed, and included in CIP budget	10	10	10	10	10

Community Services

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



Financial Highlights

The proposed budget for the Community Services Department increases $3,130,138 (8.9%) in 1999/00 and $3,018,314 (7.9%) in 2000/01, and is tied to citizen programs and services, operations and maintenance for new facilities and streetscape, and public requests for more access to Internet resources at the public libraries. Directly related programs and services targeted in the budget include expanding the elementary afterschool program at Yavapai school, providing children's supervised recreation programs during school breaks, a job preparation program for citizens receiving social services, extended reference services in the Civic Center Library, support staff for senior and special needs programming, and an incentive program to help stimulate the development of affordable housing. Funding is included to operate and maintain new facilities slated to be operational in the next two years, including Apache neighborhood park, Stonegate Equestrian park, Pinnacle Peak neighborhood park, Pinnacle Peak Trailhead, Desert Foothills Police and Fire building, expanded Via Linda Senior Center, and an additional 2M square feet of landscaped median and right-of-way areas. Maintaining existing buildings and related equipment is identified in an expanded preventative maintenance and inventory program, and technology improvements will include operations and maintenance for the Library network, computer terminals replacement and bandwidth increase for Internet access by library patrons.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	30,894,104	32,089,779	34,889,751	38,019,889	41,038,203
% of City's Operating Total	18.46%	17.25%	16.72%	17.03%	17.18%
Full-time Staffing Equivalent (FTSE)	471.20	488.00	497.69	515.97	530.53
Volunteer-time Staffing Equivalent (FTSE)	43.0	61.3	62.1	62.9	63.8

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

Trends

Scottsdale's population demographics are changing, including:

- A growing percentage of non-English speaking citizens.
- A population base that is growing older, but more active.
- An increase in poverty – over 10,000 residents are at or below the poverty level now, and thousands more are in the "notch" group.
- A widening of the gap between residents that "have", and those that do not.

More attention is being paid to the environment and open space.

Residents are expressing more self-interest, and less willingness for community sharing.

Housing costs are rising faster than income levels, affecting discretionary income.

The demand for outreach services for homebound elderly and disabled citizens is increasing.

Services provided to Scottsdale residents are affected by:

- The demand for increased use of technology, and the related learning curve.
- The widening availability of information to staff and citizens.
- An increased demand for most all services offered.
- In many cases, use rates for programs and facilities are growing faster than availability.

The expanding youth population north of Indian Bend Road is overtaxing the ability of related youth sports organizations to obtain facilities for their programs.

Departmental Objectives

By March 2001, develop a technology plan, which includes progress towards a departmental data mart, GIS/LIS based data, and philosophy of support for public access to computer centers in community center facilities.

By January 2001, develop a facilities plan for all divisions to include an update of all planning standards and community needs assessment. Public input will be a critical component of this plan.

By July, 1999 revise the departmental Strategic Plan to reflect new Critical Objectives, strategies, and tactics. Initiate quarterly progress reports.

In 1999/2000 and beyond, continue to play a role in city-wide development issues as they relate to future maintenance, infrastructure, facility, or programming issues.

Secure funding for the identified high priority capital projects by spring, 2001 to maintain existing service levels to an increasing population while insuring that aging facilities continue to meet the expectations of the citizenry.

By July, 2000, in conjunction with the Scottsdale Cultural Council, complete a long range cultural plan which takes into consideration new City capital projects and redevelopment throughout the entire city.

By January, 2000, working with all affected groups, come to a consensus regarding the maintenance, operation, and programming of the McDowell Mountain Preserve.

By July 1999, have all contingency plans, testing procedures, and data integration points identified to mitigate any potential "Year 2000" issues which may affect the Community Services departmental responsibilities.

Prior Year Results and Outcomes

Completed the City's new Holiday Decorations Program on Scottsdale Road in the Downtown area. The "Song of the Season" theme was instituted in the form of bird and wind chime elements.

Completed the City's first museum - the Scottsdale Museum of Contemporary Art. The museum building, designed by prominent architect Will

Bruder, will highlight art, architecture and design.

Restructured the Community Maintenance and Recreation Division as a result of input from staff. The new organization will streamline operations and increase efficiencies.

Completed a major renovation of the Scottsdale Mall. The "new" Mall removes physical barriers in compliance with the Americans with Disabilities Act, installs a permanent stage for events, widens and redirects pathways, improves irrigation technology and resolves a variety of on-going maintenance issues.

Major renovation of McCormick-Stillman Railroad Park was completed. A new Stillman Station was constructed, improved layout was achieved and new architectural features were added to enhance this popular facility.

The School District's schedule has necessitated a new program during this period. Intersession programs, to accommodate children out of school during breaks throughout the school year, have been successfully implemented city-wide.

With the cooperation of a number of public and private agencies, improved the housing conditions and availability of high quality safe and affordable housing in Scottsdale by playing an instrumental role in securing $6 million in tax credits for the purchaser of Scottsdale New Ventura Apartments to provide improvements and maintain the complex affordability. Additionally, staff secured Section 8 certificates for the residents in the 132 units.

The Family Self Sufficiency and Job Preparation programs reached the Federally mandated target of 50 clients. In addition, on average, the clients of these two programs increased their annualized household income by more than $5,000.

Through LINKS community collaborative, created ten "Parenting Hour" programs that were broadcast several times a week on City Cable 11.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	14,750,939	16,385,200	17,415,487	18,651,605	20,018,076
Contractual Services	12,669,809	12,282,737	14,338,002	15,847,806	17,243,657
Commodities	2,964,308	3,079,574	2,833,266	3,205,754	3,354,849
Capital Outlay	509,048	342,268	302,996	314,724	421,621
Total	30,894,104	32,089,779	34,889,751	38,019,889	41,038,203
Expenditures By Division					
Administration	962,909	988,205	1,121,559	1,148,222	1,101,336
Cultural Council	2,077,796	2,140,129	2,204,333	2,270,463	2,338,577
Community Maintenance & Recreation	19,960,149	20,166,233	22,247,508	24,422,848	26,690,002
Human Services	2,064,002	2,545,641	2,824,357	3,207,978	3,445,653
Libraries	5,829,248	6,249,571	6,491,994	6,970,378	7,462,635
Total	30,894,104	32,089,779	34,889,751	38,019,889	41,038,203
Staffing					
Authorized Positions	424.90	437.90	445.88	458.28	473.34
Contractual	33.00	36.80	37.78	42.77	42.27
Overtime	13.30	13.30	14.03	14.92	14.92
Full-time Staffing Equivalent (FTSE)	471.20	488.00	497.69	515.97	530.53
Volunteer Time Invested					
Hours	89,443	127,488	129,188	130,870	132,673
Full-time Staffing Equivalent (FTSE)	43.0	61.3	62.1	62.9	63.8

Youth Services staff worked with The New Foundation, Scottsdale Police Department, and other agencies to develop and implement the STOP program, a time out program for youth at risk. This program has resulted in providing a short term intense treatment alternative for youth undergoing a family crisis.

Updated the infrastructure of computers in the Library System by implementing phase 1 of the conversion plan, from a terminal based system to a PC based system for the library catalog.

Responding to customer wants and needs, installed software upgrades allowing for graphical access to the Internet. Introduced Pegasus, Scottsdale Public Library's Internet Branch, and initiated an ongoing series of training classes for the public.

At Arabian Branch Library, the second joint use library in the system, service was extended to both the Desert Canyon Elementary (fall '98) and Middle schools.

Provide guidance and support to all divisions within the Community Services Department. Encourage innovative thinking and expanded productivity through efficient use of resources with the overall goal of providing quality services to citizens, and to ensure attainment of City-wide critical objectives.

Program Objectives

Continue to work with the Scottsdale Cultural Council to assist in long range cultural planning.

By January 2000, create a comprehensive special events calendar for the City's Home Page and update as needed.

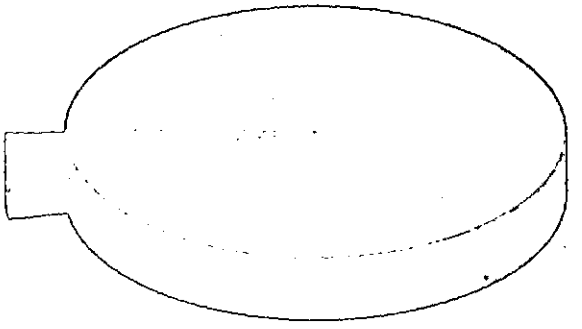
By March 2001, develop a technology plan for the department, which includes progress towards a data mart, GIS/LIS based data, and philosophy of support for public access to computer centers in community center facilities.

By July, 2000 revise the departmental Strategic Plan to reflect new Critical Objectives, strategies, and tactics. Initiate quarterly progress reports.

Continue to promote personal and professional development training that encourages staff growth and continuing education by implementing a comprehensive annual professional development training program geared specifically to enhance the skills of Community Services employees.

Continue to manage and monitor the event subsidy program and budget which is concerned with the safety of the traveling public and enhancing our community through entertaining and educational community-wide special events.

Administration reflects 3.02% of the Community Services Department Operating Budget



Significant Expenditure and Staffing Changes

The proposed budget for the Community Services Administration Division increases $26,663 (2.4%) in 1999/00, and decreases $46,886 (4.1%) in 2000/01. The first year increase, and subsequent decrease in the following year, is due to a one year contractual request (1999/00) to develop a Community Services facilities plan, including community needs assessment.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	807,592	835,240	922,709	912,138	948,965
Contractual Services	45,051	78,655	110,716	220,627	136,774
Commodities	15,318	24,154	10,500	14,450	14,550
Capital Outlay	94,948	50,155	77,634	1,007	1,047
Total	962,909	988,205	1,121,559	1,148,222	1,101,336
Staffing					
Authorized Positions	7.00	7.00	7.00	7.00	7.00
Overtime	3.40	3.40	3.84	3.37	3.37
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	10.40	10.40	10.84	10.37	10.37

Goal: Promote personal and professional development training that encourages staff growth and continuing education.

Strategy: 70% of all employees attend at least 1 professional development training per year.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of employees	n/a	686	690	700	710
# of sessions offered annually	n/a	23	38	40	45
% of all employees participating in at least 1 training session	n/a	63%	65%	70%	70%

Goal: Administer the Management Services Agreement between the City and the Scottsdale Cultural Council in such a way as to ensure all contractual requirements are met.

Strategy: Cultural Council will develop revenue generating activities which supplement City funding.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
City subsidy as a % of total Cultural Council budget	38%	33%	34%	30%	30%

Goal: Facilitate the efficient use of resources throughout the Community Services Department.

Strategy: Flatten the organization by having no more that 10% of personnel have supervisory responsibilities.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of department personnel	n/a	686	690	700	710
% of supervisory staff	n/a	9.5%	9.0%	9.5%	9.5%

Goal: Enhance the provision of services through sponsorships from outside funding sources, and increased use of marketing strategies.

Strategy: Increase funding contributed to the department annually by 2.5%.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of departmental programs assisted by sponsorships	n/a	30	35	36	37
Direct funding contributed annually	n/a	$1,330,000	$1,363,000	$1,397,000	$1,432,000

Goal: City wide special event services are provided to citizens and businesses.

Strategy: Manage and monitor the event subsidy program and budget.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of events on the event subsidy list	23	22	24	24	24
# of events removed from the event subsidy list	1	0	0	1	2
# of events added to the event subsidy list	0	2	0	1	2

Provide quality recreation, sports, youth and senior services and maintain safe, clean and attractive parks and City facilities which enhance and enrich Scottsdale and the quality of life for our citizens.

Program Objectives

Design, develop and implement an automated, compliant work order system by August 1999.

Finalize a plan for adjusting the operations of the Community Maintenance and Recreation Division to meet increasing facilities and grounds infrastructure, maintenance and utility needs by June 2000.

Provide a documented analysis of the cost of services and facilities operations to City executive staff by June 2000.

Initiate a plan for coordinated management of the trails system, and linkage of interrupted trail sections by June 2000.

Develop a Guide For Park Planning, with a community needs assessment, for review by the City Council by June 2001.

Develop a maintenance oversight program to ensure proper horticultural practices are scheduled and implemented in parks and streetscapes throughout the City.

Develop, implement and monitor a preventative maintenance plan for all facilities to be proactive with maintenance efforts in order to be efficient with resources.

Integrate parks and trails planning into overall City planning to ensure continuity of standards, thorough public dialog and quality amenities.

"Tube Trouble" at Mighty Mud Mania annual summer event.

Significant Expenditure and Staffing Changes

The proposed budget for the Community Maintenance & Recreation Division increases $2,175,340 (9.8%) in 1999/00 and $2,267,154 (9.3%) in 2000/01. Increases are for support for citizen programs and services (Yavapai after school program, Horizon park intersession activities, seniors and special needs programming), operations and maintenance for new park facilities (Stonegate, Ironwood, McDowell Mtn. Ranch, Apache, DC Ranch, Sonoran Hills, Pinnacle Peak/Pima and Pinnacle Peak Trailhead parks), expanded Via Linda Senior Center, and 2M square feet of landscaped medians and right-of-ways. The preventative maintenance and equipment replacement program for existing facilities is being expanded.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	8,718,480	9,547,601	9,932,544	10,804,402	11,656,836
Contractual Services	9,237,796	8,624,259	10,537,084	11,576,411	12,873,669
Commodities	1,800,487	1,865,068	1,675,071	1,927,237	2,028,139
Capital Outlay	203,386	129,305	102,809	114,798	131,358
Total	19,960,149	20,166,233	22,247,508	24,422,848	26,690,002
Staffing					
Authorized Positions	274.40	273.80	276.38	284.98	293.86
Overtime	7.60	7.60	7.56	8.92	8.92
Contractual	21.90	25.17	25.92	24.37	24.37
Full-time Staffing Equivalent (FTSE)	303.90	306.57	309.86	318.27	327.15

Goal: Effectively meet the needs of the community for recreation through youth and adult programming and sports services.

Strategy: Cost of services will not exceed the combined percentage increase of the population and inflation.

Strategy: Maintain/increase customer satisfaction.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Population/Inflation	7.7%	7.2%	8%	6.5%	6%
Service cost per citizen	106.05	106.06	106.13	106.37	107.17
% cost per citizen increase	0%	0%	0%	.01%	.01%
Annual customer satisfaction rating for parks and open spaces	94%	95%	95%	95%	95%
Annual customer satisfaction rating for recreation services	98%	98%	98%	98%	98%

Goal: Respond efficiently and effectively to customer requests for use of Community Service facilities.

Strategy: Provide opportunities for citizens to reserve use of Community Service facilities.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of reserved hrs for indoor facilities	n/a	49,593	60,503	61,000	61,500
# of reserved hrs for outdoor facilities	n/a	145,879	146,604	148,000	149,500
# of reserved hrs for private citizen rentals*	n/a	24,718	28,896	30,000	31,000
# of reserved hrs for sponsored youth sports groups	n/a	58,968	60,758	61,500	62,000
% of use of facilities	n/a	n/a	n/a	43%	42%**

* Includes "yearly group" facility booking activity.
** Will take a little time for citizens to "discover" new facilities are available.

Goal: Efficiently maintain city streetscapes.

Strategy: Maintain or reduce the cost to provide maintenance services for city-wide medians and right-of-ways (ROW).

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of sq. ft. of medians and ROW areas maintained	n/a	8,232,840	8,276,400	9,963,898	10,312,378
Cost per sq. ft. of medians and ROW maintenance	n/a	$0.15	$0.17	$0.17	$0.17

Goal: Efficiently maintain all City buildings.

Strategy: Maintain or reduce the cost to provide maintenance services for City buildings.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of sq. ft. of buildings maintained	1,415,749	1,765,749	1,815,149	1,864,549	1,913,949
Cost per sq. ft. of building maintenance services	n/a	$2.09	$2.09	$2.24	$2.31

Community Services

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

Program Objectives

Develop a strategic plan for Paiute Neighborhood Center social services and outreach programs, including staffing requirements, for a model provider and implementation of an Early Childhood Learning Center by Fall, 1999.

Develop a plan, including evaluation tools, and implement additional programming and services for youth, adults and senior citizens by December, 1999.

Create an Affordable Housing Policy for council adoption, and implement one high quality safe and affordable housing development by June, 2000.

Conduct a self-assessment, and write strategies for Americans with Disability Act compliance, coordination and barrier removal by June, 2001.

Install alarm systems, for the safety of staff and citizens, in all Human Services buildings by September, 1999.

Scottsdale International Club dancers highlight Cinco De Mayo festivities.

Significant Expenditure and Staffing Changes

The proposed budget for the Human Services Division increases $383,621 (13.6%) in 1999/00 and $237,675 (7.4%) in 2000/01. Budget increases are targeted for community services and programs provided through the Paiute Neighborhood Center, seniors programming, the Vista Social Services/Paiute Neighborhood Center Job Preparation program, and an incentive program to help stimulate affordable housing opportunities in Scottsdale.

Did You Know?

In 1998, Vista Social Services provided more than 1,300 food boxes, and clothing to 3,692 individuals.

3,000 - 5,000 senior contacts are made at the Civic Center Senior Center each week, with several hundred enjoying ballroom dancing.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	1,321,026	1,771,833	2,030,388	2,220,128	2,397,123
Contractual Services	548,060	577,604	671,159	852,922	922,970
Commodities	98,577	140,281	90,866	96,954	88,915
Capital Outlay	96,339	55,923	31,944	37,974	36,645
Total	2,064,002	2,545,641	2,824,357	3,207,978	3,445,653
Staffing					
Authorized Positions	28.50	41.00	45.52	48.07	51.25
Overtime	.80	.80	1.13	1.13	1.13
Contractual	2.10	2.60	2.73	2.58	2.08
Full-time Staffing Equivalent (FTSE)	31.40	44.40	49.38	51.78	54.46

Goal: Maximize the availability of community resources in City facilities and community centers.

Strategy: Promote brokerage services in city facilities and community centers.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of brokerage agencies in the City facilities	25	25	26	26	26
Cost of space provided to the brokerage agencies	n/a	$246,695	$275,565	$286,581	$298,057

Goal: Improve housing conditions in neighborhoods through the planning and implementation of multiple strategies and policies to preserve, rehabilitate, upgrade or replace existing affordable housing units; and develop new affordable housing products and services.

Strategy: Preserve the quality of residential neighborhoods.

Strategy: Preserve and improve multi-family rental communities.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of owner occupied homes repaired or rehabilitated	69	81	55	55	80
# of rental units rehabilitated and preserved as affordable	9	136*	16	180*	20

*Includes the development of new affordable housing units.

Goal: Provide youth with employment training and job placement information to participate in work experiences which promote their positive development.

Strategy: Support teen education by providing assessment, job and social skills training, and referrals for youth interested in entering the world of work.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
% of youth demonstrating increased job skills knowledge	n/a	83%	85%	87%	90%
% of youth receiving a job referral	96%	98%	98%	98%	98%
% of employers satisfied with teen job referrals	92%	92%	93%	94%	95%

Goal: Address the needs of the growing senior population by providing older citizens meaningful opportunities to enrich their lives and "connect with the broader community".

Strategy: Provide social service opportunities at the Scottsdale Senior Centers.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of support groups offered	15	16	17	18	18
# of health related programs offered	15	17	18	19	19
# of "other" social service programs offered	23	27	29	30	31

Goal: Measure and report community progress on risk factors and long term goals of the LINKS Community Prevention Plan.

Strategy: Maintain the level of risk factors identified in the LINKS Community Prevention Plan.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
% of high school drop-outs	3.2%	2.3%	2.2%	2.1%	2.0%
# of birth to teens 17 yrs. & under	47	44	45	45	45

Provide quality customer service and up-to-date information in a variety of formats. Provide library materials and programs that educate, enrich, and entertain. The Scottsdale Public Library System links citizens with resources and people worldwide.

Program Objectives

Analyze and upgrade Library technology, including adding PCs, to meet growing citizen demands, by June 2001.

Upgrade lighting in the Civic Center Library Auditorium and refurbish the Civic Center Youth Area by June 2001.

Secure an approved funding source to provide for the expansion of Arabian Library by June 2000.

Research and investigate processes and procedures for outsourcing training in use of the internet, develop a plan for implementation by December 31, 1999.

Develop a plan, including evaluation tools, and implement additional programming opportunities for adults and senior citizens by 10% each year.

Analyze, and provide a recommendation for expanding hours of service at the branch libraries by January 2000.

Did You Know?

The Scottsdale Public Library and Scottsdale Health Systems are partnering in "Book Babies", a program to introduce reading to Scottsdale's newest citizens at birth.

Did You Know?

Sixty-six percent of Americans used a public library at least once in the past year in person, by phone, or on-line. 65% consulted a librarian and 64% still visit the library in person, 13% more than in 1978 (1998 Gallup poll for the American Library Association.)

Significant Expenditure and Staffing Changes

The proposed budget for the Library Systems Division increases $478,384 (7.4%) in 1999/00 and $492,257 (7.1%) in 2000/01. Budget increases support the existing level of service, including extending reference services in the Civic Center Library, collection development and processing services throughout the library system, a cargo van for the Library Courier services, and technology improvements and upgrades for the library system to provide expanded access to the Internet for library patrons.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	3,903,841	4,230,526	4,529,846	4,714,937	5,015,152
Contractual Services	761,106	862,090	814,710	927,383	971,667
Commodities	1,049,926	1,050,070	1,056,829	1,167,113	1,223,245
Capital Outlay	114,375	106,885	90,609	160,945	252,571
Total	5,829,248	6,249,571	6,491,994	6,970,378	7,462,635
Staffing					
Authorized Positions	115.00	116.10	116.98	118.23	121.23
Overtime	1.50	1.50	1.50	1.50	1.50
Contractual	9.00	9.03	9.13	15.82	15.82
Full-time Staffing Equivalent (FTSE)	125.50	126.63	127.61	135.55	138.55

Goal: Provide quality programming and outreach services to youth, families, and adult (including seniors).

Strategy: Increase the opportunity for adult/senior programming by 10% annually.

Strategy: Implement additional outreach services and/or sites for all ages.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of program discussion groups and special programs	303	269	296	325	358
Attendance	6,779	3,482	3,830	4,213	4,635
# of programs for youth	999	990	1,040	1,090	1,146
# of participants in youth programs	48,609	40,502	42,527	44,653	46,886
# of home delivery visits	412	414	455	500	550

Goal: Efficiently meet the needs of the community for library materials.

Strategy: Maintain a 95% or higher citizen satisfaction rating.

Strategy: Meet or exceed materials guidelines as set by professional standards.

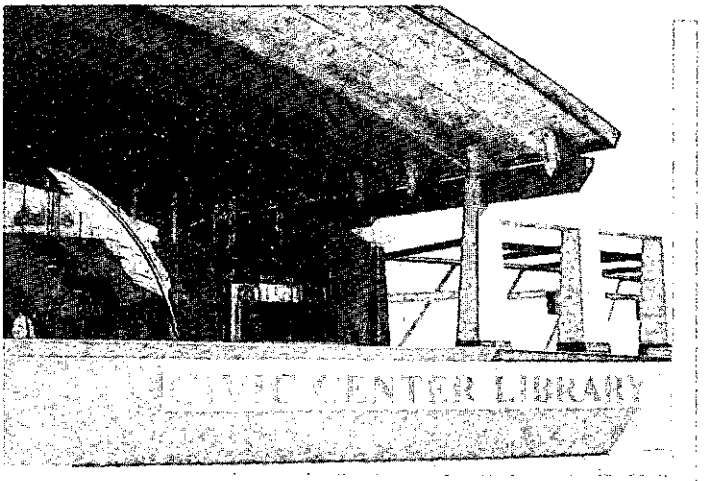
Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Citizen Survey	98%	100%	98%	98%	98%
Population projections	185,750	196,370	209,630	219,620	228,880
Circulation per capita	9.9	9.41	9.50	9.60	9.70
Materials per capita (not including periodical subscriptions)	2.96	3.21	3.31	3.41	3.50

Goal: Continue to use volunteer hours to enhance library services.

Strategy: Increase volunteer hours by 5% yearly.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of volunteer hours worked	23,849	25,243	26,505	27,830	29,220
% of increase	n/a	5.8%	5.0%	5.0%	5.0%

More than books, more than ever — Libraries change lives.



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

Program Objectives

Complete Public Art Master Plan in order to guide the siting and funding of public art throughout the City.

Continue at increasing levels, the Community Arts Grants Program to continue to support Scottsdale-based arts and cultural organizations to fund basic operations and specific arts and cultural projects.

Complete the $9.7 million fund raising goal needed to achieve the $500,000 challenge grant from the Kresge Foundation. This grant will enable the Cultural Council to have an endowment, which will provide adequate operating funds for the new Museum of Contemporary Art.

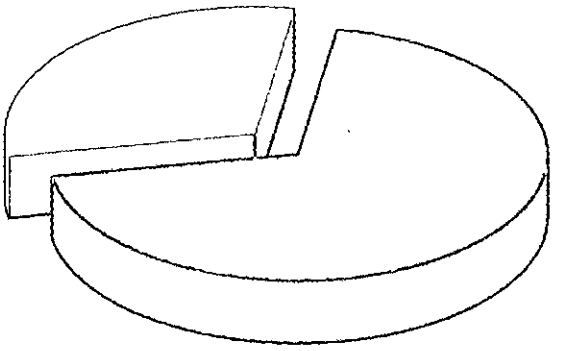
Continue to develop audiences for new, "cutting edge" forms of artistic expression and continue to empower the arts to address issues that contribute to a positive, healthy, and productive community.

Continue to develop the City's Fine Art Collection by obtaining significant acquisitions, thereby increasing the prominence as well as the value of the collection.

Increase capital improvement funds to cover capital projects at the Center for the Arts.

Implement a plan to aggressively seek out additional business memberships and significantly expand individual memberships in order to increase revenues.

The City of Scottsdale Supports 30% of the Cultural Council's Total Budget



Significant Expenditure and Staffing Changes

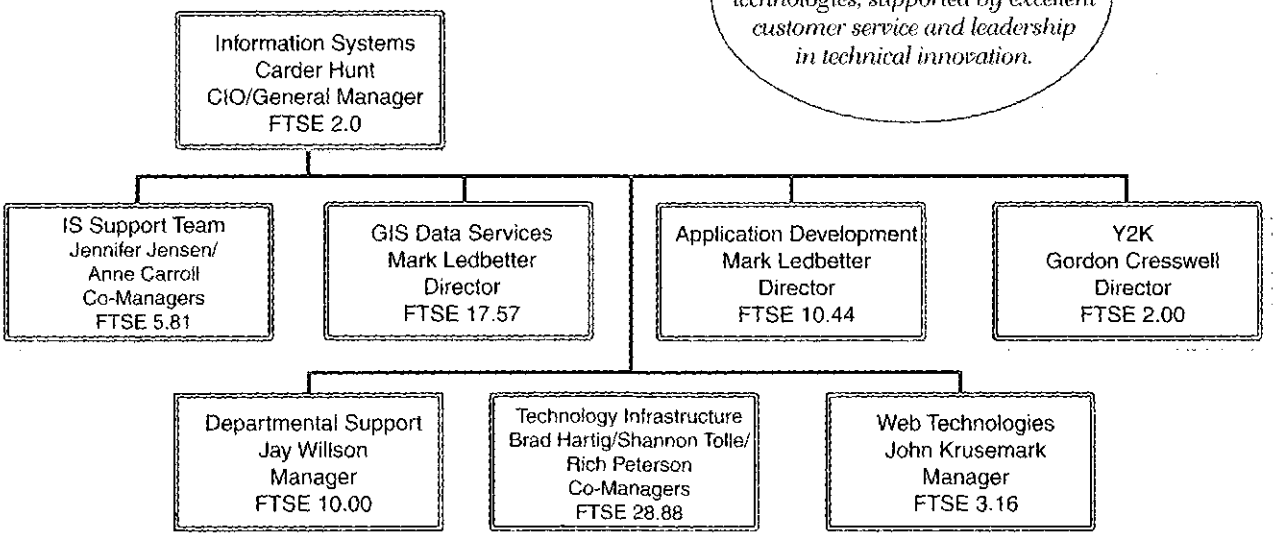
The proposed budget for the City's commitment to the Cultural Council increases $66,130 (3%) in 1999/00 and $68,114 (3%) in 2000/01, as provided for in the operating agreement between the City of Scottsdale and Cultural Council governing board.

Expenditures By Type

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Personal Services	-	-	-	-	-
Contractual Services	2,077,796	2,140,129	2,204,333	2,270,463	2,338,577
Commodities	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Total	2,077,796	2,140,129	2,204,333	2,270,463	2,338,577

Information Systems

MISSION: Scottsdale Information Systems provides reliable, secure and flexible technologies, supported by excellent customer service and leadership in technical innovation.



Financial Highlights

The Information Systems budget increases $493,398 (8.0%) in 1999/00 and $415,759 (6.3%) in 2000/01. As part of the budget process and in coordination with the new strategic plan, Information Systems has reorganized its internal divisions. Individual divisions will show increases and decreases that are consistent with this reallocation of staff and resources.

Increases to the departmental budget in 1999/00 provide for maintenance of the new data communications network equipment installed to provide service between the Civic Center and Via Linda Campuses; the addition of a Field Technician Supervisor to ensure quality customer service in desktop repair and troubleshooting; the addition of contract programming services needed to complete an in-process project as well as to support departmental systems and web based technologies; a new van; overtime expenditures; and increased maintenance costs.

Increases to the departmental budget in 2000/01 provide for additional maintenance costs for network equipment, the addition of a Communications Analyst to expand the City's use of the new PBX system, and additional contract programming services for departmental applications and web based applications.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	4,892,034	5,489,484	6,147,467	6,640,865	7,056,624
% of City's Operating Total	2.92%	2.96%	2.95%	2.97%	2.94%
Full-time Staffing Equivalent (FTSE)	69.73	72.54	75.55	79.86	79.70
Volunteer-time Staffing Equivalent (FTSE)	-	.06	.05	.05	.05

Information Systems

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

Trends

The number of PCs used in the City has increased by 20% over the last two years, from 1184 to 1487.

The number of Servers used to support the City functions has increased by 125% over the last two years.

The number of hits on the City's Internet web site has increased by 237% over the last two years.

Applications supported and developed have increased by 54%.

The number of LIS users has increased by 700%.

Total number of GIS data layers maintained has increased by 83% since 1996.

The number of systems supported by Computer Operators increased from 4 to 14 over the past 2 years.

There has been a 60% increase in the number of technical support questions on Helpline Calls.

The number of remote access dial-up users in the City has grown 580% over the past two years

The amount of information the City backs up via the network has grown 431% over the past two years, from 290 gigabytes to 1.1 terabyte.

Departmental Objectives

Complete all phases of Y2K preparation – remediation, replacement, testing, and retesting, by December 1999.

Install and test a generator and an enhanced UPS (battery backup system) prior to December 31, 1999, to ensure continued computer operations in event of power failure.

Implement two Electronic Service Internet Applications, by March 2000.

Implement four interactive voice response applications for the new phone system that will allow citizens to access City services 24 hours a day, by December 2000.

Develop a roadmap for migration of legacy applications to corporate computing standards, by July 2000.

Create new opportunities for customers and their departments to learn about technology tools, by January 2000.

Complete the occupied residential address inventory for Census 2000, by December 1999.

Complete the GIS Water & Wastewater data layers, by December 1999.

Integrate telecommunications components into the new General Plan and Smart Communities Process, by June 2001.

Develop Project Management Office and focus by August 2000.

Update desktop computers, servers, and network equipment as indicated by technology and application advances.

Prior Year Results and Outcomes

Next Generation Telephone System - This project, completed in March, 1999 provided an integrated voice and data infrastructure to more than 54 City facilities, the foundation for integration of telephones and computer applications, video teleconferencing, and Internet enabled technologies.

High Speed Fiber Optic Intercampus Link - Installed a new high speed redundant fiber optic loop between the Via Linda campus and the Civic Center campus. This fault tolerant link carries both voice and data traffic between the two campuses at four times the speed of the previous link.

Exponentially Increased Network Speed to the Desktop - Upgraded half of the City's Local Area Network building infrastructure which allow Personal Computer and File Servers to communicate with each other. This new infrastructure allows these systems to communicate at 10 times the speed of the infrastructure it replaced.

Census Information Update - The GIS division of Information Systems leveraged its ADDRESS and ZONING databases to identify 17,600 residential addresses that were not in the Census Bureau's address database, resulting in the recovery of an estimated $28.8M.

Department Summary

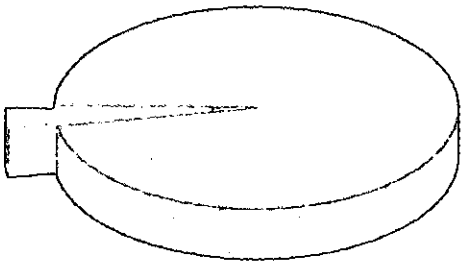
Information Systems

Deployment of the Community Development System - The Plan Review and Permit modules of the CDS were deployed in early 1998. The CDS system replaces a non-Y2K compliant system, integrates previously separate processes, utilizes the GIS database to improve the accuracy of collected information, and positions us for future system evolution. Development Services has estimated that the CDS system saves 5-10 minutes for each permit - a significant customer service improvement.

PTI Solutions Awards - The Land Information System added to its trophy case with a first place award in the Public Works category. The Community Development System received an honorable mention award in the Community Development category.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	2,874,415	3,063,928	3,331,236	4,009,511	4,282,433
Contractual Services	1,456,915	1,563,619	2,196,870	1,886,519	2,003,560
Commodities	321,028	391,958	403,801	486,036	501,552
Captial Outlay	239,676	469,979	215,560	258,799	269,079
Total	4,892,034	5,489,484	6,147,467	6,640,865	7,056,624
Expenditures By Division					
IS Support Team	573,729	624,398	618,736	645,199	674,836
GIS Data Services	794,040	864,164	1,236,554	984,502	948,664
Applications Development	612,966	667,101	813,679	910,833	946,036
Y2K	-	165,413	163,232	163,014	172,487
Departmental Support	604,186	657,544	655,671	889,796	996,064
Technology Infrastructure	2,107,579	2,293,709	2,427,754	2,738,042	3,012,539
Web Technologies	199,534	217,155	231,841	309,479	305,998
Total	4,892,034	5,489,484	6,147,467	6,640,865	7,056,624
Staffing					
Authorized Positions	52.80	52.80	53.81	63.81	64.81
Contractual	15.50	18.31	20.31	14.10	12.94
On Call/Overtime	1.43	1.43	1.43	1.95	1.95
Full-time Staffing Equivalent (FTSE)	69.73	72.54	75.55	79.86	79.70
Volunteer Time Invested					
Hours	-	128	100	100	100
Full-time Staffing Equivalent (FTSE)	-	.06	.05	.05	.05

Information Systems Represents 2.97% of the City's Operating Budget



Did You Know?

The City of Scottsdale has been featured in the following national publications for innovative technology solutions: Network Computing, Chief Information Officer, Government Technologies, Civic.com, Computer World, and GIS World.

Information Systems

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

Program Objectives

Integrate telecommunication components into the new General Plan and Smart Communities Process, by June 2001.

Develop guiding principles for the organization and the community to fully utilize the potential of telecommunications to improve Scottsdale's quality of life, by March 2000.

Develop Internal Service Fund for all hardware technology tools by June 2000.

Reorganize the administrative team by June 1999.

Develop Project Management Office and focus by June 2000.

Did You Know?

Within the next two years, citizens will have a choice in cable television, local telephone, and high speed Internet services. Both Cox Communications and US West are upgrading their networks citywide with fiber optics to offer state-of-the-art telecommunications services.

Significant Expenditure and Staffing Changes

The Information Systems Support Team budget increases $26,463 (4.3%) in 1999/00 and $29,637 (4.6%) in 2000/01. Increases reflect the addition of .5 FTSE for an additional secretary position in 1999/00 and for the full FTSE in 2000/01. As part of the restructure, this division gained additional employees; hence, the salary base, the telephone base and the property, liability, and worker's compensation insurance have been increased as well. These costs are offset by decreases in these accounts in other divisions within the department.

Did You Know?

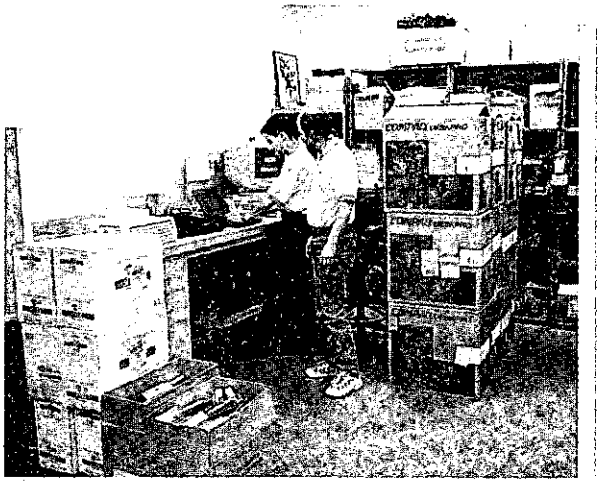
The City has recently installed 4 state-of-the-art Video Conferencing systems; two at the Civic Center Campus and two at the Via Linda Campus. Employees will use video conferencing to reduce automobile trips, save time and money, and reduce traffic congestion and pollution.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	384,749	402,404	360,943	449,003	472,243
Contractual Services	133,242	145,009	236,153	152,754	157,679
Commodities	40,756	44,355	9,880	17,260	17,692
Capital Outlay	14,982	32,630	11,760	26,182	27,222
Total	573,729	624,398	618,736	645,199	674,836
Staffing					
Authorized Positions	5.80	5.80	5.81	7.81	7.81
Overtime	-	-	-	-	-
Contractual	.50	.50	1.50	-	-
Full-time Staffing Equivalent (FTSE)	6.30	6.30	7.31	7.81	7.81

Goal: Provide support to Information Systems staff, operating departments, and citizens.

Strategy: Coordinate the completion of licenses to use the Rights-of-Way.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of cable license requests received	0	0	1	0	1
# of telecommunications license requests received	0	1	2	3	4
# OVS license requests received	0	0	0	0	1
# of wireless communications license requests received	1	0	1	2	3
# of days from date of application to council decision	136	262	155	102	90



The City of Scottsdale's Information Systems tech repair shop is an accredited Compaq self-maintainer. During the past year, this group has staged and installed over 500 PC workstations. These technicians service and support over 1,600 PC workstations and related computer equipment.

Geographic Data Services provides planning, development, and implementation of geographically enabled technologies; and develops and maintains the digital base maps for the City of Scottsdale.

Program Objectives

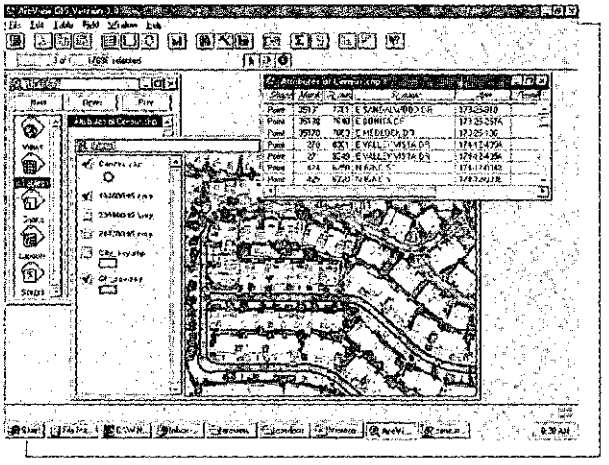
Implement GIS database control processes, by July 2000.

Implement the next generation of GIS data editing products, by July 2001.

Accurately compile the occupied residential addresses for Census 2000, by December 1999.

Complete the GIS Water & Wastewater data layers, by December 1999.

Receive digital plat submittals from developers and compile a new subdivision data maps at preliminary plat phase of development cycle, by December 1999.



In 1996, the GIS database was used to assist with the identification of over 9,000 residents that were not counted by the Census bureau, resulting in estimated additional revenues of $9,000,000 between 1996-2000.

Significant Expenditure and Staffing Changes

The Geographic Data Services budget decreases $252,052 (20.4%) in 1999/00 and $35,838 (3.6%) in 2000/01. The decrease reflects a reduction in contract labor due to the completion of the water & wastewater layers as well as a streamlining of staff and expenses from the Advanced Technology Division.

Did You Know?

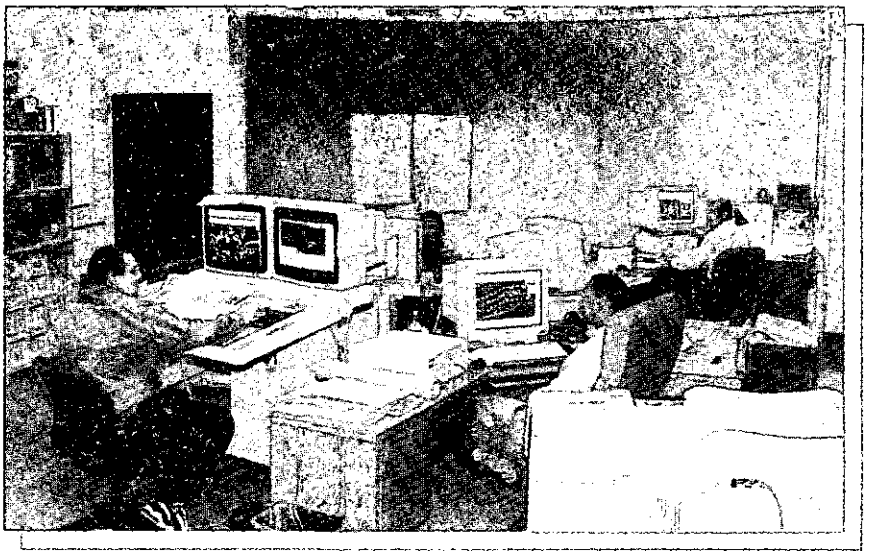
Scottsdale's GIS databases are used by the Police Department to geographically analyze crime patterns.

Scottsdale's GIS database is accessible from every employee's computer, and will soon be accessible to the public over the Internet.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	183,383	199,578	221,665	326,054	345,495
Contractual Services	552,827	547,234	958,896	549,279	489,107
Commodities	24,608	48,547	10,437	41,700	43,913
Capital Outlay	33,222	68,805	45,556	67,469	70,149
Total	794,040	864,164	1,236,554	984,502	948,664
Staffing					
Authorized Positions	3.00	2.00	3.00	7.00	7.00
Overtime	.03	.03	.03	.07	.07
Contractual	10.00	12.21	13.21	10.50	9.00
Full-time Staffing Equivalent (FTSE)	13.03	14.24	16.24	17.57	16.07

Goal: Provide current and complete maps of the City.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: To test accuracy and timeliness of data input.	Average lagtime between when a subdivision is recorded and when it gets posted to GIS	90	60	45	30	30
	% of discrepancy between GIS and Maricopa County Assessor parcel databases	10%	10%	10%	5%	5%
	# of LIS users	50	300	500	700	800
Strategy: To increase the amount of data stored in computerized format.	Total # of GIS Layers	1	4	11	18	24



The City of Scottsdale's GIS can be defined as "a computer system designed to capture, store, edit, display, and plot geographically referenced data". With the combination of a computer aided mapped system (graphics stored with x, y coordinates) and a link to a relational database, you have the ability to create topology, allowing a multitude of analysis opportunities to enable better planning, use of resources, and service to our community.

Applications Development provides planning, development, implementation, and support of both packaged and custom software applications.

Program Objectives

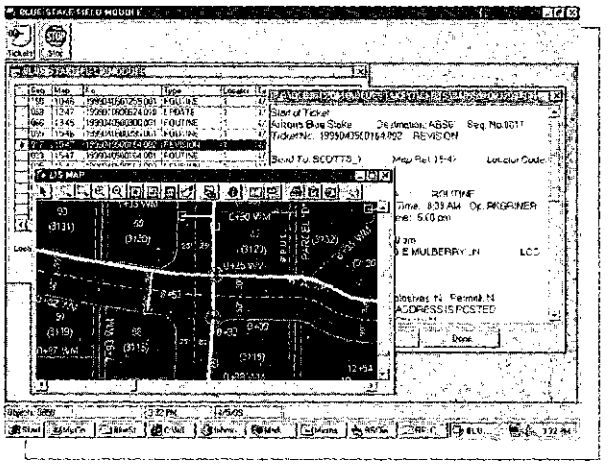
The Application Development staff will be relocated together to promote collaborative learning and mentoring, by December 1999.

Application Developers' training plans will be in place to promote continued learning and professional retooling by, February 2000.

IS will develop a roadmap for migration of legacy applications to corporate computing standards, by July 2000.

Implement Project Management focus, by July 2000.

Complete the Enterprise Community Development and Work Order Management systems, by March 2000.



The Blue Stake system automates the handling of hundreds of "Call Before You Dig" requests that are processed daily by Water Operations staff.

Significant Expenditure and Staffing Changes

The Applications Development budget increases $97,154 (11.9%) in 1999/00 and $35,203 (3.9%) in 2000/01. The increase in 1999/00 reflects an additional contract programmer needed to complete an in process software project. The increase in 2000/01 supports the continuation of current service levels.

Did You Know?

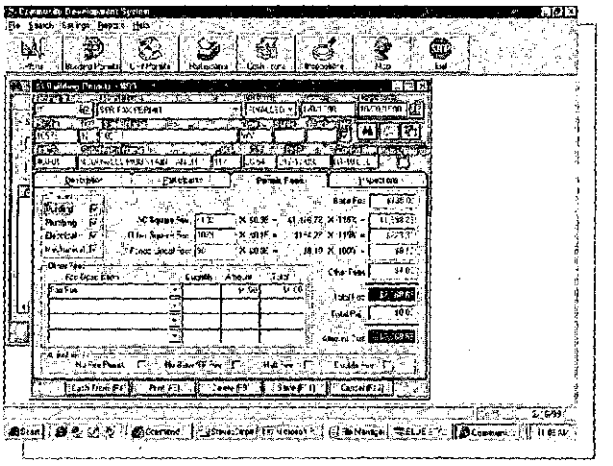
Scottsdale currently employs one full-time programmer that, because of advancements in technology and networks, is able to do his job from 1,100 miles away (Kansas) and still maintain a complete daily connection to the City network and City staff.

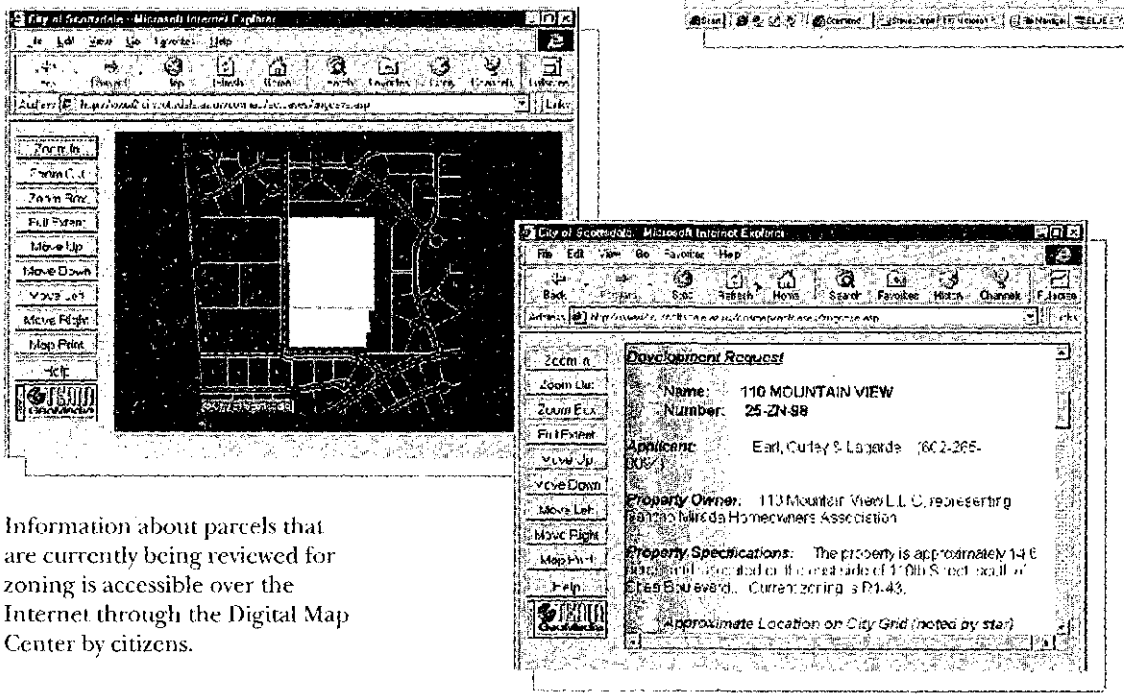
	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	485,139	495,335	626,908	650,530	679,396
Contractual Services	95,193	92,717	114,146	193,698	193,707
Commodities	15,905	17,310	9,667	51,500	57,228
Capital Outlay	16,729	61,739	62,958	15,105	15,705
Total	612,966	667,101	813,679	910,833	946,036
Staffing					
Authorized Positions	9.00	9.00	9.00	9.00	9.00
Overtime	-	-	-	-	-
Contractual	1.50	1.44	1.44	1.44	1.44
Full-time Staffing Equivalent (FTSE)	10.50	10.44	10.44	10.44	10.44

Goal: Provide cradle to grave application development and support for departmental applications.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: To maintain a high level of learning in the applications programmers.	# of Microsoft certified application developers	0	0	3	4	5
Strategy: Meet our customers' expectations to deliver software development projects within scheduled time.	% of project milestones reached within projected schedule	50%	50%	50%	75%	90%
Strategy: To measure # of applications in production or completed.	# of Internet applications deployed	0	0	3	6	12
	# of applications in development	5	5	5	5	5
Strategy: To estimate dollar savings using automation or new programs.	Estimated annual benefit for new or enhanced applications	$375,000	$335,000	$525,000	$895,000	$950,000

The Community Development System has been developed to automate and integrate Plan Review, Permitting, and Building Inspection processes. This system handled over 16,000 permits during 1998.





Information about parcels that are currently being reviewed for zoning is accessible over the Internet through the Digital Map Center by citizens.

Information Systems

The Y2K office provides project management for the City's centralized administration of the Y2K issue and coordination of project tasks that are performed by the decentralized operating departments.

Program Objectives

Complete Departmental Contingency Plans for risk levels 5, 4, and 3, and continue mock testing for Year 2000 Readiness; through November 1999.

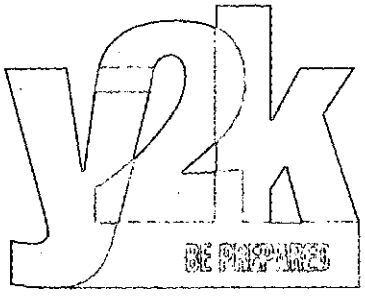
Install and test a generator and UPS (battery backup system) prior to December 31, 1999, to ensure continued computing operations in the event of power failure.

Provide Year 2000 outreach to staff and citizens through various City publications, presentations, Intranet and Internet, through December 1999.

Provide direction to City departments in all phases of Year 2000 Readiness preparation, through December 1999.

Actively participate in Year 2000 related meetings and conferences locally and nationally, through December 1999.

Continue the review of the Departmental Inventories for Year 2000 Readiness, through June 2000.



Did You Know?

It is projected that only 2% of embedded systems will fail on New Years Eve 2000.

Some experts are saying that the cost to repair the Y2K date issue will not exceed the savings accrued by the saving of memory and disc space in the 60s and 70s by using a two digit year.

Significant Expenditure and Staffing Changes

The Y2K budget decreases $218 (0.1%) in 1999/00 and increases $9,473 (5.8%) in 2000/01. The increase in 2000/01 reflects the shift from Y2K to Project Management.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	-	89,553	91,792	99,602	104,091
Contractual Services	-	66,185	66,681	61,912	65,896
Commodities	-	2,275	2,581	1,500	2,500
Capital Outlay	-	7,400	2,178	-	-
Total	-	165,413	163,232	163,014	172,487
Staffing					
Authorized Positions	1.00	1.00	1.00	1.00	1.00
Overtime	-	-	-	-	-
Contractual	-	-	-	1.00	1.00
Full-time Staffing Equivalent (FTSE)	1.00	1.00	1.00	2.00	2.00

Goal: Take an active approach to assessing the Y2K impact on health, welfare, and safety.

Strategy: Keep City staff informed.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of status reports produced and distributed	1	7	12	12	0
# of presentations to City staff	3	8	12	12	5
# of technical committee meetings	5	8	12	12	5
# of staff meetings attended	5	5	6	6	2

The Year 2000 Technical Committee works with the Y2K Project Office on the City's Year 2000 preparations. The Committee identifies and resolves organizational issues, develops Y2K guidelines, and reviews the project plan. Composed of representatives from most operating departments, the Committee has met twice a month since June 1998.

Departmental Support provides communication with the operating departments on a variety of issues pertaining to technical tools as well as application support and project management.

Program Objectives

Information Systems will create new opportunities for customers and their departments to share information and take more responsibility for technology learning (e.g. - expanding the "Customers as Trainers" program, holding regularly scheduled employee technology forums, and increasing the City's utilization of "User Groups") by January 2000. The development of these learning opportunities will be continuous through June 2001.

Information Systems will introduce additional technology learning opportunities (e.g. - CBT training, web based training, one way satellite training and shorter training sessions targeted on particular features), and make them available to customers by October 1999. Continued development of these learning tools will take place through June 2001.

The Information System Consultants will develop effective partnerships with our customer departments as measured by a customer satisfaction rating of at least 85% by January 1, 2000; and at least 92% by January 1, 2001.

The Criminal Justice Integration Project and Datamart will be complete by December 31 1999.

Information Systems, in partnership with their customers, will support the implementation and enhancement of the Administrative systems such as Financials, Licensing, Utilities, etc.

Did You Know?

The City has five IS Consultants who work with the operating departments to research and implement new technology solutions for business processes. The members of this group fill many roles such as Facilitator, Computer Wizard, Project Manager, Coordinator, Team Member, Technology Champion, Customer Department Advocate, and Communicator.

Significant Expenditure and Staffing Changes

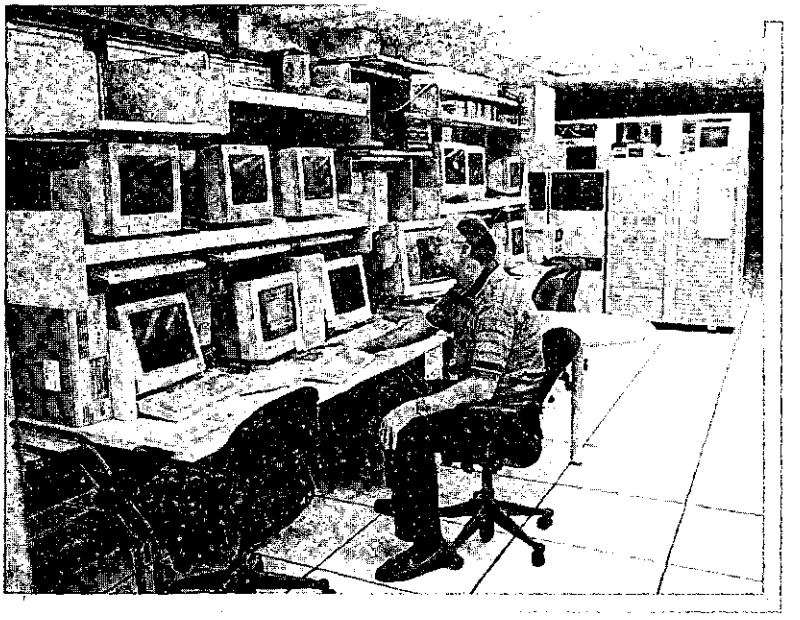
The Departmental Support budget increases $234,125 (35.7%) in 1999/00 and $106,268 (11.9%) in 2000/01. The increase in 1999/00 reflects the restructure with increased salary base, telephone base, and property, liability, and worker's compensation insurance expenditures. The increase in 2000/01 reflects the addition of contract programming staff to support departmental applications as well as the addition of software, hardware, and educational tools for the IS consultants.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	520,380	544,570	581,528	640,619	668,879
Contractual Services	55,661	60,577	48,368	115,788	186,983
Commodities	11,319	12,319	13,979	5,500	7,233
Capital Outlay	16,826	40,078	11,796	127,889	132,969
Total	604,186	657,544	655,671	889,796	996,064
Staffing					
Authorized Positions	9.00	10.00	10.00	10.00	10.00
Overtime	-	-	-	-	-
Contractual	-	-	-	-	.50
Full-time Staffing Equivalent (FTSE)	9.00	10.00	10.00	10.00	10.50

Goal: Provide the highest level of support to Operating Departments through partnership.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Support departmental applications.	# of departmental applications supported	15	15	20	30	40
	# of applications programmers assigned to support applications	13	7	9	9	10
	Ratio of applications to staff	1.15	2.14	2.22	3.33	4
Strategy: Provide personlized customer service to operating departments.	Customer satisfaction rating received by ISCs from operating departments	0	85%	90%	92%	95%
Strategy: Provide personlized technology learning to individuals.	# of classes offered	140	120	100	100	90
	# of customers as trainers	0	17	23	25	30
	# of employees using the virtual Scottsdale University Intranet site	0	0	0	650	1,250

The Information Systems Computer Staff is responsible for the 24 hour, 365 days per year operation of the City's data center. This data center houses the City's network infrastructure, telephone system, library system, and other enterprise client server computer systems.



Technology Infrastructure develops, maintains, and supports the City's voice and data infrastructure. This includes all telephones, personal computers, computer systems, file servers, and the underlying network required for these components to operate. All systems that are located within the computer room are monitored on a 24-hour, 365 days per year basis.

Program Objectives

Implement new Helpdesk processes and procedures to provide faster and more customized customer service, by August 1999.

Implement new Asset Management process and procedures to provide a highly accurate inventory of all City computing assets, by July 1999.

Realign client server operational procedures from Network to Computer Operations, by September 1999.

Upgrade the City's computer system to the newest version of the Microsoft products, by December 2000.

Implement video conferencing in at least 4 conference rooms, by September 1999. Track the costs and benefits of the system and expand as directed by June 2001.

Upgrade the City Wide Area Network infrastructure to provide telephone and network computer connectivity, by September 1999. Expansion will allow for the addition of 28 new remote City facilities to be seamlessly integrated into City's existing communication infrastructure.

Did You Know?

The Information Systems Computer Operations Area prints over 350,000 pages of City forms per month on two high-speed laser printers. This includes Utility Statements, Sales Tax Returns, City Licenses, Payroll Checks, etc.

Significant Expenditure and Staffing Changes

The Technology Infrastructure budget increases $310,288 (12.7%) in 1999/00 and $274,497 (10.0%) in 2000/01. The increase in 1999/00 is due to several factors: a new Field Technician Supervisor position, maintenance and replacement costs for a new van, overtime expenditures, network maintenance expenditures associated with new equipment, and an increase in current maintenance expenditures. The increase in 2000/01 is due to a new Communications Analyst position, and increased network maintenance expenditures.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	1,173,606	1,194,101	1,303,094	1,617,671	1,774,286
Contractual Services	557,510	583,897	701,226	754,555	868,190
Commodities	218,546	256,384	342,122	360,781	364,828
Capital Outlay	157,917	259,327	81,312	5,035	5,235
Total	2,107,579	2,293,709	2,427,754	2,738,042	3,012,539
Staffing					
Authorized Positions	23.00	23.00	23.00	26.00	27.00
Overtime	1.40	1.40	1.40	1.88	1.88
Contractual	2.50	3.00	3.00	1.00	1.00
Full-time Staffing Equivalent (FTSE)	26.90	27.40	27.40	28.88	29.88

Goal: Provide quality Helpdesk service in a timely manner.

Strategy: Ensure fast response to our customers who use helpline.

Provide off campus connections to City network for approved users.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of field technicians	5	6	7	8	10
# of servers supported	40	48	62	75	85
# of PCs in the organization	880	1,150	1,453	1,816	2,270
# of PCs/field technicians	176	191	208	227	227
# of TDM sites supported	22	25	30	33	36
Physical Fiber Plant capacity in use (avalable fiber)	8.3%	8.3%	8.3%	10%	11.7%

The City of Scottsdale's high-speed computer network utilizies over 100 miles of fiber optic cable. This network is managed by the IS Network Communications Engineer from the Data Operations Center. This network provides service to both the Civic Center Campus and the Via Linda Campus.

Web Technologies provides support for the City's Internet connection, Internet and Intranet servers, integration of web-based digital services and Internet firewall administration.

Program Objectives

Implement two interactive Electronic Service Internet Applications, by March 2000.

Implement additional Internet security and utilization monitoring software, by December 1999.

Deploy streaming video technology on both Internet and Intranet, by August 2000.

Upgrade and expand our Internet Firewall, by May 2001.

Did You Know?

During 1999 alone, the City of Scottsdale Internet:

- Has served up 690,595 pages
- 29,683 have viewed Human Resource System's "open jobs" page
- 3,685 people have hit the News page
- Average 1,447 unique vistors per day
- Has delivered 3,393,455 web items.

City of Scottsdale's website has been online since August 1995.

Significant Expenditure and Staffing Changes

The Web Technologies budget increases $77,638 (33.5%) in 1999/00 and decreases $3,481 (0.1%) in 2000/01. The increase in 1999/00 is due to additional contract programming needed to increase the City of Scottsdale web presence, additional software and firewall tools, and increased maintenance expenses.

Did You Know?

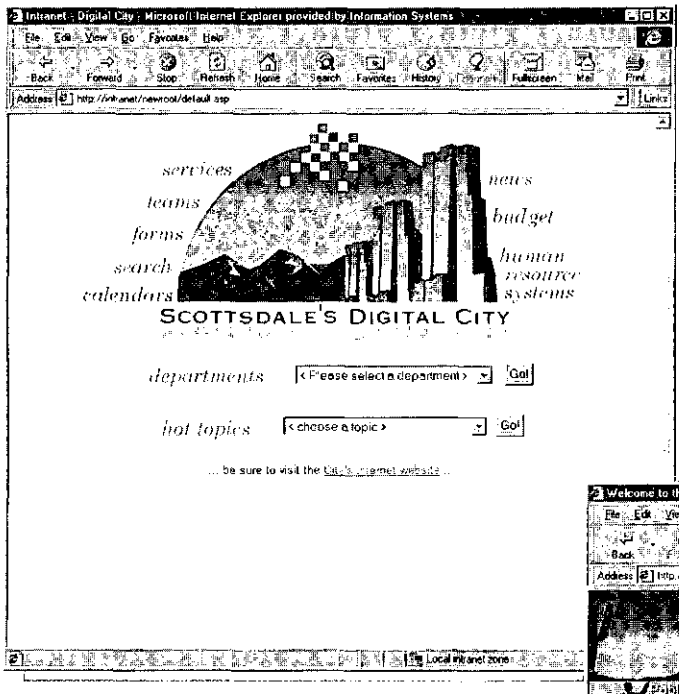
The City of Scottsdale recently purchased a product called SocratEase that will allow the development and delivery of web-based training classes with the ease of creating a PowerPoint slideshow.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	127,158	138,387	145,306	226,032	238,043
Contractual Services	62,482	68,000	71,400	58,533	41,998
Commodities	9,894	10,768	15,135	7,795	8,158
Capital Outlay	-	-	-	17,119	17,799
Total	199,534	217,155	231,841	309,479	305,998
Staffing					
Authorized Positions	2.00	2.00	2.00	3.00	3.00
Overtime	-	-	-	-	-
Contractual	1.00	1.16	1.16	.16	-
Full-time Staffing Equivalent (FTSE)	3.00	3.16	3.16	3.16	3.00

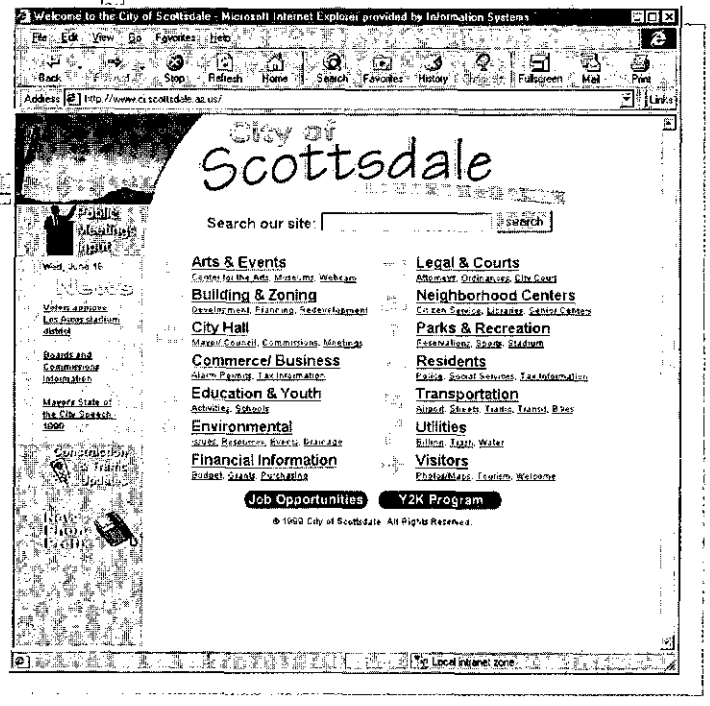
Goal: Increase the use of alternate resources to better communicate and educate both citizens and staff.

Strategy: Maintain fresh relevant information on our Internet/Intranet pages.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Website "hits" per week	n/a	26,000	35,000	45,000	55,000
Website # of online files	n/a	4,000	6,000	7,000	8,000
Staff with internet access	n/a	600	800	900	1,000



Available only to users within the City's network, the Intranet home page assists City staff in finding information relevant to providing top level service to our citizens.

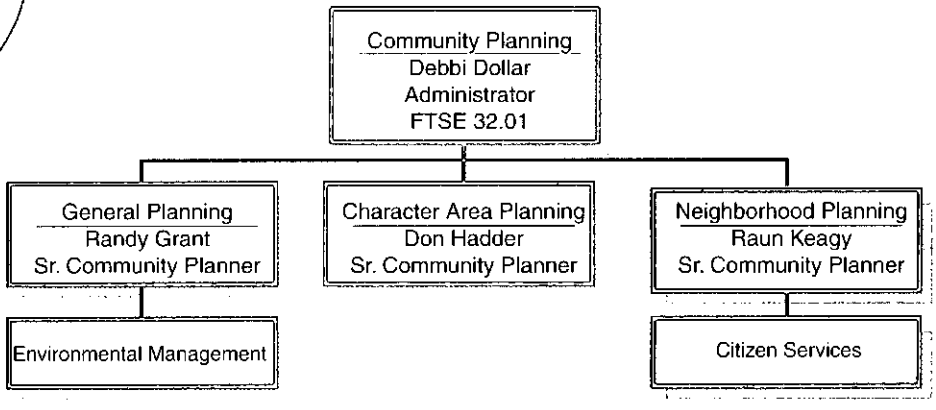


The City of Scottsdale's home page is the gateway to a host of City services and information.

Come check it out @ www.ci.scottsdale.az.us.

MISSION:

Community Planning is dedicated to administering the City's General Plan and community vision through ongoing public and organizational dialogue and involvement.



Financial Highlights

The Community Planning budget increases $293,917 (13.2%) in 1999/00 and $67,426 (2.7%) in 2000/01. Increases reflect conversion of one part-time position to full-time, the creation of an internship program and funding for technical equipment to better communicate planning issues and improve presentations. In addition, year one includes funds for the Scottsdale Road Design Project.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	1,719,252	2,027,059	2,226,882	2,520.799	2,588,225
% of City's Operating Total	1.03%	1.09%	1.07%	1.13%	1.08%
Full-time Staffing Equivalent (FTSE)	24.65	28.85	29.85	32.01	32.01

Community Planning

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

Trends

The overall impact of growth and development remains the major concern cited by citizens (1998 Citizen Survey).

A regional approach to planning continues to be pursued and encouraged on a number of fronts (i.e. Growing Smarter legislation, Valley Vision 2025).

The number of General Plan cases associated with zoning cases is declining and their average size is shrinking. Citizen interest in the General Plan continues to increase.

The U. S. Census will take place in the spring of 2000, necessitating substantial pre-review and follow-up by the city.

The number of neighborhoods applying for Neighborhood Capital Improvement Matching Funds is steadily increasing and continues to demonstrate a commitment from residents to reinvest in their own properties.

The use of the Citizen Service Centers will continue to increase not only in the quantity of residents accessing them, but the types and complexity of services provided.

New unfunded environmental mandates will cost the city up to $6 million in FY 98/99 in the areas of air quality and surface water quality.

Glass recycling is supported by citizens as 650,000 pounds of glass are processed and reused in the Glass Environmental Management System (GEMS) pilot glass recycling program.

The city's energy costs are being reduced by more than $100,000 annually due to lighting retrofits performed under the Green Lights Partnership.

Program Objectives

Revise the General Plan to be up-to-date as well as consistent with State law by December, 2001.

Achieve complete coverage of the city with character area plans by December, 2005.

Actively provide neighborhoods with the tools to enhance and/or preserve their neighborhoods.

Actively encourage community and organizational involvement in all planning activities.

Continuously strive for environmental awareness, compliance, and responsiveness within the organization and community.

Prior Year Results and Outcomes

The Neighborhood College program has prepared over 250 residents to be more effective leaders within their own neighborhoods and the community. The course is designed to provide citizens with the information, tools and resources they will need when responding to neighborhood issues and challenges.

A fifth Citizen Service Center opened at Grayhawk Elementary School, providing direct service delivery to the surrounding neighborhoods.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	1,338,486	1,662,583	1,745,843	1,876,050	1,959,302
Contractual Services	242,992	242,679	354,266	489,768	397,353
Commodities	68,734	86,304	68,844	62,666	67,205
Capital Outlay	69,040	35,492	57,929	92,315	164,365
Total	1,719,252	2,027,059	2,226,882	2,520,799	2,588,225
Staffing					
Authorized Positions	24.60	29.80	29.80	31.00	31.00
Overtime	.05	.05	.05	.03	.03
Contractual	-	-	-	.98	.98
Full-time Staffing Equivalent (FTSE)	24.65	29.85	29.85	32.01	32.01

The City has completed the removal and replacement of all underground storage tanks located on city-owned property which will minimize the likelihood of leaks which could contaminate the groundwater.

The Sustainability Indicators Report, prepared by a group of Scottsdale's board and commission members, was accepted by City Council and will be an annual report on the city's progress toward sustainability.

A number of planning processes and documents have been formalized including: the annexation policy, the General Plan Amendment process, the golf course policy, General Plan Introduction/Summary, Guide to Planning and Development, and the CityShape2020 Guiding Principles Points of Consideration.

Extensive public involvement in the planning process has been achieved through six active character area planning efforts and six neighborhood planning activities. In addition, a web-site featuring extensive planning-related material has been created.

Implementation of the Great Sonoran initiative continues with a focus on encouraging more sensitive design in our desert environment.

Goal: Revise the General Plan to be up-to-date as well as consistent with State law.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Complete General Plan revision by 2001-revise format, incorporate State mandates/include new elements.	On target to meet objective % completed	n/a	n/a	15%	80%	100%
Strategy: Encourage citizen involvement.	# of public events held	n/a	10	30	40	45
	# of people attending events	n/a	100	400	1,500	1,000
	# of web-site hits	n/a	n/a	2,000	10,000	10,000

Goal: Achieve complete coverage of the City with character area plans.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: 4-6 active character area plans underway at all times.	# of active plans	1	3	6	6	4
Strategy: Complete 2-4 character area plans per year.	# of plans completed	n/a	0	1	4	2
	# of citizens participating in character area plans development	750	4,000	1,500	3,000	1,500
Strategy: Encourage citizen participation and understanding in character area plan development.	% of citizens in character area plan participation	1%	3%	1%	3%	2%
Strategy: Implementation begun in completed character area plans.	% of recommendations being acted upon	n/a	n/a	n/a	5%	15%
	% of recommendations completed	n/a	n/a	n/a	3%	10%

Community Planning

Goal: Provide neighborhoods with the tools to enhance and/or preserve their neighborhood through citizen involvement.

Strategy: Respond to neighborhoods requesting assistance.

Strategy: Communicate and educate citizens about tools and resources available to maintain sustainable neighborhoods.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of neighborhoods requesting funding assistance through the Neighborhood Capital Improvement Project (NCIP)	5	24	25	28	30
# of neighborhoods awarded NCIP funding	5	23	24	26	28
% of citizens in neighborhood satisfied with process	NA	NA	100%	100%	100%
# of citizens attending neighborhood college	80	NA	75	95	110
# of neighborhood related publications distributed	3,000	1,100	1,500	1,800	2,500
% of citizens satisfied with neighborhood college	96	NA	90%	90%	90%

Goal: Achieve environmental awareness, compliance, and responsiveness within the organization and community.

Strategy: Effectively communicate issues of environmental importance inside and outside the organization.

Strategy: Demonstrate environmental sensitivity in City operations and programs.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
% of employees having access to current & relevant environmental information	70%	90%	98%	99%	100%
# of monthly internet hits to the City's environmental website	n/a	15,000	25,000	30,000	35,000
% of lighting in eligible City facilities retrofitted under the Green Light Partnership	45%	60%	65%	65%	65%
# of permits issued under the Scottsdale Green Building Program	n/a	6	22	35	50

Goal: Encourage community and organizational involvement by sharing information regarding planning policies and principles, as well as historical knowledge about the community.

Strategy: Inform community about opportunities and activities regarding planning in Scottsdale to increase citizen awareness and understanding.

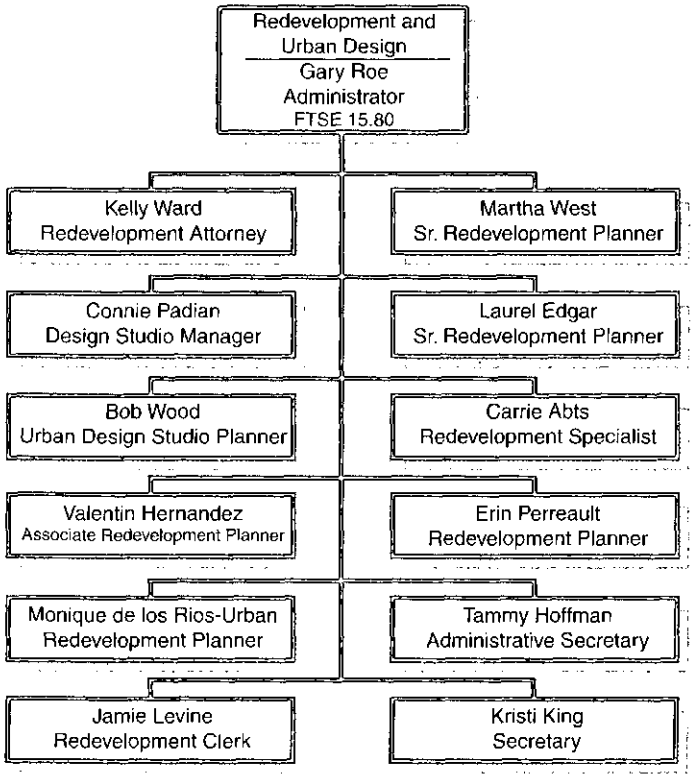
Strategy: Increase citizen involvement and awareness of city government activities through Citizen Service Centers.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of citizens attending infomrational workshops or presentation	n/a	n/a	1,500	2,000	2,500
# of plannining documents sold or distributed	n/a	n/a	5,900	6,400	7,200
% increase in # of citizen contacts made	n/a	n/a	5%	10%	15%
# of citizen contacts at Citizen Service Centers	15,114	15,200	20,600	26,000	31,000
% of Scottsdale population served by Citizen Service Centers	9%	9%	12.1%	13.6%	14.2%
% of citizens "satisfied" or "very satisfied" with the Citizen Service Centers	98%	98%	98%	98%	98%

Redevelopment and Urban Design

MISSION:

To harness community energy and encourage involvement to creatively preserve and renew Scottsdale's health, vitality, and prosperity.



Financial Highlights

The Redevelopment and Urban Design budget increases $148,228 (11.7%) in 1999/00 and $88,991 (6.3%) in 2000/01. Increases address the workload associated with the addition of Los Arcos and Downtown redevelopment areas by way of a transfer of an Urban Design Studio Planner from Project Review to this unit.

Additionally this budget reflects the conversion of a contract Associate Redevelopment Planner to full-time.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	816,199	1,443,796	1,270,975	1,419,203	1,508,194
% of City's Operating Total	.49%	0.78%	0.61%	0.64%	0.63%
Full-time Staffing Equivalent (FTSE)	13.57	12.82	12.82	15.80	15.80

Redevelopment and Urban Design

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

Trends

Actively managing four redevelopment districts: Waterfront, Downtown, Los Arcos, SE Downtown.

Actively negotiating 6 redevelopment agreements.

Accepting responses on 2 Requests For Proposals.

Managing 10 approved CIP projects.

Coordinating an aggressive public outreach schedule (10 monthly presentations average, plus 10 regularly scheduled weekly and monthly meetings with various outreach groups)

Program Objectives

Explore innovative design solutions to urban issues through the Designer-In-Residence program and by offering symposiums, charrettes, and educational programs relating to urban issues and cultural enhancements.

Initiate a viable, visually attractive, pedestrian-oriented environment in the Waterfront area. The Waterfront must serve as a key link in tying together the Downtown retail districts.

Preserve and enhance the Los Arcos Area as a vibrant and livable community.

Identify and capitalize on the opportunities for revitalization and renewal in the city on an ongoing basis.

Coordinate redevelopment activities for Downtown revitalization.

Prior Year Results and Outcomes

Initiated the Designer-in-Residence program, hiring Todd Bressi as the first Designer.

Conducted public outreach programs to present the redevelopment process and various projects to 2,800 citizens.

Coordinated public education programs regarding urban design and cultural enhancements through brown bag lunches, guest speakers, charrettes, and special events to over 1,800 citizens.

Issued requests for Redevelopment Proposals for the South Canal, Waterfront Gateway, Loloma, Los Arcos Mall and Los Arcos East Gateway districts.

Completed redevelopment agreements with Scottsdale Bead Supply and Ross Brown Properties as part of the Loloman redevelopment district.

Received a CMAQ grant to build a bike stop along the Indian Bend Wash at McDowell Road. The Bike stop was completed in Spring of 1998 as an entry feature to the Los Arcos Mall redevelopment area.

Developed the "Build the Fun" LEGO event, held each November for K-6 grade students.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	531,797	635,681	616,791	744,886	779,708
Contractual Services	220,683	624,565	611,713	602,170	646,499
Commodities	21.562	68,904	27,951	51,000	60,000
Capital Outlay	42,157	114,645	14,520	21,147	21,987
Total	816,199	1,443,796	1,270,975	1.419,203	1,508,194
Staffing					
Authorized Positions	9.00	9.0	9.0	11.0	11.0
Overtime	.07	.07	.07	.16	.16
Contractual	4.50	3.75	3.75	4.64	4.64
Full-time Staffing Equivalent (FTSE)	13.57	12.82	12.82	15.80	15.80

Goal: Conduct public outreach sessions to generate public discussion and dialogue on redevelopment issues and projects.

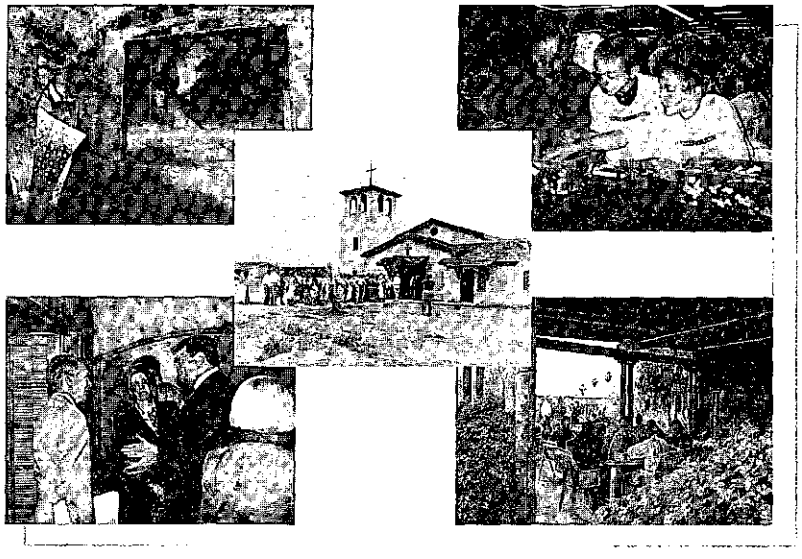
Strategy: Conduct sufficient number of sessions to ensure at least 500 citizens are reached each quarter.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of public outreach sessions conducted	n/a	34	100	110	110
# of attendees to the public outreach sessions	n/a	800	2,800	3,000	3,200

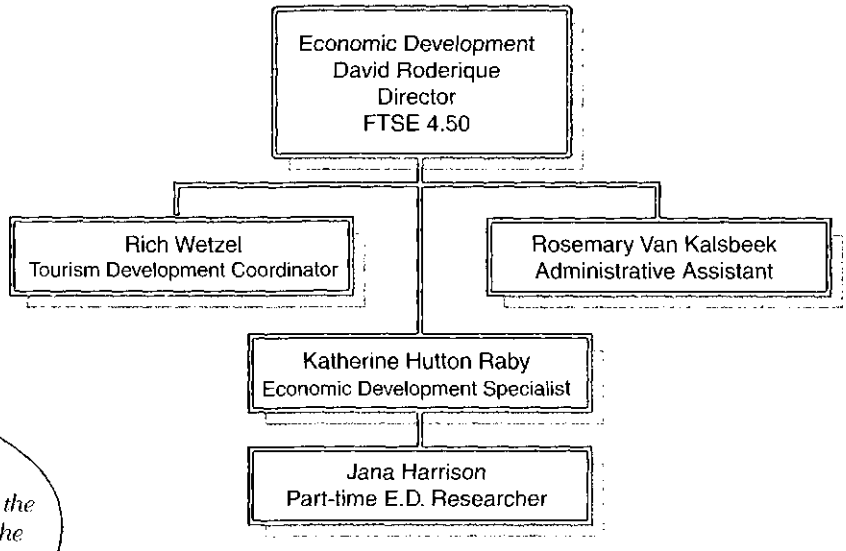
Goal: Conduct Urban Design Studio events that provide cultural and educational opportunities that stimulate community dialogue about urban issues.

Strategy: Conduct sufficient number of Urban Design Studio events to attract at least 300 participants per quarter.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of Urban Design Studio events conducted	n/a	17	20	24	24
# of participants to the Urban Design Studio events.	n/a	600	1,800	2,000	2,200



The Urban Design Studio is housed in a 40 year old renovated church adjacent to the city's Downtown civic campus. Studio staff work closely with citizens, property owners as well as other city departments to create redevelopment plans and strategies through proactive relationships.



MISSION:

To enhance and improve the economic well-being of the community and it's residents.

Financial Highlights

The overall Economic Development budget increases $198,269 (4.1%) in 1999/00, and $209,091 (4.1%) in 2000/01. This budget supports the current service level for this program.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	3,774,336	4,660,505	4,852,656	5,050,925	5,260,016
% of City's Operating Total	2.26%	2.51%	2.35%	2.26%	2.19%
Full-time Staffing Equivalent (FTSE)	4.03	4.53	4.53	4.50	4.50

Economic Development

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

Trends

Scottsdale has realized a "real growth" (inflation adjusted, per capita) in sales tax receipts of 24% since 1990.

The tourism industry has been impacted by significant new hotel construction (40% increase in room stock since 1995) and a national slowdown in leisure travel; Scottsdale occupancy rates have declined from a high of 78% in 1995 to an estimated 68% this year.

Job growth continues to exceed labor force growth – for every new person added to the local labor force, we are adding 1.2 new jobs. As a result, the Scottsdale unemployment rate remains at a record low 1.9%.

The overall Scottsdale property tax rate remains at approximately 33% lower than the Valleywide average.

Program Objectives

Broaden the City's tax base through the recruitment of major, high quality retailers.

Increase the number of jobs in Scottsdale through the attraction of new targeted companies, the retention and expansion of existing businesses, and the creation of new jobs through support of entrepreneurial activities.

Create the southwest's premier resort destination through targeted capital investment and promotional efforts in the Hospitality Industry.

Improve the quality of life in Scottsdale through the attraction and expansion of desirable community amenities.

Be the best source of economic information about Scottsdale, and find ways to improve communication about key economic trends to citizens and organizations with a vested interest in the community.

Prior Year Results and Outcomes

Enhanced the tax base through the attraction of a number of key retail developments, including new shopping centers, department stores, and auto dealers; city sales tax receipts rose 13% in FY97/98 and are currently up 16% to date in FY98/99.

Increased the number of jobs within Scottsdale by over 4,000 through the recruitment of targeted opportunities, and through the retention and expansion of existing businesses; as a result the average unemployment rate in Scottsdale last year was a record low 1.9%.

Continued to strongly support the city's tourism industry through a broad based tourism development program which includes support through marketing, research, event promotion, and the creation of new attractions; as a result, the tourism industry has recognized Scottsdale as a viable long term opportunity, and accordingly has added over 2,000 new hotel rooms during the past two years.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	279,614	284,608	289,435	301,134	314,127
Contractual Services	3,486,984	4,362,079	4,552,499	4,737,963	4,933,501
Commodities	3,895	8,778	3,850	7,800	8,200
Capital Outlay	3,843	5,039	6,872	4,028	4,188
Total	3,774,336	4,660,505	4,852,656	5,050,925	5,260,016
Staffing					
Authorized Positions	4.00	4.00	4.00	4.00	4.00
Overtime	.03	.03	.03	-	-
Contractual	-	.50	.50	.50	.50
Full-time Staffing Equivalent (FTSE)	4.03	4.53	4.53	4.50	4.50

Goal: Broaden the tax base to support needed investments in community infrastructure, other physical amenities, and expansion of public services to meet the demands of a growing community.

Strategy: Enhance the City's revenue stream through significant real growth in sales and tax receipts.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Change in sales tax receipts	11.2%	13.5%	16.0%	11.0%	11.0%
Real growth in sales tax receipts - inflation adjusted, per capita	$287.75	$297.62	$304	$309	$314

Goal: Increase the number of jobs within Scottsdale through the recruitment of targeting opportunities, and through the retention and expansion of existing businesses.

Strategy: Increase the number of targeted jobs through attraction and expansion activities.

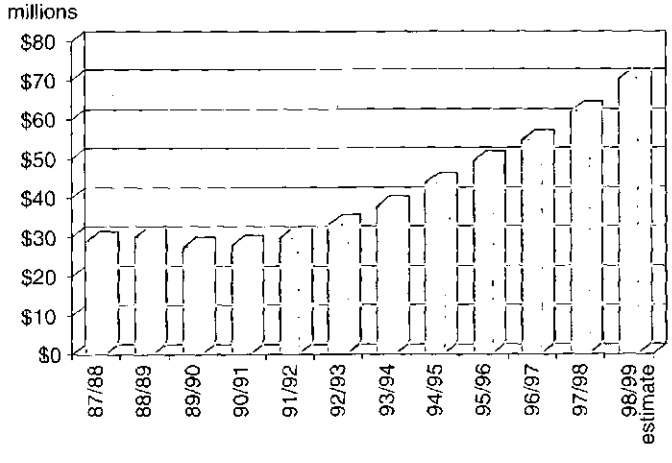
Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of new targeted companies/jobs in Scottsdale assisted by E.D. program	16/2,310	17/2,989	15/2,000	15/2,000	15/2,000
Scottsdale unemployment rate	2.6%	2.1%	1.9%	2.5%	3.0%

Goal: Create the Southwest's premier resort destination through expanded hospitality capital investment and promotional efforts.

Strategy: Enhance the tourism industry in order to generate community benefits resulting from increased visitation.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Estimated number of Scottsdale hotel visitors	1.11 m	1.15 m	1.16 m	1.17 m	1.18 m
Change in bed tax receipts	13.9%	6.3%	-1.4%	6.0%	6.0%

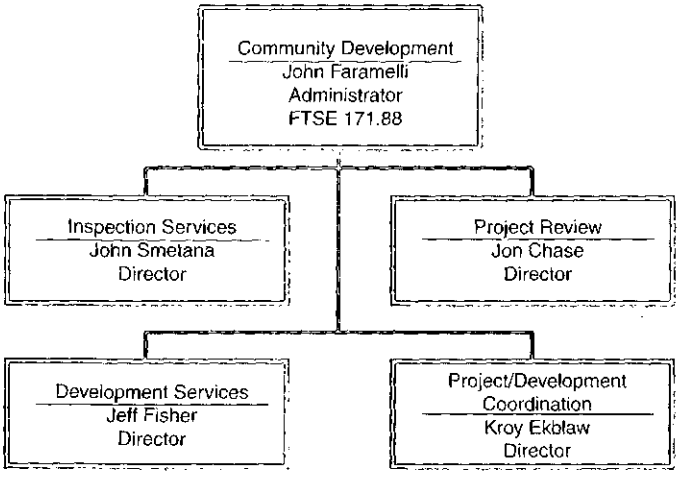
Scottsdale Total Sales Tax
Pro-rated to 1%



Community Development

MISSION:

Community Development coordinates all development requests through the public hearing process; issues permits and collects fees required for development within the City; provides plan review and inspections of all building activity; maintains historical records; and enforces the zoning ordinance.



Financial Highlights

The Community Development budget increases by $757,422 (7.7%) in 1999/00 and $722,403 (6.8%) in 2000/01.

Changes include the addition of new city full-time positions for one Code Enforcement Inspector, one Civil Engineer, one Associate Planner, one Planning Assistant, and three new contractual positions for plan reviewers.

Other position changes are five city full-time positions for staff currently working full-time in temporary positions, two city part-time positions converted to full-time and the conversion of thirty-five contractual positions to city positions over a two year period. There is no additional cost for these position conversions.

Increases are due to enhanced services and performance standards.

Trends

1999/01 will result in a higher level of revenue even though the total number of projects submitted will decline by 16% due to the increase in large commercial, industrial, and redevelopment project submittals.

Custom Single Family Homes: Scottsdale is in the Top 10 markets for high end (over $500,000) residential construction. Custom home construction will increase and other single family residential construction will decrease from 34,000 to 28,000 units annually over the next five years.

Although the number of development requests for public hearings has decreased by 6% from 1997/98 to 1998/99, the workload has increased due to the complexity of the cases submitted and enhancements to community outreach communications procedures.

Citation issuance (and resulting court appearance time) has increased by 65% over last year, however graffiti cases have dropped an average of 25% per year for the last three years.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	7,884,120	8,718,115	9,810,600	10,568,022	11,290,425
% of City's Operating Total	4.71%	4.69%	4.70%	4.75%	4.73%
Full-time Staffing Equivalent (FTSE)	145.33	145.38	157.38	171.88	172.88

Community Development

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

Program Objectives

Provide leadership in the implementation of a strategic approach to land use, open space, infrastructure, and development.

Support City Council, Planning Commission, Development Review Board, and Board of Adjustment in the development request public hearing process.

Assure compliance to the Zoning Ordinance and City Code through case management, plan review, inspections, and code enforcement.

Complete implementation of the Virtual Plan to link all historical and current development records and processes to the Community Development System (CDS) to enhance the delivery of service to the community and the organization by July 2000.

Revise the Zoning Ordinance in accordance with legal requirements as required to preserve the community vision.

Proactively support Master Planning and its coordination within the Planning, Redevelopment, Preservation, Water Resources, Transportation, and Community Services departments within the organization.

Implement a document imaging system to improve security and enhance public access to Community Development's records by July 2000.

Reorganize and consolidate records information by January 2000.

Expand the Records library by January 2000.

Implement bike inspection program by January 2000.

Fully implement a case management system for code enforcement court cases by January 2000.

Incorporate digital cameras to supplement the code enforcement automation system for the processing of cases and expansion of database by September 1999.

Conduct the Neighborhood Beautification Awards Program (Scottsdale Outlook) to recognize exceptional properties in Scottsdale for specified categories of landscape, buildings, and other property maintenance improvements. Increase these awards by one per year to successful properties within the City of Scottsdale.

Implement new technology to ensure quality inspections for proper development, community compliance with building codes and public safety standards, and provide 24 hour response to all requested inspections 99% of the time.

Assure constructed floor elevations meet FEMA requirements.

Inspect all new construction projects for compliance with project stipulations, Environmentally Sensitive Lands & Native Plant Ordinances.

Provide comprehensive plan review for all single family, multi family, commercial, industrial, and subdivision projects.

Coordinate and support the Building Advisory Board of Appeals.

Implement the Community Development System (CDS) to automate plan submittal, review, tracking and reporting by January 2000.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	5,229,438	5,802,688	5,995,389	7,320,594	8,418,110
Contractual Services	2,445,639	2,593,458	3,490,319	2,916,422	2,561,670
Commodities	125,625	125,719	125,478	169,412	149,588
Capital Outlay	83,418	196,250	199,414	161,594	161,057
Total	7,884,120	8,718,115	9,810,600	10,568,022	11,290,425
Staffing					
Authorized Positions	92.50	102.00	103.00	129.00	146.00
Overtime	3.33	3.33	3.33	4.11	4.11
Contractual	49.50	40.05	51.05	38.77	22.77
Full-time Staffing Equivalent (FTSE)	145.33	145.38	157.38	171.88	172.88

Continue to promote understanding of community development by teaching and coordinating the Scottsdale Community College class "Community Planning and Development."

Increase Native Plant Preservation program outreach efforts through use of the internet.

Issue wide load permits and encroachment permits through the Community Development System by July 1999.

Implement a voice response system to respond to client requests concerning plan review status by April 2000.

Make all building reports from the Community Development System (CDS) available to clients through e-mail by September 1999.

Maintain a user-friendly web site for citizens and clients to obtain Community Development information.

Re-engineer Project Coordination process by January 2000 to enhance public hearing presentations and increase information access by the public, policy makers, and the organization, earlier in the process.

Coordinate interdepartmental master planning and technical review of all development applications and submittals.

Coordinate development requests through the City Council, Planning Commission, Development Review Board, and Board of Adjustment decision-making process.

Complete link of current and historical case logs and public hearing records to the Community Development System (CDS) and Interactive Voice Response System (IVR) by January 2000.

Prior Year Results and Outcomes

Phase 1 of the Community Development System (CDS) on-line January 1998. Benefits include staff time savings, city-wide access to final plan and permit information on-line, and increased ability to provide development information to the community.

The Cost of Services study was completed and development fees will be increased effective 7/1/99 for 100% cost recovery from applicants.

The Community Development Homepage was designed to make public hearing agendas, minutes, case fact sheets, City Codes and Zoning Ordinance available on the internet.

Cellular Ordinance with user guide was crafted to preserve aesthetics of community. Ordinance received National Planning award.

24 hour turnaround time maintained on all inspections in 1997/99.

98% Quality Assurance/Quality Control rating received towards jobs done through Building Inspection and Field Engineering.

Pilot digital plan submittal process for final plats implemented January 1999.

Scottsdale's Green Building program, the model for sustainable building in the Sonoran Desert, was developed in conjunction with Community Planning.

The Community Development Quarterly Newsletter to enhance communications among the divisions was introduced in October 1997

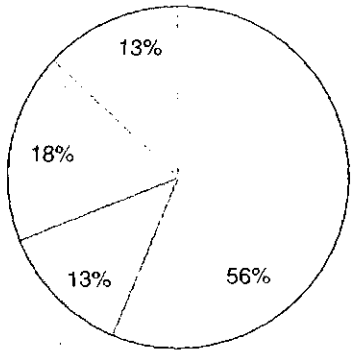
Effective January 1, 1999, all public hearing signs posted on sites are 50% larger and made of a more durable product to increase community notification.

Liquor license review process has been re-engineered to provide more thorough review by the Police Department and Community Development.

Community Development and Planning class developed and implemented at Scottsdale Community College. The class has been delivered for four terms to Scottsdale residents and students.

Arizona's first Continuously Operating Reference Station (CORS) for Global Positioning Systems (GPS) was established at the city's corporation yard in October, 1998 by the Land Survey Unit and Information Systems. CORS collects, stores, and transmits satellite data to the National Geodetic Survey internet site.

Most Common Code Violations



- Land - 56%
- Building Exterior - 13%
- Junk Vehicles - 18%
- Public Nuisance - 13%

Goal: Provide quality, timely and friendly services to the customers and citizens of the City of Scottsdale.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Review sign permit applications within 3 working days.	# of sign permit applications reviewed	1,360	938	985	1,034	1,086
	% of sign permit applications reviewed within 3 days	99%	99%	99%	99%	99%
	Average # of permits issued at the counter per year	12,597	12,672	14,572	16,758	18,434
	# of permits issued per FTSE	1,050	1,056	1,214	1,396	1,536
Strategy: Issue building permits and encroachment permits to walk-in customers at the service counter.	% of permits completed immediatley to walk-in clients	100%	100%	100%	100%	100%
Strategy: Issue standard plan and pool permits received by fax request within 3 working days of receipt of application.	Average # of fax permits issued per year	2,900	3,825	4,398	5,058	5,564
	% of permits issued within 3 working days	75%	75%	100%	100%	100%

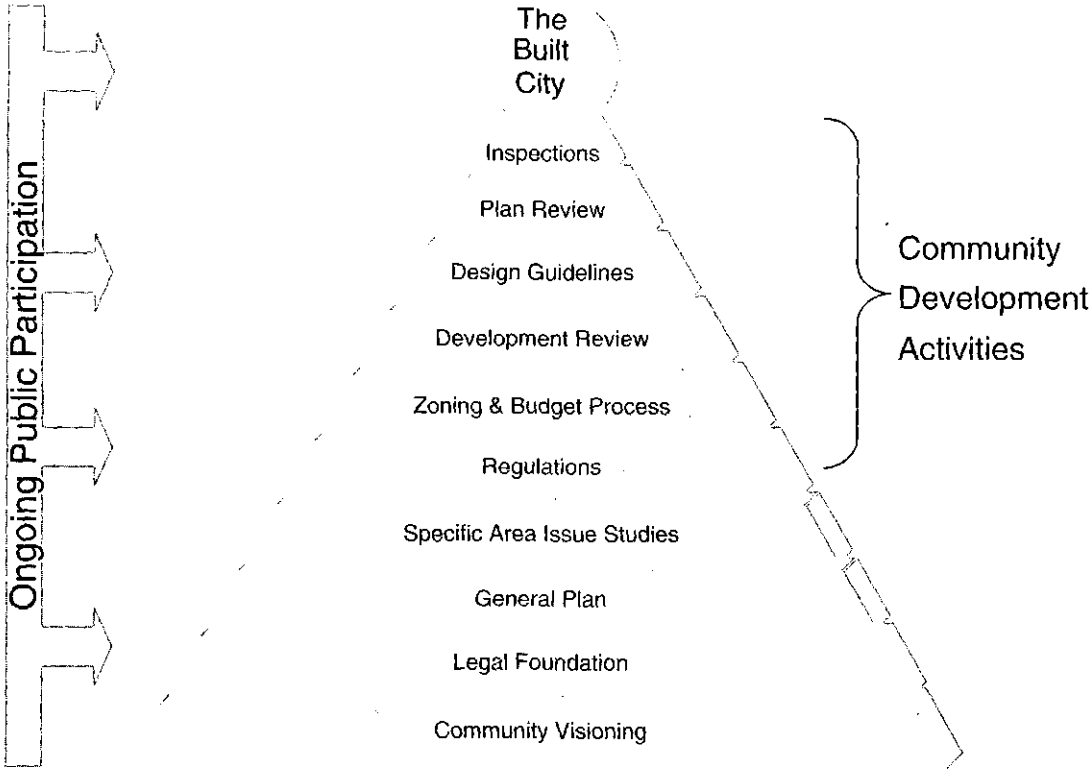
Goal: Provide quality, timely and friendly services to the customers and citizens of the City of Scottsdale.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Issue residential T.I.'s and additions (one time only standard plan and addition to standard plan) reviewed within 3 working days.	# of plan reviews completed within 3 working days	1,248	1,347	1,549	1,781	1,959
	% of permits issued within 3 working days	100%	100%	100%	100%	10%

Goal: Perform quality and timely inspections of all single family, multi-family commercial and subdivision projects.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Perform requested inspections by end of next work day.	Average # of inspection per building inspector	12,257	15, 164	14,500	14,500	14,500
	Crew time per inspection within land survey unit	17 min.	16 min.	14 min.	14 min.	14 min.
	Inspections per FTSE within planning inspection	n/a	3,233	4,296	4,296	4,296
Strategy: Achieve a 95% or better customer satifaction rating.	% of satisfied external customers	97%	98%	100%	100%	100%

Achieving the Physical Environment



Community Development

Goal: Provide thorough master planning and technical reviews, stipulations, recommendations, and presentation of development requests to decision making bodies via the public hearing process.

Strategy: Provide applicant with preapplication meeting within 30 days of submitting preapplication 100% of the time.

Strategy: Coordinate cases through public hearing (decision making) process at the rate of 80 cases per year per project coordinator.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of preapplications received	810	745	780	820	860
% of preapplication meetings held within 30 days	90%	98%	98%	98%	98%
% of perapplications resulting in public hearing cases	69%	80%	80%	75%	75%
# of cases presented to City Council/Planning Commission (General Plan, Rezoning, Use Permit)	163	151	164	147	154
# of cases presented to Development Review Board (Design Review, Plat)	378	416	436	445	467
Board of Adjustment	18	26	24	23	24
Total # of cases:	559	593	624	615	645
Cases per Coordinator/per year	93	85	89	77	80
% of increase from prior year	6%	6%	5%	-1%	5%

Goal: Provide efficient and effective plan review for all single family, multi-family, commercial, industrial and subdivision projects.

Strategy: Review building projects in an average of 5 working days.

Strategy: Review instrastructure projects in an average of 10 working days.

Strategy: Provide high quality project reviews # 6 hours each.

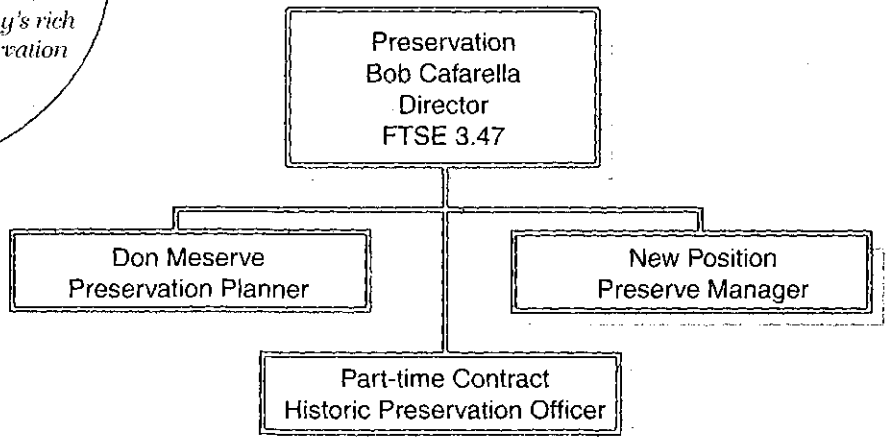
Strategy: 100% cost recovery from applicants for review of projects.

Note: # of projects decreases but size of projects increases in 2000/01 so revenue/project increases.

Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
# of building projects	6,197	7,060	8,087	7,390	6,572
Average days per project	6	8	6	5	5
# of infrastructure projects	987	884	820	927	834
Average days per project	10	11	11	10	10
# of staff	29	29	29	32	32
Total # of projects	7,184	7,944	8,907	8,317	7,406
Average hours per project	6	5	6	6	6
Cost per project	$245	$227	$238	$240	$283
Revenue per project	$335	$458	$485	$509	$534

MISSION:

To provide a focus for the acquisition, preservation, management, and stewardship of the McDowell Sonoran Preserve for the benefit of this generation and those to follow, and to celebrate and acknowledge the community's rich heritage through the preservation of historical and archaeological resources.



Financial Highlights

The Preservation budget increases $109,216 (38.0%) in 1999/00 and $13,824 (3.5%) in 2000/01. This budget supports the addition of a Preserve Manager to address the growing stewardship responsibilities of the City as an owner of an increasing amount of land in the McDowell Sonoran preserve; and the addition of a part-time contractual Historic Preservation Officer to administer a new program to identify, analyze, and potentially designate on a historic register the best of Scottsdale's past.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	184,002	195,739	287,112	396,328	410,152
% of City's Operating Total	.11%	0.11%	0.14%	0.18%	0.17%
Full-time Staffing Equivalent (FTSE)	2.05	2.05	2.05	3.47	3.47

Preservation

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

Trends

The geographic area desired for preservation was recently more than doubled by the City Council from the original 16,460 acres to 35,830 acres.

The amount of city owned land in the McDowell Sonoran Preserve has grown rapidly and now totals 8,348 acres. Ownership will create stewardship responsibilities and management and maintenance challenges.

The community has embarked on establishing a strong historic preservation program in Scottsdale that will be managed in the Preservation Division.

Program Objectives

Complete acquisition of private land in the original Recommended Study Boundary by end of year 2000.

Complete acquisition of State Trust land in the original Recommended Study Boundary by end of year *2005*.

Strive to inform as many citizens as possible about the McDowell Sonoran Preserve, opportunities to experience the Sonoran Desert, and the city's rich heritage.

Increase tourist use and knowledge of the Preserve.

Prepare and implement policies and regulations to ensure the long-term stewardship of the Preserve.

Serve as a catalyst to encourage dialogue among adjacent jurisdictions regarding opportunities for joint open space planning, management and land stewardship.

Add three historic or archeological sites to the Scottsdale Historic Register each year.

Prior Year Results and Outcomes

More than doubled the geographic area desired for preservation from the original 16,460 acres to 35,830 acres.

Expanded the amount of city owned land in the McDowell Sonoran Preserve which now totals 8,348 acres.

Managed the process to develop a strong historic preservation program in Scottsdale.

Continued to staff two commissions and eight committees.

Began to take on preserve management responsibilities.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	163,436	167,483	170,428	224,723	235,958
Contractual Services	15,230	16,133	109,498	152,598	166,647
Commodities	2,854	2,156	5,250	18,000	6,500
Capital Outlay	2,482	9,968	1,936	1,007	1,047
Total	184,002	195,739	287,112	396,328	410,152
Staffing					
Authorized Positions	2.00	2.00	2.00	3.00	3.00
Overtime	.05	.05	.05	.07	.07
Contractual	-	-	-	.40	.40
Full-time Staffing Equivalent (FTSE)	2.05	2.05	2.05	3.47	3.47

Goal: Acquire land for addition to the McDowell Sonoran Preserve.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Acquire private and State Trust land in the Expanded Recommended Study Bourndary.	# of areas acquired	525	4,603	n/a	500	1,000
	# of State Trust land acres reclassified under the Arizona Preserve Initiative (API)	n/a	2,762	n/a	n/a	n/a

Goal: Implement marketing and communication strategies to promote, educate, and inform the citizenery for sustained and broadened public support for preservation of land and historic resources.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: To inform as many citizens as possible about the Preserve and opportunties to experience the Sonoran Desert.	# of citizens receiving Overlook newsletter and fact sheet	350	500	500	550	600
	# of hits on Preservation web-site	n/a	n/a	n/a	50	100
	# of presentations to community groups	36	36	30	36	36
	# of telephone requests for information	1,500	1,700	2,000	2,050	2,050
Strategy: Encourage citizens to participate in Preserve planning and management.	# of citizens @ McDowell Sonoran Preserve Commission/subcommittee groups	65	80	120	150	150
	# of joint projects with the McDowell Sonoran Land Trust	3	4	4	4	4
	# of citizens @ Historic Preservation Commission & subcommittee meetings	35	75	75	75	100
	# of hits on Historic Preservation web-site	n/a	n/a	n/a	25	50
Strategy: To inform as many citizens as possible about the City's rich hertiage.	# of citizens receiving information on historic preservation	40	90	125	200	250

Preservation

Goal: Develop and implement a plan for the management, preservation, and appropriate public use of the McDowell Sonoran Preserve.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Prepare and implement policies and regulations to ensure the long-term stewardship of the Preserve.	# of ordinances, policies, etc., approved regarding management issues for the Preserve	3	3	3	3	3

Goal: Enhance the role of preservation as an amenity to strengthen the City as a tourism destination.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Increase tourist use and knowledge of the Preserve.	# of partnership projects and events with the Tourism Commission & Chamber	2	2	1	2	2

Goal: Coordinate the planning and creation of appropriate connections between Scottsdales' integrated open space system and open space areas in adjacent jurisdictions

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Serve as catalyst to create dialogue among adjacent jurisdictions.	# of meetings w/adjacent jurisdictions to discuss joint open space planning	24	32	36	36	36
	# of MAG Desert Open Space System meetings attended	12	12	6	n/a	n/a

Goal: Establish a Scottsdale Historic Register comprised of the community's premier historical and archaeological resources.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Add 3 historic or archaeological sites to the Register per year.	# of historic and/or archaeological resources placed on Historic Register	n/a	n/a	n/a	5	5

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 City of Scottsdale and Rural/Metro are recognized around the world as leaders in the development of an effective Public/Private partnership which provides high quality, cost effective emergency services for our citizens.

Fire
Karl Keierleber
Fire Chief

General Fire Protection
Rural-Metro Corporation
(Contract)

Financial Highlights

The Fire Department budget increases $1,531,765 (11.9%) in 1999/00 and $1,554,099 (10.8%) in 2000/01. Increases provide for staffing of new stations at Desert Mountain beginning October 1999, Troon North beginning January 2000, and McDowell Mountain Ranch beginning July 2000. A fourth station, at D.C. Ranch will be constructed in 1999/00. Staff for that station is currently operating from a temporary facility to the east of the permanent station.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	10,905,666	11,817,002	12,840,097	14,371,862	15,925,961
% of City's Operating Total	6.52%	6.35%	6.15%	6.42%	6.67%

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.

Departmental Objectives

Provide high quality, cost effective emergency and non-emergency services.

Actively promote proactive community fire protection through the use of effective fire engineering principles, built-in protection and aggressive public education programs.

Promote an active partnership with the Scottsdale Police Department to achieve the overall public safety goals that will continue to provide the citizens of Scottsdale a high level of service and protection.

Continue to maintain or improve established emergency protection service levels for the rapidly developing areas of the community.

Prior Year Results and Outcomes

In late 1997, the City of Scottsdale and Rural Metro were advised that the Insurance Service Organization (ISO) fire service rating for the city had improved from a four to three classification. This extensive review of the fire service delivery model, for our community, recognizes the numerous improvements that have been made for the citizens and business community. This improved rating will result in lower insurance rates for our business community.

On January 1, 1998 a temporary Fire Station operation was placed in-service for the developing northern area of Scottsdale that includes Greyhawk, DC Ranch, and some of the greater Pinnacle Peak area. The expanded service increase for this operation includes an advanced life support Engine Company and an additional unit for wildland brush response. The permanent facility will be a joint public safety complex with the Scottsdale Police Department.

In February of 1998, the City of Scottsdale and Rural Metro Fire Department were selected by the National Fire Protection Association to host a national conference and workshop to address community protection and fire prevention for the year 2000. Over forty fire service leaders met to identify the issues and challenges that will face the fire service in the year 2000. Scottsdale was selected to host this event because of our communities history of embracing and implementing effective, proactive fire protection measures.

In early 1999, a new coalition of local education activists and Rural Metro began the process of evaluating and implementing a new community injury prevention program called "Risk Watch". The program is a comprehensive program designed to teach injury prevention to Scottsdale children and adults. It will be primarily delivered through the school system, but also has applications in after school and special activity events.

In 1998 the Arizona Legislature changed State Law and officially allowed local fire jurisdictions to take over all aspects of their annual school inspections and construction projects. This will allow Rural Metro and the City to have total jurisdiction and eliminate the need for duplicate activities and approvals. This new program has worked very well for the community, school district and fire department.

Expenditures By Type

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Fire Contract	10,469,776	11,378,994	12,220,958	13,769,634	15,311,469
Contractual Other	400,702	428,165	587,739	570,828	583,092
Commodities	32,140	9,843	31,400	31,400	31,400
Capital Outlay	3,048	-	-	-	-
Total	10,905,666	11,817,002	12,840,097	14,371,862	15,925,961

Goal: Provide a state certified, trained professional staff to serve the citizens of Scottsdale.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Average # of annual training hours per firefighter.	Minimum of 240 hrs. per yr.	408	312	320	240	240
Strategy: State of Arizona Certified Firefighter II.	100% of all full-time and fill-in personnel achieve State Certification	100%	100%	100%	100%	100%
Strategy: Provide State Certification of Emergency Medical Technician.	100% of all full-time firefighters maintain State EMT Certification	100%	100%	100%	100%	100%

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

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Maintain effective annual cost per capita for fire protection.	Annual cost per capita for fire protection	$56.36	$57.94	$58.30	$62.66	$66.87
	Structural first per 1,000 population	3.00	3.02	3.00	3.00	3.00
	Total fire calls per 1,000 population	7.18	7.01	7.00	7.00	7.00
	Structural Dollar Loss per year	$755,669	$637,000	$1,500,000	$2,000,000	$2,000,000

Goal: Respond to emergency calls within 4 minutes and general assistance calls within 5 minutes.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Answer emergency calls within 4 minutes.	Annual average of calls answered within 4 minutes	3:32	3:39	4:05	4:00	4:00
Strategy: Answer general assistance calls within 5 minutes.	Annual average of general assistance calls answered within 5 minutes	4:12	4:54	5:15	5:00	5:00

Interactive educational activities with our children have proven to be effective and will lead to a safer community in Scottsdale's future.

Goal: Maintain 95% or greater approval rating on annual citizen survey for both fire and emergency medical services.

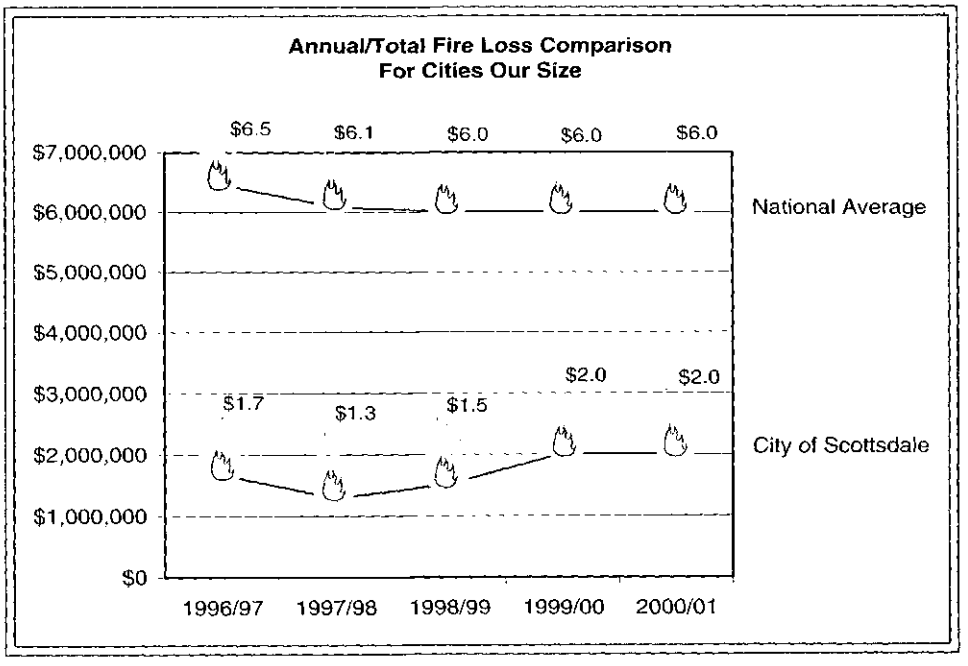
	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Maintain 95% or greater approval rating on annual citizen survey for fire services.	Maintain 97% or greated approval rating on annual citizen survey for fire services	98%	99%	99%	97%	97%
Strategy: Maintain 95% or greater approval rating on annual citizen survey for emergency medical services.	Maintain 95% or greated approval rating on annual citizen survey for emergency medical services	97%	98%	98%	97%	97%

Goal: Review all building and fire plans submitted within 5 days.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Review all submitted fire plans within 5 days.	% of plans reviewed within 5 days	98%	99%	98%	98%	98%

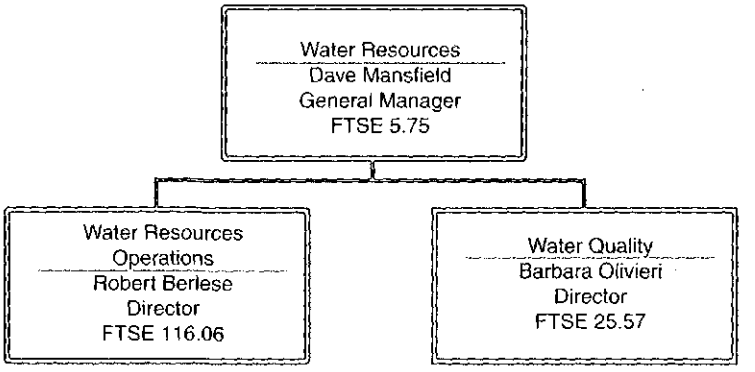
Goal: Provide fire safety public education to Scottsdale school children.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Provide fire safety demonstrations in Scottsdale schools.	# of school demonstrations	161	132	135	125	125
	Total # of children instructed	18,358	18,690	15,000	15,000	15,000



MISSION:

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



Financial Highlights

The Water Resources budget increases $152,656 (0.4%) in 1999/00 and $1,730,186 (5.1%) in 2000/01. For 1999/2000, the modest, uncharacteristic overall increase is due to a combination of some operational increases and decreases. The major increases are growth associated with operational impacts from the Capital Improvement Program, startup of the Water Campus, expanded Central Arizona Project (CAP) Water Treatment facility, and maintenance of an aging inventory. The addition of four regulatory compliance positions will complete the staffing (three Laboratory Technicians) at the Water Campus Compliance Laboratory and support regulatory reporting requirements (one Water Quality Specialist) at the City Groundwater Treatment facility. The need for specialized maintenance expertise and implementation of a computerized maintenance management system will result in addition of two Water Maintenance Technician positions attributable to growth. Unfunded regulatory mandates from Federal/State governments (i.e. Consumer Confidence Reports, Wellhead Protection Program) continue to escalate local operational cost. The postponement of a rate increase from the Central Arizona Water Conservation District for purchased CAP water, the refinement of electricity based on prior year experience, and a reduction of operating cost at the Phoenix Multi-City Wastewater Treatment facility due to the Water Campus initiating operations are the most noteworthy operational decreases.

For the 2000/2001 budget period, the increase is attributable to implementation of a previously delayed rate increase by the Central Arizona Water Conservation District for purchased CAP water, a larger amount of purchased water required to meet increased demand, and increased treatment expenditures due to growth impacts from the Capital Improvement Program (i.e. electricity at expanded CAP Water Treatment facility/Distribution system, solids treatment costs at Phoenix Multi-City Wastewater Treatment facility).

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	24,153,906	25,071,574	33,891,849	34,044,505	35,774,691
% of City's Operating Total	13.89%	13.48%	16.24%	15.22%	14.98%
Full-time Staffing Equivalent (FTSE)	98.62	116.76	140.71	147.38	147.38
Volunteer-time Staffing Equivalent (FTSE)	.52	.33	.40	.49	.49

Water Resources

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

Trends

Cost of using non-ground water supplies, as required under the Groundwater Management Act and Assured Water Supply rules, continues to increase.

As the water and wastewater systems continue to age, the cost to maintain and operate continues to increase.

The costs of complying with ADWR's Non-Per Capita Conservation Program will continue to increase.

Sampling requirements for drinking water, industrial wastewater, wastewater treatment, and groundwater treatment are increasing 20% annually to comply with unfunded federal and state mandates.

The demand for legal, technical, and administrative support to effectively manage Superfund programs continues to increase significantly.

Unfunded federal mandates continue to increase and will soon include Consumer Confidence Reports for Drinking Water.

Departmental Objectives

Secure a long-term water supply consistent with the State's Assured Water Supply program through water right acquisition, transfer and/or long term lease of Central Arizona Project surface water, maximization of groundwater recharge at the Water Campus, and other alternative sources.

Biennially revise and update the planning and operation assumptions to meet anticipated demand and regulatory changes through the Water Resources Master Plan.

Annually update and biennially review the Water Resource Development, Water Development and Sewer Development Fees assuring that growth will pay its proportionate share.

Continue to improve treatment, distribution, and collection efficiencies through the use of technology and competitive benchmarks.

Deliver safe, reliable water and wastewater services, appropriately priced, to our customers by managing the City's water and wastewater programs to maintain compliance with state and federal regulations.

Promote and encourage a viable water conservation program through the Non-Per Capita Conservation Program (NPCCP).

Ensure adequacy of financial resources by annual update of five and ten year financial plans.

Operate the TCE Groundwater Treatment Plant in compliance with contract and state and federal regulations.

Minimize service disruptions to customers through preventative maintenance functions on all water facilities.

Prior Year Results and Outcomes

Obtained sufficient water supplies to meet the 100 year Assured Water Supply Rules which guarantees that the City has a long term supply for all current and committed water demands.

Maintained federal and state environmental quality compliance for the municipal water system, continuing to provide safe water to our customers.

Completed Phases 1 and 2 of the Water Campus and the West Pumpback System, giving the City the capability of reclaiming 12 million gallons per day of its wastewater for irrigation purposes and/or further treatment to drinking water standards for groundwater recharge.

Completed expansion of the CAP Water Treatment Plant from 18 to 50 million gallons per day capacity, allowing increased use of surface water and decreased groundwater mining.

Completed update of the Water, Wastewater and Water Quality Master Plans which gives the City a plan from which to build systems, as we grow, that are reliable, efficient and cost effective.

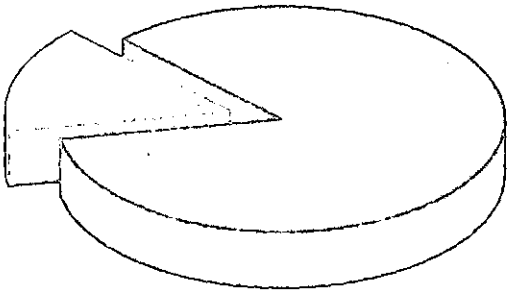
Completed the $1.2 million upgrade and expansion of the radio telemetry control system used to operate and monitor over 125 sites including the CAP Water Treatment Plant, Wastewater Reclamation Plant, Advanced Water Treatment Plant and the Pumpback system.

Water Resources

Department Summary

Entered into agreement with the Arizona Department of Water Resources to be regulated under the Non-Per Capita Conservation Program instead of the standard gallons used per capita per day method.

Water Resources Department Represents 15.22% of the City's Operating Budget



Expenditures By Type

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Personal Services	3,988,777	4,616,481	6,125,945	6,661,063	6,953,125
Contractual Services	13,677,055	13,742,359	18,092,185	17,868,056	18,291,918
Commodities	6,010,338	6,575,814	9,470,393	9,343,956	10,364,209
Capital Outlay	98,806	136,920	203,326	171,430	165,439
Total	23,774,978	25,071,574	33,891,849	34,044,505	35,774,691

Expenditures By Division

Administration	658,372	719,853	730,310	775,976	780,902
Water/Wastewater Operations	21,872,778	23,257,836	31,402,682	30,976,255	32,873,863
Water Quality & Engineering	1,622,756	1,093,886	1,758,857	2,292,274	2,119,926
Total	24,153,906	25,071,574	33,891,849	34,044,505	35,774,691

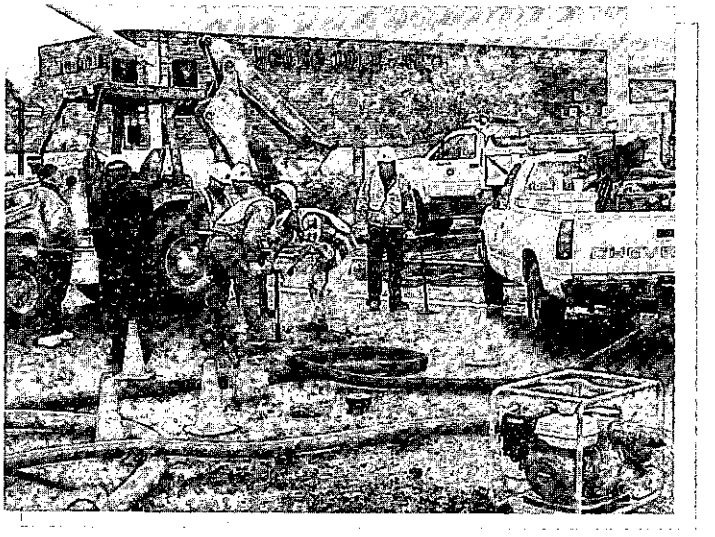
Staffing

Authorized Positions	78.70	95.80	119.75	126.75	126.75
Contractual	15.60	16.64	16.64	15.64	15.64
On Call/Overtime	4.32	4.32	4.32	4.99	4.99
Full-time Staffing Equivalent (FTSE)	98.62	116.76	140.71	147.38	147.38

Volunteer Time Invested

Hours	1,091	688	836	1,025	1,025
Full-time Staffing Equivalent (FTSE)	.52	.33	.40	.49	.49

A portion of Water Resources budget is devoted to ongoing repair and maintenance of over 2,200 miles of water service lines within Scottsdale. Approximately 2,000 service replacements are made annually.



The Administration division provides dependable leadership while directing and coordinating departmental financial and CIP activities. Protects citizen interest with prudent rates and fees, and ensures compliance with all Federal and State regulations.

Program Objectives

Provide active leadership and management that ensures the delivery of safe, efficient and effective services.

Provide responsible management for departmental planning, legal, engineering, operational and financial activities.

Plan, implement and monitor the long term financial activities for all water and wastewater enterprise funds including fiscally prudent rates, fees, and bond issuances.

Provide responsible management for expenditures and budgeting for all water and wastewater programs.

Provide for a long-term assured water supply.

Water planning efforts are vital to construction of necessary water and wastewater infrastructure, as well as acquiring a long-term assured water supply for Scottsdale citizens.

Significant Expenditure and Staffing Changes

The Administration budget increases $45,666 (6.2%) in 1999/00 and $4,926 (0.6%) in 2000/01. This budget supports the current service level for this program.

Did You Know?

After three years of effort, the City of Scottsdale recently completed acquisition of an additional 7,132 acre feet of water which counts toward acquiring a long-term assurd water supply for Scottsdale.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	338,922	412,827	418,786	433,753	452,997
Contractual Services	228,378	290,612	290,594	320,675	305,700
Commodities	9,729	11,253	11,250	13,492	13,829
Capital Outlay	26,976	5,160	9,680	8,056	8,376
Total	654,005	719,853	730,310	775,976	780,902
Staffing					
Authorized Positions	4.70	5.80	5.75	5.75	5.75
Overtime	-	-	-	-	-
Contractual	-	.50	.50	-	-
Full-time Staffing Equivalent (FTSE)	4.70	6.30	6.25	5.75	5.75

Goal: Provide responsible management for departmental planning, development fees, rates, updating water and wastewater master plans, engineering legal, operational and financial activities.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Plan and monitor the long-term financial activities for all water and wastewater enterprise funds including fiscally prudent rates, fees, and bond issuances.	Average monthly water bill per household (based on 15,000 gallons per month)	$34.98	$35.29	$35.51	$36.06	$36.60
	Average monthly sewer bill per household (based on 8,000 gallons per month)	$11.93	$12.06	$12.00	$12.96	$13.89
Strategy: Promote fiscal integrity and water conservation to ensure adequate water supplies for our residents in the future.	Cost per million gallons of water delivered	$974	$909	$1,157	$1,449	$1,521
Strategy: Maintain or improve Water and Sewer Revenue bond rating which contributes to lower cost of debt.	Moody's Investor Service	Aa	Aa	Aa1	Aa1	Aa1
	Standard & Poor's Rating Group	AA-	AA	AA	AA	AA
	Fitch Investor Services, Inc.	AA-	AA-	AA	AA	AA

Goal: Secure a long-term water supply by obtaining water rights from other sources, increasing well production capacity, and maximizing groundwater recharge efforts.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Increase well production capacity to meet future customer peak demands and provide system backup.	Million gallons per day (MGD) of well production capacity added	3.6	4.3	6.4	3.6	2.2
Strategy: Comply with the 1980 Groundwater Management Act by reducing our reliance on groundwater consumption.	% of water delivered to customers that is groundwater	55%	48%	45%	40%	35%
Strategy: Secure Central Arizona Project water rights from other subcontractors.	# of acre feet per year acquired through transfers, reallocations and lease of CAP supplies	15,121	200	7,132	4,500	12,500

Water Quality and Engineering manages water-related programs ensuring compliance with all environmental regulations. Develops and implements five-year Capital Improvement Plans.

Program Objectives

Manage the Drinking Water, Industrial Pretreatment, Pollution Prevention, and Superfund programs in compliance with federal and state regulations.

Complete all Capital Improvement Projects on schedule and within budget.

Review developers' master plans to ensure that City's water and wastewater master plans are being followed.

Update the City water and wastewater master plans and the City water quality master plan on schedule every two years.

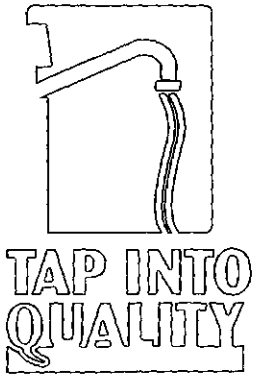
Continuously improve customer service to higher levels through staff training, a flexible work force, research, innovation, creativity, and state-of-the-art technology.

Did You Know?

The City of Scottsdale tests for more than 100 substances in your drinking water to make sure it is safe and healthful. Scottsdale water meets all state and federal health based rules and requirements.

Significant Expenditure and Staffing Changes

The Water Quality budget increases $533,417 (30.3%) in 1999/00 and decreases $172,348 (7.5%) in 2000/01. Increases in 1999/00 provide for the development and distribution of a federally mandated annual consumer confidence report for water quality; establishment of a wellhead protection program to ensure continued safe drinking water sources; funding of water quality consultant projects and University studies supporting continued quality drinking water; the addition of three new positions to complete staffing of the Water Quality Compliance Laboratory at the Water Campus; and conversion of one contract position to a full time Water Quality Specialist. The 2000/01 budget reflects significant savings as a direct result of the Water Quality Compliance Laboratory, which will analyze drinking water and wastewater samples that were formerly analyzed by independent contractual laboratories.



	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	492,193	522,461	878,301	1,181,624	1,237,029
Contractual Services	890,143	527,428	820,565	969,454	739,772
Commodities	41,813	28,154	24,225	120,331	121,660
Capital Outlay	14,014	15,843	35,766	20,865	21,465
Total	1,438,163	1,093,886	1,758,857	2,292,274	2,119,926
Staffing					
Authorized Positions	11.00	12.00	19.00	24.00	24.00
Overtime	.12	.12	.12	.24	.24
Contractual	1.70	1.75	1.75	1.33	1.33
Full-time Staffing Equivalent (FTSE)	12.82	13.87	20.87	25.57	25.57

Goal: Preserve and implement five-year Capital Improvement Plans.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Implement and complete water and sewer projects within authorized budget.	% of Capital Improvement Plan projects completed within authorized budget	100%	100%	100%	100%	100%

Goal: Manage the Water Quality Program to ensure compliance with all drinking water environmental regulations.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Ensure compliance within drinking water program.	# of drinking water samples collected	5,511	6,130	6,630	6,500	7,000
	# of exceedances above the safe drinking water standards	0	0	0	0	0
	# of detections below the safe drinking water standards that increase sampling requirements	3	0	3	0	0
Strategy: Monitor chlorine residuals to ensure adequate disinfection within water system.	# of chlorine residuals +/- 20% of COS goal (0.8-1.2 ppm)	n/a	n/a	n/a	n/a	n/a
Strategy: Ensure quality customer service.	# of water quality customer complaints	n/a	n/a	n/a	n/a	n/a
	# of resolved complaints	n/a	n/a	n/a	n/a	n/a

Goal: Manage the Industrial Pretreatment Program (IPP) to ensure compliance with all wastewater environmental regulations.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Monitor 9 Significant Industrial Users (SIU's) quarterly to ensure compliance with IPP regulations.	# of wastewater samples collected	1,740	1,566	1,850	1,850	1,850
Strategy: Inspect 9 SIU's annually to ensure compliance with IPP regulations.	# of SIU's inspected	9	8	9	9	10
	# of Notices of Violations (NOV's) issued to SIU's	4	3	6	4	5
	# of SIU's in Significant Compliance	0	0	0	0	0
	% of SIU's in Significant Noncompliance	0%	0%	0%	0%	0%

Goal: Manage the Superfund Program and the Groundwater Treatment Facility (GWTF) to ensure compliance with all environmental regulations.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Ensure compliance within the Superfund Program.	Pounds of TCE and other Volitile Organic Contaminants removed by the GWTF	5,535	4,493	4,935	5,400	5,800
	Acre Feet of drinking water produced through the GWTF	12,441	11,224	10,493	11,200	11,500

Water Operations maintains, operates and repairs the water and wastewater systems; produces water that meets or exceeds all federal and state standards and coordinates the City's water conservation programs.

Program Objectives

Identify and correct system deficiencies through the use of new and existing technologies.

Evaluate and prioritize the replacement and rehabilitation program for the water and wastewater infrastructure.

Implement "High Performance Work System".

Operate the water and wastewater systems and programs in a cost effective, efficient manner.

Maximize the use of electronic technology to minimize staff increase.

Significant Expenditure and Staffing Changes

The Water Operations budget decreases $426,427 in fiscal year 1999/00 and increases $1,897,608 (6.1%) in fiscal year 2000/01. The 1999/00 budget reflects a reduction in 91st Wastewater Treatment costs due to the completion of the Wastewater Reclamation Plant at the Water Campus and a reduction in electrical costs for well pumping as a result of the CAP Plant expansion. Increases include custodial and grounds maintenance costs for the Water Campus and existing water and wastewater facilities that were previously budgeted in the Community Services Department; the addition of a Water Maintenance Technician to implement and operate a computer maintenance management system to automate inventories and to track and analyze life cycle costs and preventative maintenance schedules; and the addition of a Maintenance HVAC (heating, ventilation and cooling) Technician to perform the HVAC workload at the Water Campus facilities and other Water Production sites.

Did You Know?

The City of Scottsdale has over 2,200 miles of water and sewer lines in its system, enough to stretch from Scottsdale to Cleveland, Ohio with a side trip to Tucson.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	3,107,662	3,681,193	4,828,858	5,045,686	5,263,099
Contractual Services	12,558,534	12,924,318	16,981,026	16,577,927	17,246,446
Commodities	5,958,796	6,536,407	9,434,918	9,210,133	10,228,720
Capital Outlay	57,818	115,918	157,880	142,509	135,598
Total	21,682,810	23,257,836	31,402,682	30,976,255	32,873,863
Staffing					
Authorized Positions	63.00	78.00	95.00	97.00	97.00
Scottsdale Water Service Co.	8.39	8.39	8.39	7.14	7.14
Overtime	4.20	4.20	4.20	4.75	4.75
Contractual	5.51	6.00	6.00	7.17	7.17
Full-time Staffing Equivalent (FTSE)	81.10	96.59	113.59	116.06	116.06

Goal: Encourage our water customers, through education and incentives, to practice water conservation in accordance with ADWR requirements.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: To be in compliance with the ADWR 2nd Management Plan and the Non Per Capita Conservation Program (NPCCP).	% of days in compliance	100%	100%	100%	100%	100%
Strategy: To promote water conservation.	# of irrigation & xeriscape work-shops	10	14	12	14	15
	# of participants attending irrigation/xeriscape workshops	157	351	220	300	325
	# of water conservation brochures requested & distributed	33,380	34,234	42,000	45,000	48,000
	# of plumbing and landscape rebate requests	n/a	133	1,000	1,100	1,200
	# of gallons saved due to the rebate programs	n/a	7,108,598	10,000,000	10,500,000	11,000,000

Goal: Efficiently and effectively provide a timely response to requests from customers and perform preventative maintenance functions on all water facilities.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Repair or replace 2,000 to 2,400 water service lines annually.	# of services repaired or replaced annually	2,160	1,969	1,900	2,000	2,100
Strategy: Achieve 95% or higher customer satisfaction rating.	# of written responses that are positive versus negative	905 / 2	254 / 0	250 / 0	300 / 0	320 / 0
Strategy: Perform preventative maintenance on 25% of fire hydrants annually.	# of hydrants pm'd annually	1,415	1,011	1,178	1,340	1,380
	% of hydrants pm'd annually	27.0%	19.5%	23%	25%	25%
Strategy: Perform Preventative maintenance on 10% of main valve lines annually.	# of valves pm'd annually	358	1,291	1,200	1,500	1,550
	% of valves pm'd annually	2.5%	9.0%	8.0%	10.0%	10.0%
Strategy: Complete all bluestake locates as requested with no major damage to facilities.	# of bluestack locates completed annually	20,013	21,445	24,200	22,000	22,000
	# of major mismarks annually	2	1	0	0	0

Goal: Produce drinking water to satisfy customer needs.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Produce a sufficient amount of potable water to meet customer demand.	Acre feet of water delivered annually	62,905	62,844	72,000	74,000	76,000
Strategy: Respond to water quality and pressure complaints within 24 hours.	% of water quality and pressure complaints responded to within 24 hours	100%	100%	100%	100%	100%
Strategy: Protect the water system by maintaining a cross connection program.	# of properly maintained cross connection devices (running total)	3,899	4,649	6,000	7,000	8,000
Strategy: Operate the TCE Groundwater Treatment Plant in compliance with contract and and state and federal regulations.	% of days in compliance	100%	100%	100%	100%	100%

Goal: Apply creativity and innovation to the organizational structure and the delivery of public services.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Optimize the operation of the CAP Treatment Plant. (Excludes debt service)	Treated costs $/1,000 gallons	$0.45	$0.427	$0.415	$0.40	$0.40
	# of violations of federal drinking water standards	0	0	0	0	0
	# of days finished turbidity above .1 NTU	0	0	0	0	0

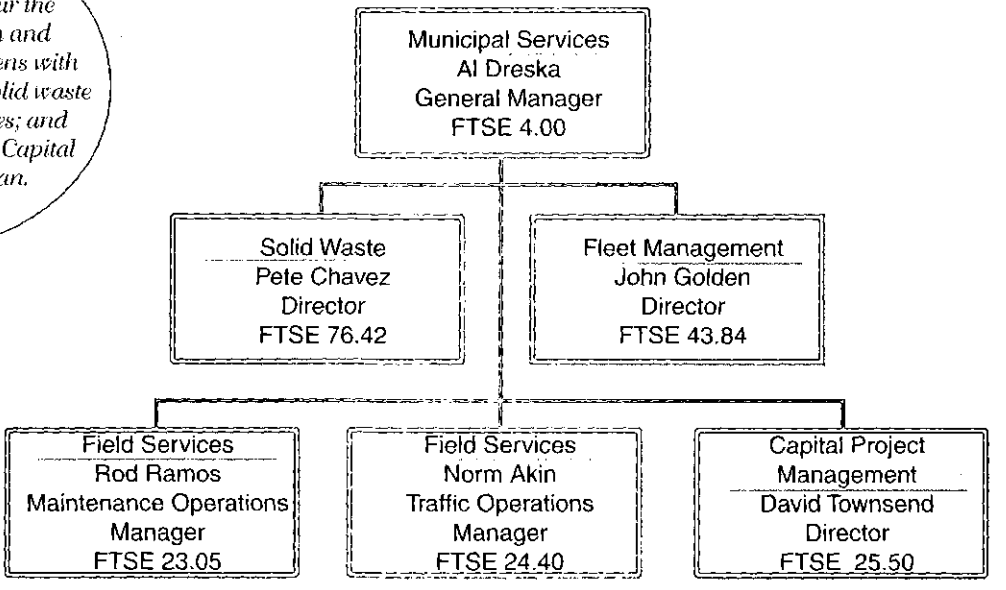
Goal: Treat the City's waste water to produce cost effective and high quality effluent for use on golf courses.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Optimize the operation of the Water Campus Reclamation Plant and the Gainey Ranch Reclamation Plant.	Treatment cost $/1,000 gallon	n/a	n/a	n/a	$0.70	$0.70
	# of violations of the Reuse and Aquifer Protection Permit	n/a	n/a	n/a	0	0
	# of odor complaints from plant processes	n/a	n/a	n/a	0	0

Goal: Efficiently and effectively provide a timely response to requests from customers and perform preventative maintenance functions on all wastewater facilities.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Clean 1/3 of the sanitary sewer system annually.	% of system cleaned	33%	33%	33%	33%	33%
Strategy: Provide roach control in all sanitary sewer manholes as needed.	% of system treated	33%	50%	50%	50%	50%
	# of customer requests annually	257	220	180	150	150
Strategy: Televise 100% of new sanitary sewer lines installed annually.	% of new lines televised	100%	100%	100%	100%	100%

MISSION:
Maintain and repair the City's street system and vehicles; provide citizens with effective and efficient solid waste and recycling services; and implement the City's Capital Improvement Plan.



Financial Highlights

The Municipal Services Department budget increases $2,309,893 (7.6%) in 1999/00 and $1,703,203 (5.2%) in 2000/01. This budget enables the Department to absorb growth and still maintain current service levels during the 1999/01 budget cycle. Capital Project Management will convert three contract public works inspectors, one contract part-time secretary, and one contract part-time right-of-way agent to city staff at a net savings to the Department. Field Services requires one more traffic signal technician to help maintain the 24 additional signalized intersections that will be created, and 410 additional streetlights that will be installed during the 1999/01 budget cycle. Solid Waste will increase its staff by three residential collection employees, two brush collection employees, and one citizen service representative in order to serve the 8,400 new residential customers that the City expects to gain during the 1999/01 budget cycle. Fleet Management will hire two more mechanics to service the 43 additional vehicles included in this budget.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures	25,258,140	28,340,844	30,372,532	32,682,425	34,385,628
% of City's Operating Total	15.10%	15.22%	14.55%	14.62%	14.41%
Full-time Staffing Equivalent (FTSE)	184.9	187.00	185.95	197.21	200.27
Volunteer-time Staffing Equivalent (FTSE)	.33	.17	.10	.10	.10

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

Trends

Unleaded fuel cost per gallon has decreased an average of 2.2% for the past four years. Diesel cost per gallon on average has remained unchanged. As a result, overall equipment operating costs will increase at a rate that is lower than the increase in the consumer price index.

An average of 12-15 additional traffic signals are projected to be installed in each of the next four years. This will result in an 8% annual increase in traffic signal inventory (approximately twice the population growth rate).

Single family homes are becoming a larger percentage of the total new residential unit growth. The effect on Solid Waste is a projected 30% increase in customers (single-family homes) over the next 5 years.

Commodity market prices for recovered materials (recyclables) continue to reflect an extreme downturn in the industry, with no foreseeable change in sight. The state of these markets may impact the City's contract with its current recyclables processor.

Departmental Objectives

Implement and complete 50 major capital improvement projects with budgets totaling $140 million. The program will include transportation & traffic projects, drainage & flood control projects, water & wastewater projects, park projects, municipal facilities projects, and specialty projects.

Continue the LED traffic signal conversion program, and study the feasibility of accelerating the completion date to fall within the next budget cycle.

Support and assist the Environmental Management Division in meeting EPA mandates for PM 10 reduction.

Modify and update the City's Design Standards and Policies Manual and the City's supplements to the MAG Uniform Standard Specifications and Details for Public Works Construction to incorporate new materials, quality improvements and cost reduction procedures.

Develop south satellite facility for the minor maintenance and repair of City vehicles. The facility will serve vehicles operating south of Indian Bend Road.

Utilize strong relationship with Salt River Landfill (SRL) and Salt River Pima-Maricopa Indian Community to develop plans to enter into a partnership with the SRL and other east valley cities to construct and operate a material recovery facility (MRF) for co-mingled recyclables by December 2000.

Mitigate the affects of growth on solid waste service delivery through the continued use of the transfer station, and by continually pursuing other opportunities to increase operational efficiencies.

Develop and implement enhanced educational/ outreach materials and programs to maximize service benefits to the community. Facilitate design and construction of Solid Waste Management Education Center as focal point of these efforts by June 2001.

Prior Year Results and Outcomes

Diverted approximately 45,000 tons of recycling material from the landfill through the Scottsdale Curbside Recycling Program. This is approximately 27% of the residential waste stream, and enabled the City to avoid $810,000 in landfill tipping fees.

Secured a ten year contract with the Salt River Pima-Maricopa Indian Community for the disposal of the City's solid waste. The landfill will provide our community with a secured disposal site through the year 2008.

Privatized Via Linda Campus compressed natural gas (CNG) fueling facility. The public/private partnership with Trillium, USA updates the City's alternative fuel capabilities to current technology standards without an up front capital expense. It also gives the City the ability to increase the number of alternative fuel vehicles in its fleet.

Privatized the City's police motorcycle maintenance and repair work program to improve equipment safety and increase staff availability for inventory growth.

Municipal Services

Installed solar powered high water early warning flashers at five unbridged primary wash crossings to alert drivers to potentially dangerous situations.

Completed years one and two of a six year program to change signal light bulbs to light emitting diodes (LED's). LED's improve safety and reduce electrical consumption.

Installed an electronic reporting system for the EYES (Employees Yielding Effective Savings) Program. City employees use the program to notify appropriate departments of City property that requires maintenance attention. The new system reduces departmental response time by 7 - 10 days. Quick response times keep routine maintenance situations from becoming safety issues.

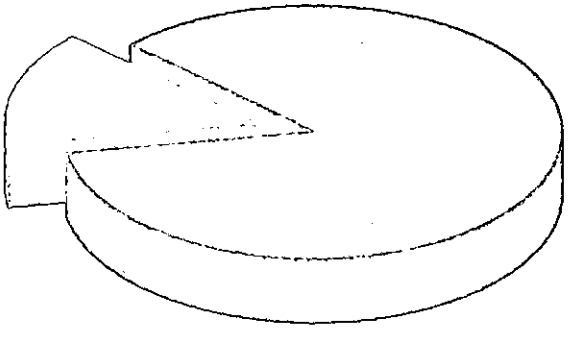
Completed 48 capital improvement projects with budgets totaling $105 million. Major projects completed include CAP Water Treatment Plant Expansion, Raw Water Pump Station, North Wastewater Pump Station, McCormick Railroad Park Improvements, Thompson Peak Parkway Extension.

Generated $2 million in revenue from property sales, leases and licenses.

Developed an on-line real property inventory system that tracks over 800 City owned parcels of real property.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	7,339,351	7,797,799	8,313,369	8,746,057	9,224,041
Contractual Services	12,312,149	10,657,910	12,992,752	13,840,321	14,893,136
Commodities	3,205,034	3,264,693	3,992,491	4,122,608	4,439,453
Capital Outlay	2,401,606	6,620,443	5,073,920	5,973,439	5,828,998
Total	25,258,140	28,340,844	30,372,532	32,682,425	34,385,628
Expenditures By Division					
Administration	334,293	449,229	340,533	382,873	401,070
Capital Project Management	720,806	846,288	872,424	832,382	869,845
Solid Waste Management	9,352,883	9,580,552	10,242,466	11,088,857	11,951,666
Field Services	7,782,486	6,304,305	8,171,945	8,694,066	9,236,808
Fleet Management	7,067,672	11,160,471	10,745,164	11,684,247	11,926,239
Total	25,258,140	28,340,844	30,372,532	32,682,425	34,385,628
Staffing					
Authorized Positions	178.20	179.30	179.25	189.75	192.75
Contractual	1.00	2.00	1.00	1.00	1.00
Overtime	5.70	5.70	5.70	6.46	6.52
Full-time Staffing Equivalent (FTSE)	184.90	187.00	185.95	197.21	200.27
Volunteer Time Invested					
Hours	690	351	209	200	200
Full-time Staffing Equivalent (FTSE)	.33	.17	.10	.10	.10

Municipal Services Represents
14.62% of the City's Operating Budget



Municipal Services

Municipal Services Administration provides leadership and management to ensure the most effective delivery of services by Field Services, Solid Waste Management, Fleet Management, and Capital Projects Management divisions.

Program Objectives

Provide leadership and management of the Department in support of the City's strategic objectives.

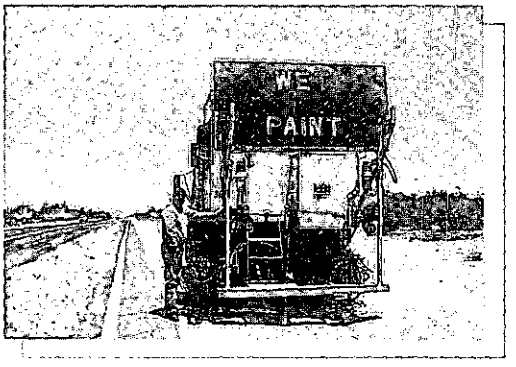
Provide the necessary support and resources to enable each Division to successfully meet its objectives.

Oversee the preparation and implementation of Division budgets.

Continually encourage Divisions to implement innovative quality improvements.

Lead the Department's efforts to provide uninterrupted service delivery as we transition to the Year 2000.

Create a distinctive and unified Departmental/Divisional Intranet Home Page.



Each year Division crews stripe over 7,286,000 feet of roadway stripes. Laid end-to-end, those stripes would reach just about to San Francisco and back.

Significant Expenditure and Staffing Changes

The Municipal Services Administration budget increases $42,340 (12.4%) in 1999/00 and $18,197 (4.8%) in 2000/01. The increase in year one reflects the transfer of a position from Capital Projects Management.

Did You Know?

The first automated collection vehicles used by the City took well over one minute to empty an 80 gallon trash container. Our current collection vehicles take less than eight seconds. That means that operators can now service 2,600 homes per week where before they could only service 1,000 homes per week.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	285,583	290,738	299,841	334,470	349,500
Contractual Services	31,662	29,936	32,438	36,361	38,963
Commodities	11,651	115,626	5,350	6,000	6,325
Capital Outlay	5,397	12,929	2,904	6,042	6,282
Total	334,293	449,229	340,533	382,873	401,070
Staffing					
Authorized Positions	3.00	3.00	3.00	4.00	4.00
Overtime	-	-	-	-	-
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	3.00	3.00	3.00	4.00	4.00

Goal: Achieve increase in satisfaction rating for internal and external service delivery areas to a minimum of 95%.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Achieve 95% or higher approval rating for Field Services.	95% or higher approval rating	85%	83%	87%	91%	96%
Strategy: Achieve 95% or higher approval rating for Solid Waste Management.	95% or higher approval rating	92%	92%	93%	95%	95%
Strategy: Achieve 95% or higher approval rating for Fleet Management.	95% or higher approval rating	97%	98%	97%	98%	98%
Strategy: Achieve 95% or higher approval rating for Capital Project Management.	95% or higher approval rating	n/a	n/a	n/a	95%	95%

Brush removal crews manually pick up over 28,000,000 pounds of material from Scottsdale residents each year!

Capital Project Management provides excellence in administration and implementation of the City's Capital Improvement Program and proactively manages real estate assets.

Program Objectives

Implement and complete 50 major capital improvement projects with budgets that total $140 million. The program will include transportation and traffic projects, drainage and flood control projects, water and wastewater projects, park projects, municipal facilities projects, and specialty projects.

Create an asset management system.

Create an annual asset management report.

You can make a difference! It was the vision and determination of three high school students that set in motion the recently completed Wedge Skate Park project.

Did You Know?

The Pima Road Noise Buffer Wall reduces roadway noise that travels from Pima Road to the surrounding neighborhood by well over 50%. That exceeds Federal and State roadway noise reduction requirements.

Over 100 people ages 4 to 75 contributed toward the more than 1,200 ceramic hands located on the rammed earth walls of the Thompson Peak Parkway. In addition, the dirt for the rammed earth walls was recycled from other land sites in the City. Earth architecture at its best!

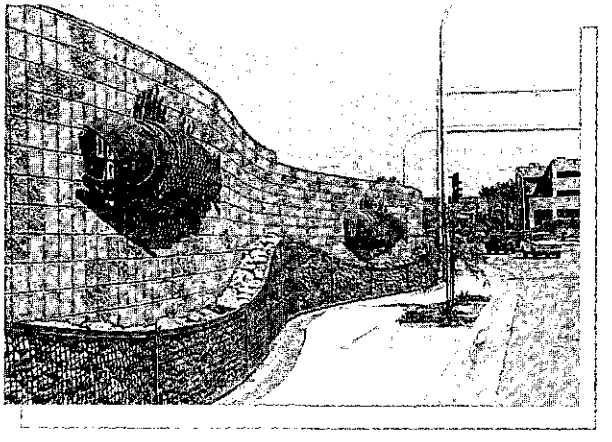
Significant Expenditure and Staffing Changes

The Capital Project Management budget decreases $40,042 (4.6%) in 1999/00 and increases $37,463 (4.5%) in 2000/01. The 1999/00 budget decrease results from the transfer of a position to the Administration budget, as well as the conversion of three contract public works inspectors, one contract part-time secretary, and one contract part-time right-of-way agent to City staff.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	434,015	600,905	729,324	661,513	691,249
Contractual Services	246,549	131,916	106,600	118,180	132,327
Commodities	12,638	14,107	12,300	15,000	18,000
Capital Outlay	27,604	99,359	24,200	37,689	28,269
Total	720,806	846,288	872,424	832,382	869,845
Staffing					
Authorized Positions	22.00	22.00	22.00	25.50	25.50
Overtime	-	-	-	-	-
Contractual	-	1.00	-	-	-
Full-time Staffing Equivalent (FTSE)	22.00	23.00	22.00	25.50	25.50

Goal: Coordinate, develop, and implement the City's Capital Improvement Plan on schedule and within budget; maintain the City's real property database in order to provide accurate and timely information; create an asset management system.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Monitor capital project costs for means of achieving savings.	Maintain project administration cost at or below 4% of complete project budgets	3%	7%	6%	4%	4%
	Develop data to track design change orders as a % of contract	n/a	26%	4%	10%	10%
	Develop data to track construction change orders as % of contract	n/a	7%	11%	10%	10%
	% of projects completed on schedule	86%	67%	70%	80%	80%
Strategy: Provide quality and timely plan review.	% of performed plan review within 2 weeks	85%	85%	70%	90%	90%
Strategy: Maintain an accurate real property inventory.	# of real property reconciliation per month	n/a	1	1	1	1
Strategy: Develop leases/licenses for use of City property that benefit the City community.	# of long term lease/license finalized per year	5	6	7	7	7
Strategy: Sell unneeded surplus City property and easements for private use.	# of properties and easements sold per year	2	5	3	3	3



The undulating Goldwater Boulevard Buffer Wall, with its rock gabion and steel fish sculptures, evokes images of an Arizona stream. The fish sculptures are an amalgam of several species found in Arizona.

Provide the community timely, effective, and environmentally sound solid waste services with a special emphasis on aesthetics and customer service.

Program Objectives

Develop and implement a new outreach program to assist residential neighborhoods with beautification and clean-up efforts by June 2000.

Facilitate conversion of all Professional File data tracking programs to Y2K ready ACCESS 97 programs by December 1999.

Utilize strong relationship with Salt River Landfill (SRL) and Salt River Pima-Maricopa Indian Community to develop plans to enter into a partnership with the SRL and other east valley cities to construct and operate a material recovery facility (MRF) for co-mingled recyclables by December 2000.

Mitigate the affects of growth on solid waste service delivery through the continued use of the transfer station, and by continually pursuing other opportunities to increase operational efficiencies.

Develop and implement enhanced educational/outreach materials and programs to maximize service benefits to the community. Facilitate design and construction of Solid Waste Management Education Center as focal point of these efforts.

Did You Know?

Solid Waste crews will make 7.6 million stops to pick up 134,000 tons of refuse and 27,000 tons of recyclable material in fiscal year 1999/00.

The refuse material that arrives at the City's transfer station via three collection vehicles leaves the transfer station and heads for the landfill in only one transfer tractor trailer. As a result our collection vehicles are driven 115,000 less miles each year.

Significant Expenditure and Staffing Changes

The Solid Waste Management budget increases $846,391 (8.3%) in 1999/00 and $862,809 (7.8%) in 2000/01. These increases are growth related and include the addition of three residential collection employees, two brush collection employees, one citizen service representative, landfill fees, and vehicle maintenance.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	2,855,425	2,892,425	2,961,645	3,229,573	3,430,579
Contractual Services	5,997,486	6,129,786	6,664,931	7,192,290	7,842,783
Commodities	491,159	548,841	600,402	647,903	658,543
Capital Outlay	8,813	9,500	15,488	19,091	19,761
Total	9,352,883	9,580,552	10,242,466	11,088,857	11,951,666
Staffing					
Authorized Positions	71.20	70.30	69.25	73.25	75.25
Overtime	3.16	3.16	3.16	3.17	3.23
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	74.36	73.46	72.41	76.42	78.48

Goal: Maintain or improve effectiveness and efficiency of service delivery.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Provide quality customer service.	Achieve 95% approval rating of residential refuse collection services in annual citizen survey	92%	92%	93%	95%	95%
	Achieve 80% approval rating for residential recycling services in annual citizen survey	79%	88%	86%	90%	90%
Strategy: Maximize use of environmentally friendly programs and technology.	Transfer 50% or more of commercial and residential refuse and recyclables	46%	49%	49%	50%	50%
	Divert 30% of the residential wastestream from the landfill through the curbside recycling program	n/a	27%	27%	30%	30%
Strategy: Maintain or increase productivity rate of collection services.	Residential homes serviced per employee weekly	2,267	2,400	2,552	2,617	2,678
	Tons of brush collected per employee monthly	66	72	76	71	76
	Tons per month per commercial employee	450	451	480	493	493
	Solid waste fund balance to be 5-10% of annual operating expenditure budget	5.3%	6.6%	4.0%	7.2%	5.7%

The recyclables collected by the City from its citizens has a contamination rate of only 7%. That means Scottsdale generates some of the cleanest recyclable material in Maricopa County!

Effectively maintain and repair the City's roadway and traffic control systems. Ensure a safe, clean and well maintained transportation system for the travel of pedestrians, bicyclists and vehicles.

Program Objectives

Complete the data base development phase of the Pavement Management System. Begin full utilization of the system by January 2000.

Continue the LED traffic signal conversion program, and study the feasibility of accelerating the program to complete within the next budget cycle.

Support and assist the Environmental Management Division in meeting EPA mandates for PM 10 reduction.

Modify and update the City's Design Standards and Policies Manual and the City's supplements to the MAG Uniform Standard Specifications and Details for Public Works Construction to incorporate new materials, quality improvements and cost reduction procedures.

If approved by Council, enhance the level of maintenance within the City's unpaved alley right-of-ways. Begin rehabilitative maintenance of the City's paved alleys.

Study feasibility of expanding the City maintained street light system.

Did You Know?

Each year Field Service crews spray 50,000 gallons of dust palliative, spread 1,250 tons of gravel, and remove 150 tons of rock and debris through the City's alley maintenance service.

The Division's LED traffic signal conversion program will save the City $1,600,000 over ten years.

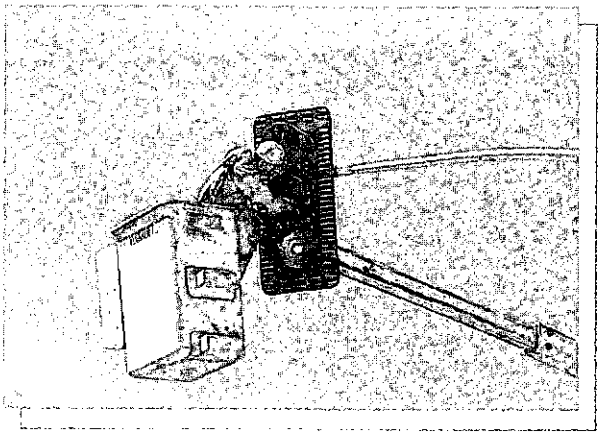
Significant Expenditure and Staffing Changes

The Field Services budget increases $522,121 (6.4%) in 1999/00 and $542,742 (6.2%) in 2000/01. These increases are growth related and include the addition of one traffic signal technician, street maintenance, and vehicle maintenance.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	1,892,912	2,024,348	2,184,832	2,295,371	2,393,893
Contractual Services	5,439,929	3,781,924	5,430,712	5 759,683	6,104,658
Commodities	444,785	477,772	550,593	622,900	721,505
Capital Outlay	4,860	20,261	5,808	16,112	16,752
Total	7,782,486	6,304,305	8,171,945	8,694,066	9,236,808
Staffing					
Authorized Positions	41.00	42.00	43.00	44.00	44.00
Overtime	1.81	1.81	1.81	2.45	2.45
Contractual	1.00	1.00	1.00	1.00	1.00
Full-time Staffing Equivalent (FTSE)	43.81	44.81	45.81	47.45	47.45

Goal: Efficiently and effectively maintain the City's transportation system.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Provide preventative maintenance and rehabilitation to a minimum of 10% of the pavement inventory annually.	# of lane miles maintained per employee	702	714	739	760	775
	% of goal accomplished	88%	100.4%	100.0%	100.0%	100.0%
	Cost per sq. yard of pavement maintained	1.53	$1.27	$1.35	$1.48	$1.58
Strategy: Insure 100% operation of traffic signals through preventative maintenance four times annually and 365 days/24 hour, trouble call coverage.	# of traffic signals per maintenance employee	39	36	39	36	37
	% of P.M. plan completed	98%	100%	100%	100%	100%
	% of goal for traffic signal operation achieved	99.99%	99.99%	99.9%	99.99%	99.99%
Strategy: Provide routine maintenance on a minimum of 50% of all roadway signs annually to insure proper visibility and reflectivity and respond to damage caused by accidents, storms, vandalism, theft, etc.	# of signs maintained per employee	9,990	9,998	10,400	10,900	11,500
	% of goal accomplished	98%	95%	93%	91%	90%
	Cost per sign	$5.51	$5.69	$5.90	$6.15	$6.40
Strategy: Sweep all curbed miles of residential, commuter and downtown streets at scheduled intervals: residential 18.5 times per year; commuter 52 times per year; downtown 104 times per year.	% of plan completed	100%	100%	100%	99%	98%
	Cost per curb mile swept	$9.16	$10.11	$10.51	$10.99	$11.50



In a one-year period the City's traffic signals log over 2,225,000 hours of operation. Down time due to equipment failure is only 155 hours. That is a 99.99% success rate!

Fleet Management provides efficient and effective service to our customers by procuring, servicing, and repairing the City's fleet of vehicles.

Program Objectives

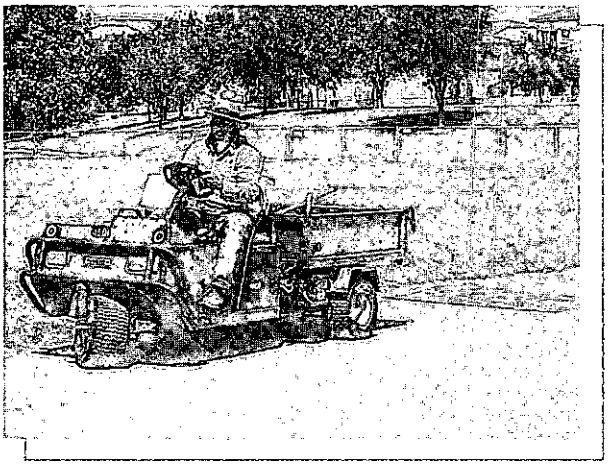
Study the feasibility of upgrading the CNG facility located in the south area of the City.

Upgrade the fuel management access control system.

Develop mobile minor maintenance and repair service to all City facilities.

Develop south satellite facility for the minor maintenance and repair of City vehicles. The facility will serve vehicles operating south of Indian Bend Road.

Renovate and relocate current fleet maintenance service writer's office to S/E corner of current Via Linda facility.



The City has a fleet of 800 motorized vehicles that range from EZ GO carts to refuse trucks.

Significant Expenditure and Staffing Changes

The Fleet Management budget increases $939,083 (8.7%) in 1999/00 and $241,992 (2.1%) in 2000/01. These increases are growth related and include the addition of two mechanics, 43 vehicles, fuel and parts.

Did You Know?

The City owns one hundred ten vehicles that can run on either unleaded fuel or compressed natural gas.

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
Expenditures By Type					
Personal Services	1,871,416	1,989,383	2,137,727	2,225,130	2,358,820
Contractual Services	596,523	584,347	758,071	733,807	774,405
Commodities	2,244,801	2,108,347	2,823,846	2,830,805	3,035,080
Capital Outlay	2,354,932	6,478,394	5,025,520	5,894,505	5,757,934
Total	7,067,672	11,160,471	10,745,164	11,684,247	11,926,239
Staffing					
Authorized Positions	41.00	42.00	42.00	43.00	44.00
Overtime	.73	.73	.73	.84	.84
Contractual	-	-	-	-	-
Full-time Staffing Equivalent (FTSE)	41.73	42.73	42.73	43.84	44.84

Goal: Provide quality/timely service to effectively and efficiently maintain and repair vehicles and equipment.

	Measure	Actual 1996/97	Actual 1997/98	Forecast 1998/99	Forecast 1999/00	Forecast 2000/01
Strategy: Maintain 97% of equipment availability and less than 15 vehicles down per day.	# of repair orders completed/mechanic	555	518	523	550	575
	# of vehicles/mechanic ratio	26/1	28/1	28/1	28/1	28/1
	% of emergency field repairs	2.8%	3.2%	3.0%	3.0%	3.0%
	% of equipment available/day	98.6%	97.8%	98.0%	98.0%	98.0%
	Average # of vehicles down/day	9	11	18	15	15
Strategy: Convert 50% of eligible vehicles to alternative fuel by fiscal year 2000/01.	# of eligible vehicles	254	312	324	334	344
	# of alternative fuel vehicles	56	97	137	157	177
	% of alternative fuel vehicles	20%	32%	42%	47%	51%
Strategy: Utilize minimum 10% of available labor hours for preventive maintenance.	# of P.M. average/month	254	251	275	278	280
	# of P.M. labor hours/yr.	5,018	5,030	5,150	5,270	5,420
	% of available hours used for P.M.	12.0%	12.3%	13.0%	12.0%	12.0%
Strategy: Achieve 95% customer satisfaction on repair order surveys.	% of surveys returned	1.0%	1.1%	1.0%	2.0%	2.0%
	% of response good/very good	97%	98%	97%	98%	98%

It only takes 28 mechanics to service, maintain, and repair 800 City owned vehicles. That translates to 14,000 completed repair work orders annually!

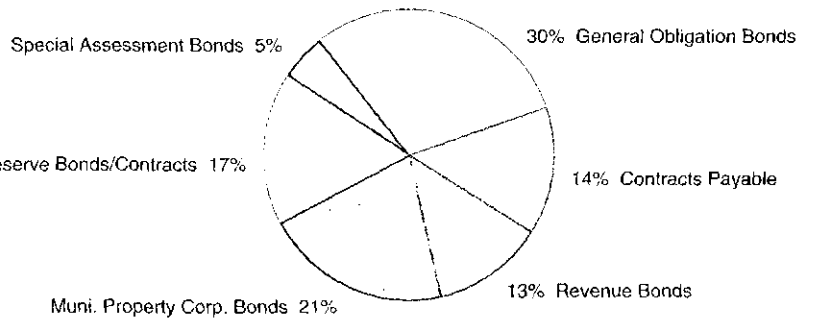
Debt Policy and Schedules

This section includes the City's debt policy that helps ensure Scottsdale's fiscal stability, details of all outstanding debt, annual (operating) costs of City debt, and legal debt limitations.

Debt Service

Debt service funds are used to pay principal and interest on outstanding debt. The City's debt is divided into six categories: General Obligation bonds, Revenue bonds, Municipal Property Corporation bonds, Contracts Payable, Other Liabilities and Special Assessment Bonds. Scottsdale maintained its Aa1 bond rating from Moody's Investor Service, AA+ rating from Fitch Investor Service, Inc, and AA+ rating from Standard and Poor's for General Obligation Bonds this past fiscal year. This represents the highest combined rating of any city in Arizona. Scottsdale also received an upgrade in the last fiscal year for Water and Sewer Revenue Bonds. These high bond ratings represent the credit rating industry's measurement of Scottsdale's financial management and ability to repay outstanding debt. The higher the rating also lowers the risk to prospective investors (bond buyers) and correspondingly the lower cost of debt to the City and our citizens.

1999/00 Debt Service Expenditure By Type
Percent of Total



Budget Comparison by Debt Service
In Millions of Dollars

Debt Type	Actual 1996/97	Actual 1997/98	Estimated 1998/99	Adopted 1999/00	Approved 2000/01
General Obligation Bonds	$18.1	$16.5	$21.4	$25.6	$26.0
Revenue Bonds	6.3	9.1	11.1	10.6	9.7
Municipal Property Corp. Bonds	12.1	11.3	16.2	17.6	14.9
Preserve Bonds/Contracts	-	3.1	11.6	14.5	15.2
Contracts	1.9	5.0	5.0	12.2	11.5
Special Assessment Bonds	6.4	5.0	5.7	4.5	5.9
Total	$44.8	$50.0	$71.0	$85.0	$83.2

General Obligation (G.O.) Bonds are bonds which are secured by the full faith and credit of the issuer. G.O. bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate. They are usually authorized and issued to pay for general capital improvements such as parks and roads.

Debt service for G.O. bonds increases $4.2 million (19.5%) in 1999/00 and $362,000 (1.4%) in 2000/01. These increases are the result of debt service for the final issuances of bonds authorized in the 1989 and 1992 bond elections - the proceeds of which will be used for transportation and drainage projects.

Revenue Bonds are bonds payable from a specific source of revenue, which do not pledge the full faith and credit of the issuer. Revenue bonds are usually authorized and issued to pay for capital improvements such as water and sewer systems and facilities. Issuance of revenue bonds must be authorized by the electorate, but has no effect on the property tax rate. Instead, debt service on the bonds is paid solely from related revenues. Water and sewer revenue bonds, for instance, are paid from water and sewer user fees.

Debt service for revenue bonds decreases $510,000 (4.6%) in 1999/00 and another $896,000 (8.5%) in 2000/01. The decreases are the result of paying off debt and no plans to issue any new bonds. Development fees and utility user fees will pay debt service for water and sewer bonds.

Municipal Property Corporation (MPC) Bonds are issued by the Municipal Property Corporation, a non-profit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation and the repayment of debt is financed by pledged excise taxes. Issuance of this type of bond does not require voter approval, and is secured by the City's excise taxes.

Debt service for MPC bonds increases $1.4 million (8.8%) in 1999/00 and decreases $2.6 million (15.0%) in 2000/01. The increase in 1999/00 is the result of planned issuance of new debt to provide waterfront amenities along utility canal banks through the City's downtown redevelopment area, mountain preserve access improvements and to fund a Desert Discovery Museum. Debt service for these projects will be paid from the transient occupancy tax, a 3 percent tax on hotel and motel room rentals. The decrease in the following year reflects the repayment of short-term debt issued for the City's new telephone system.

Preserve Bonds/Contractual Obligations represent contractual obligations and debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. The debt service increases $2.9 million (24.6%) in 1999/00 and $690,000 (4.8%) in 2000/01. To-date, 78 percent or 12,876 acres of the original recommended study boundary (RSB) area of 16,460 acres have been purchased/preserved. The 1998 election expanded the RSB to 36,400 acres and this budget provides for authority to continue preservation efforts. Preserve debt will be repaid by the dedicated .2% sales tax authorized by the voters in 1995.

Contracts Payable represents a liability reflecting amounts due on long-term (more than one year) contracts of goods or services furnished to the City. Debt service for contracts payables increases $7.2 million (143.1%) in 1999/00 and decreases $666,000 (5.4%) in 2000/01. The largest portion of the 1999/00 increase, $5.8 million, represents the debt service payment on the Pima Freeway advanced funding to the Arizona Department of Transportation. The remaining increases are for sales tax agreement obligations for Nordstroms, the Waterfront and Automall.

Special Assessment Bonds are issued for property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the City's budget, however, the debt service is repaid by the property owners through a special assessment on their improved property.h The City's debt management policy requires that the full cash value of the property to debt ratio is a minimum of 3:1 prior to issuance of debt and at least 5:1 after construction of the improvements.

Debt service for Special Assessment bonds decreases $1.1 million (20.5%) in 1999/00 and increases $1.4 million (30.0%) in 2000/01. The decrease in 1999/00 is due to the delay of scheduled improvements. The increase in 2000/01 is due to the planned issuance of approximately $40.0 million in new debt primarily for the Desert Greenbelt Flood Control improvements.

The following pages contain: Scottsdale's Debt Management Policies, a five year debt service schedule, schedule of long-term debt outstanding, and a computation of the legal debt margin as of June 30, 1998. Additional information concerning specific capital projects for which debt has been or will be issued can be found in the Capital Improvement Program section of this book.

Debt Management Policies

Scottsdale's financial policies establish the framework for overall budget development and fiscal management. The following are those financial policies which address City debt issuance and management, which help ensure high bond ratings and low cost of capital. The City is in current compliance with these adopted debt policies.

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

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

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

4. Debt Service costs (GO, MPC, HURF, Revenue Bond, and Contractual Debt) should not exceed 25% of the City's operating revenue, which includes 5% for Mountain Preservation debt service. Improvement District (ID) and Community Facility District (CFD) debt is not included in this calculation because it is paid by the property owners of the district. Separate policy criteria have been established for both ID and CFD bonds.

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

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

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

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

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

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

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

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

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

12 Utility rates will be set, as a minimum, to ensure the ratio of revenue to debt service meets our bond indenture requirement of 1.2/1. The City goal will be to maintain a minimum ratio of utility revenue to debt service of 1.6/1 to ensure debt coverage in times of revenue fluctuations attributable to weather or other causes and to ensure a balanced pay-as-you-go Capital Improvement Plan.

	Forecast 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03	Forecast 2003/04	Final Payment Date
General Obligation Bonds						
Debt Service Fund:						
1989 Series A (issued 1990)	1,302,000	-	-	-	-	06/30/00
1989 Series B (issued 1991)	1,247,130	1,232,100	1,233,600	1,236,500	1,245,500	06/30/04
1991 G.O. Refunding	764,640	-	-	-	-	06/30/00
1989 Series C (issued 1992)	1,459,418	1,431,993	1,418,980	1,418,643	1,421,080	06/30/12
1993 G. O. Refunding	998,785	1,027,515	1,013,835	1,004,870	3,145,370	06/30/09
1989 Series D (issued 1993)	1,947,593	1,590,893	1,522,393	1,504,543	1,453,623	06/30/13
1993A G. O. Refunding	1,368,708	3,423,708	3,416,818	3,416,818	1,846,818	06/30/11
1989 Series E (1994)	974,538	981,225	959,650	953,150	945,025	06/30/14
1994 Various Purpose	876,700	852,200	825,638	826,888	611,638	06/30/05
1995 G.O. Series & Pima Road	1,224,438	1,237,688	1,222,438	1,230,438	1,209,938	06/30/15
1997 Series H & Pima Road	2,299,275	2,282,650	2,266,900	2,252,000	2,245,500	06/30/16
1997 Refunding Bonds	1,061,308	1,061,308	1,061,308	1,111,308	1,139,083	06/30/14
1989 Series I (1998)	1,723,520	1,703,020	1,685,895	1,666,820	1,650,795	06/30/18
1999A	3,286,563	3,109,778	3,307,403	3,221,128	2,902,648	06/30/19
Fiscal Agent Fees	8,700	9,000	9,000	9,000	5,000	
Total Debt Service Fund	**20,543,316**	**19,943,078**	**19,943,858**	**19,852,306**	**20,036,018**	
Water Utility Fund:						
1993 Refunding	4,299,560	5,221,900	5,276,460	5,334,000	4,818,000	06/30/06
1993A Refunding	67,065	67,065	67,065	67,065	67,065	06/30/06
1993 Refunding CAB Accretion	704,497	743,401	784,445	827,768	873,474	06/30/05
Fiscal Agent Fees	2,000	3,000	3,000	3,000	3,000	
Total Water Utility Fund	**5,073,122**	**6,035,366**	**6,130,970**	**6,231,833**	**5,761,539**	
Total G.O. Bonds	**$ 25,616,438**	**$ 25,978,444**	**$ 26,074,828**	**$ 26,084,139**	**$ 25,797,557**	
Revenue Bonds						
Highway User Revenue Fund:						
1993 Refunding	3,101,913	3,103,588	3,102,800	3,109,050	3,106,306	06/30/07
Fiscal Agent Fees	1,000	1,000	1,000	1,000	1,000	
Total Highway User Fund	**3,102,913**	**3,104,588**	**3,103,800**	**3,110,050**	**3,107,306**	
Water Utility Fund:						
1992 Utility Refunding	457,153	-	-	-	-	06/30/00
1989 Series B (1992)	224,532	224,735	221,630	220,820	222,067	06/30/12
1989 Series C (1994)	143,303	140,684	140,320	137,279	136,003	06/30/05
1996 Refunding Bonds	480,322	483,251	479,809	478,437	473,594	06/30/14
Fiscal Agent Fees	2,275	3,000	3,000	3,000	3,000	
Total Water Utility Fund	**1,307,585**	**851,670**	**844,758**	**839,536**	**834,663**	
Sewer Utility Fund:						
1992 Utility Refunding	457,153	-	-	-	-	06/30/00
1989 Series B (1992)	191,268	191,441	188,796	188,106	189,168	06/30/12
1989 Series C (1994)	122,073	119,842	119,531	116,941	115,854	06/30/05
1996 Refunding Bonds	409,163	411,659	408,726	407,558	403,432	06/30/14
1989 Series D (1997)	1,495,881	1,486,444	1,475,194	1,437,131	1,424,069	06/30/22
1989 Series E (1998)	3,452,625	3,476,950	3,498,125	3,521,150	3,545,800	06/30/23
Fiscal Agent Fees	3,500	3,500	3,500	3,500	3,500	
Total Sewer Utility Fund	**6,131,663**	**5,689,835**	**5,693,872**	**5,674,385**	**5,681,823**	
Total Revenue Bonds	**$ 10,542,161**	**$ 9,646,093**	**$ 9,642,430**	**$ 9,623,971**	**$ 9,623,792**	
Other Liabilities						
General Fund - Fiscal Agent Fees	**$ 16,000**	**$ 16,000**	**$ 16,000**	**$ 16,000**	**$ 16,000**	

	Forecast 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03	Forecast 2003/04	Final Payment Date
Municipal Prop. Corp. (MPC) Bonds						
Excise Debt Fund:						
1987 Downtown Street Improvements	739,395	738,785	-	-	-	06/30/01
1992 Asset Transfer Refunding	3,938,205	3,952,073	3,940,910	3,946,078	3,946,945	11/01/14
1993 Refunding	4,350,888	4,362,463	4,361,956	4,378,956	4,381,513	06/30/05
1994 Refunding	1,133,978	1,131,703	1,131,133	1,132,383	1,135,620	06/30/04
1995 TPC	301,280	303,630	300,080	301,080	301,180	06/30/15
1996 McCormick/Stillman	352,770	350,170	356,830	357,260	356,660	06/30/04
1996 Computer Project	453,685	455,010	-	-	-	06/30/01
1998 Various Purposes	3,751,000	1,085,000	185,000	189,400	188,400	06/30/99
Future Bonds - Champlin Museum	124,000	124,000	125,000	125,000	-	06/30/03
Future Bonds - Desert Discover Museum	515,000	517,100	518,300	518,600	518,000	06/30/15
Future Bonds - Waterfront	642,000	640,800	638,700	640,700	641,500	06/30/15
Future Bonds - Mountain Preserve	210,000	209,600	208,900	207,900	206,600	06/30/15
Fiscal Agent Fees	50,000	50,000	50,000	50,000	50,000	
Total Excise Debt Fund	**16,562,201**	**13,920,334**	**11,816,809**	**11,847,357**	**11,726,418**	
Solid Waste Fund:						
1995 Transfer Station	333,993	334,243	338,993	337,993	341,493	06/30/10
1996 Recyc/Sanit Trucks	639,615	643,290	-	-	-	06/30/01
Fiscal Agent Fees	6,000	6,000	4,000	4,000	4,000	
Total Solid Waste Fund	**979,608**	**983,533**	**342,993**	**341,993**	**345,493**	
Total MPC Bonds	**$ 17,541,809**	**$ 14,903,867**	**$ 12,159,802**	**$ 12,189,350**	**$ 12,071,911**	
McDowell Mountain Preserve Bonds						
Series 1997A	1,655,094	1,638,281	1,619,919	1,605,006	1,588,156	06/30/22
Series 1998	5,276,526	5,286,626	5,296,026	5,299,426	5,301,826	06/30/24
Future Bonds - Senior debt	2,500,000	3,000,000	3,000,000	3,000,000	3,000,000	06/30/25
Future Bonds - Junior debt	4,100,000	4,300,000	4,300,000	4,300,000	4,300,000	06/30/25
Fiscal Agent Fees	8,000	8,000	8,000	8,000	8,000	
Total Preserve Bonds	**$ 13,539,620**	**$ 14,232,907**	**$ 14,223,945**	**$ 14,212,432**	**$ 14,197,982**	
Contracts Payable						
General Fund:						
U.S. Corps of Engineers - IBW	231,166	231,166	231,166	231,166	231,166	2032
W. Coupl./Camelv.-Fashion Square	225,642	-	-	-	-	01/31/00
Dial Corp	44,000	44,000	44,000	44,000	44,000	2008
Scottsdale Fiesta	157,372	-	-	-	-	5/99
Scottsdale Auto Mall	555,551	-	-	-	-	2000
Sonora Village	8,000	-	-	-	-	2000
US Patent Office	-	1,020	-	-	-	2009
Nordstrom Garage Lease	3,400,000	4,000,000	4,600,000	5,400,000	6,200,000	2008
Nordstrom Garage Sales Tax	64,600	76,000	87,400	102,600	117,800	2008
Pima Freeway	5,775,000	5,778,750	5,776,000	5,776,500	5,764,500	2004
BOR Administration/Westworld	-	55,000	55,000	55,000	55,000	2032
BOR Administration/TPC	55,000	55,000	55,000	55,000	55,000	2035
Future - Waterfront Garage Lease	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2007
Future - Waterfront GL Sales Taxes	19,000	19,000	19,000	19,000	19,000	2007
Future - Dave Wilson Honda	167,774	-	-	-	-	2000
Future - Sun Pontiac	82,344	-	-	-	-	2000
Future - Dave Wilson Toyota	169,531	-	-	-	-	2000
Total General Fund	**11,954,980**	**11,259,936**	**11,867,566**	**12,683,266**	**13,486,466**	

	Forecast 1999/00	Forecast 2000/01	Forecast 2001/02	Forecast 2002/03	Forecast 2003/04	Final Payment Date
Special Revenue Fund:						
McDowell Sonoran Preserve	955,247	951,447	951,778	955,213	956,583	2013
Total Special Revenue Fund	**955,247**	**951,447**	**951,778**	**955,213**	**956,583**	
Water Utility Fund:						
Carefree Ranch	291,558	320,714	336,203	-	-	03/01/02
Total Water Utility Fund	**291,558**	**320,714**	**336,203**	**-**	**-**	
Total Contracts Payable	**$ 13,201,785**	**$ 12,532,097**	**$ 13,155,547**	**$ 13,638,479**	**$ 14,443,049**	
Special Assessment Bonds						
Existing Districts	4,166,911	4,036,571	2,936,605	2,606,915	2,207,022	01/01/13
Future Districts	351,000	1,836,900	1,766,700	1,696,500	1,626,300	01/01/16
Total Special Assessment Bonds	**$ 4,517,911**	**$ 5,873,471**	**$ 4,703,305**	**$ 4,303,415**	**$ 3,833,322**	
TOTAL DEBT SERVICE	**$ 84,975,724**	**$ 83,182,879**	**$ 79,975,857**	**$ 80,067,786**	**$ 79,983,613**	

	Balance at 6/30/00	Balance at 6/30/01	Balance at 6/30/02	Balance at 6/30/03	Balance at 6/30/04	Payment Date
General Obligation Bonds						
1989 Series B (1991)	4,285,000	3,310,000	2,275,000	1,175,000	-	06/30/04
1989 Series C (1992)	9,540,000	8,630,000	7,675,000	6,670,000	5,610,000	06/30/12
1993 G.O. Refunding	34,525,000	29,960,000	25,135,000	20,025,000	19,110,000	06/30/09
1989 Series D (1993)	14,635,000	13,735,000	12,845,000	11,915,000	10,985,000	06/30/13
1993A G.O. Refunding	20,325,000	17,780,000	17,480,000	17,180,000	16,105,000	06/30/11
1989 Series E (1994)	7,150,000	6,575,000	5,975,000	5,350,000	4,700,000	06/30/14
1994 Various Purpose	3,475,000	2,850,000	2,200,000	1,500,000	775,000	06/30/05
1995 G.O.	12,675,000	12,100,000	11,500,000	10,850,000	10,175,000	06/30/15
1997 Series H	23,930,000	22,920,000	21,850,000	20,720,000	19,540,000	06/30/16
1997 Refunding	19,900,000	19,900,000	19,900,000	19,850,000	19,770,000	06/30/14
1989 Series I (1998)	19,355,000	18,630,000	17,875,000	17,090,000	16,270,000	06/30/18
1999 A	24,525,000	23,725,000	22,875,000	21,975,000	21,025,000	06/30/19
Total G.O. Bonds	194,320,000	180,115,000	167,585,000	154,300,000	144,065,000	
Revenue Bonds						
1993 HURF Refunding	17,830,000	15,660,000	13,385,000	10,990,000	8,475,000	06/30/07
1989 Util Series B (1992)	3,575,000	3,365,000	3,145,000	2,910,000	2,660,000	06/30/12
1989 Util Series C (1994)	1,075,000	885,000	680,000	465,000	240,000	06/30/05
1996 Refunding	8,175,000	7,700,000	7,210,000	6,700,000	6,175,000	06/30/14
1989 Util Series D (1997)	18,650,000	18,150,000	17,625,000	17,100,000	16,550,000	06/30/22
1989 Util Series E (1998)	47,525,000	46,440,000	45,285,000	44,055,000	42,745,000	06/30/23
Total Revenue Bonds	96,830,000	92,200,000	87,330,000	82,220,000	76,845,000	
MPC Bonds						
1987 Downtown Street Impv.	695,000	-	-	-	-	06/30/01
1992 Asset Transfer Refund	35,485,000	33,720,000	31,860,000	29,880,000	27,775,000	11/01/14
1993 Refunding	18,830,000	15,435,000	11,875,000	8,120,000	4,170,000	06/30/05
1994 Refunding	4,010,000	3,080,000	2,105,000	1,080,000	-	06/30/04
1995 Taxable Excise - TPC	2,575,000	2,480,000	2,380,000	2,270,000	2,150,000	06/30/15
1996 McCormick/Stillman Park	1,265,000	975,000	665,000	340,000	-	06/30/04
1996 Computer Project	435,000	-	-	-	-	06/30/01
1998 Various Purpose	2,125,000	1,125,000	985,000	835,000	680,000	06/30/08
1995 Transfer Station	2,640,000	2,435,000	2,215,000	1,985,000	1,740,000	06/30/10
1996 Recycle	615,000	-	-	-	-	06/30/01
Future Bonds	12,236,000	11,476,000	10,685,000	9,960,000	9,195,000	06/30/15
Total MPC Bonds	80,911,000	70,726,000	62,770,000	54,470,000	45,710,000	
Scotts Preserve Auth Bonds						
1997 Excise Tax	19,400,000	18,905,000	18,390,000	17,850,000	17,285,000	06/30/22
1998 Excise Tax	74,570,000	73,060,000	71,450,000	69,740,000	67,925,000	06/30/24
Future Bonds	62,805,000	85,075,000	91,015,000	88,835,000	86,530,000	06/30/26
Total SPA Bonds	156,775,000	177,040,000	180,855,000	176,425,000	171,740,000	
Contracts						
U.S. Corps of Engineers	3,472,124	3,418,592	3,362,319	3,303,168	3,240,991	2032
Dial Corporation	352,000	308,000	264,000	220,000	176,000	2008
U.S. Patent Office	5,130	5,130	5,130	5,130	5,130	01/29/01
Nordstrom Garage Lease	28,707,273	27,383,103	25,334,638	22,342,102	18,244,504	01/31/08
Pima Freeway	20,475,000	15,720,000	10,730,000	5,490,000	-	06/30/03
Bureau of Reclamation/Westworld	1,760,000	1,705,000	1,650,000	1,595,000	1,540,000	07/29/32
Bureau of Reclamation/TPC	1,925,000	1,870,000	1,815,000	1,760,000	1,705,000	06/10/35
Carefree Ranch	957,380	493,588	-	-	-	06/30/02
WestWorld	1,000,000	-	-	-	-	06/30/01
Future	12,700,000	11,700,000	10,700,000	9,700,000	8,700,000	06/30/07
Total Contracts Payable	71,353,907	62,603,413	53,861,087	44,415,400	33,611,625	
Special Assessment Bonds						
Existing Districts	9,410,165	6,947,362	4,679,560	2,691,757	690,255	01/01/13
Future Districts	11,700,000	10,530,000	9,360,000	8,190,000	7,020,000	06/01/12
Total Spec Assmt Bonds	21,110,165	17,477,362	14,039,560	10,881,757	7,710,255	
Total All Existing Bonds and Contracts	521,859,072	481,380,775	444,680,647	406,027,157	368,236,880	
Total All Future Bonds and Contracts	99,441,000	118,781,000	121,760,000	116,685,000	111,445,000	
TOTAL LONG-TERM DEBT OUTSTANDING	621,300,072	600,161,775	566,440,647	522,712,157	479,681,880	

COMPUTATION OF LEGAL DEBT MARGINS
June 30, 1999

Net Secondary Assessed Valuation as of June 30, 1999		$ 2,102,351,943
Debt Limit Equal to 20% of Assessed Valuation		420,470,389
General Obligation Bonded Debt Subject to 20% Debt Limit (net of amounts available in Debt Service Funds for payment on July 1, 1999):		
1991 Refunding	$ 720,000	
1989 Series C (1992)	5,995,000	
1993 Refunding	25,551,000	
1989 Series D (1993)	15,000,000	
1993A Refunding	14,654,400	
1989 Series E (1994)	3,275,000	
1995 Storm Sewer & Streets	12,500,000	
1997 Series H Storm Sewer	6,000,000	
1997 GO Refunding	17,405,000	
1989 GO Series I (1998)	4,500,000	
1999A	7,800,000	
Net Outstanding Bonded Debt Subject to 20% Limit		113,400,400
Legal 20% Debt Margin (Available Borrowing Capacity)		**$ 307,069,989**
Debt Limit Equal to 6% of Assessed Valuation		$ 126,141,117
General Obligation Bonded Debt Subject to 6% Debt Limit (net of amounts available in Debt Service Funds for payment on July 1, 1999):		
1989 Series A (1990)	$ 1,200,000	
1989 Series B (1991)	5,200,000	
1989 Series C (1992)	4,415,000	
1993 GO Refunding	12,429,000	
1989 Series D (1993)	815,000	
1993A Refunding	5,750,600	
1989 Series E (1994)	4,400,000	
1994 Various Purpose	4,075,000	
1995 Pima Road Improvements	700,000	
1997 Series H Pima Road	15,685,000	
1997 Series H Roads	3,200,000	
1997 GO Refunding	2,495,000	
1989 Series I (1998)	15,555,000	
1999A Streets	13,350,000	
1999A Pima Road	4,050,000	
Net Outstanding Bonded Debt Subject to 6% Limit		93,319,600
Legal 6% Debt Margin (Available Borrowing Capacity)		**$ 32,821,517**

Per Arizona Statute, municipalities may not become indebted in an amount exceeding 6% of the taxable property within the municipal boundaries. However, for certain types of bonded expenditures such as water, sewers, open space preserves, parks, and playgrounds, the 6% limit is can be increased to 20%. The schedule above indicates that the assessed value of property within Scottsdale allows bonding of $420.5 million for projects subject to the 20% limitation and $126.1 million for projects subject to the 6% limit. Considering currently outstanding debt, the available debt (borrowing) capacity is $307.1 million for 20% and $32.8 million for 6% projects.

Capital Improvements

This section summarizes the portion of the City's budget which addresses (multi-year capital) infrastructure plans; new construction, major repair and replacement of capital and other significant project costs.

Capital Improvement Plan

The capital budget authorizes and provides the basis for control of expenditures for the acquisition of significant City assets and construction of all capital facilities. A five-year Capital Improvement Plan (CIP) is developed bi-annually and updated annually, including anticipated funding sources. Capital budget appropriations lapse at the end of the fiscal year; however, they are re-budgeted until the project is complete and capitalized. As capital improvement projects are completed, the operation of these facilities is funded in the Operating Budget.

Projects included in the five-year Capital Improvement Plan have been reviewed through an extensive prioritization process. A cross-departmental team reviewed and prioritized all projects based on twelve criteria:

- Capital Costs
- Annual Costs
- Health and Safety Effects
- Community and Citizen Benefits
- Environmental, Aesthetic, and Social Effects
- Distributional Effects
- Public Perception of Need
- Feasibility of Implementation
- Implication of Deferring the Project
- Uncertainty of Information Supplied
- Effect on Interjurisdictional Relationships
- City of Scottsdale's Critical Objectives

The descriptions of the criteria used to prioritize capital projects appear at the end of this section.

In addition, the City's Technology Board, with the assistance from Consultants from the Information Services department, reviewed projects that are technology oriented. Since some of the issues surrounding technology projects are different than those of traditional construction projects, the Technology Board has been reviewing and recommending changes, where necessary, which has added great value to the entire CIP review process. Recommendations were further reviewed and appropriate changes made by City Executive staff, Council appointed citizens committees, and the City Council.

The Capital Improvement Plan uses funding from the 1989 and 1992 voter-approved bonds. These General Obligation bonds, together with Special Assessment bonds, Scottsdale Preserve Authority bonds and Municipal Property Corporation bonds, provide the bond-funded portion of the plan. The remaining sources are pay-as-you-go revenues. The corresponding table presents the five-year comparison of the funding sources in millions of dollars.

Capital Improvement Plan Funding Sources
in Millions of Dollars

	1999/00	2000/01	2001/02	2002/03	2003/04
Bonds/Contracts					
General Obligation	$25.3	-	-	-	-
Special Assessment	29.0	-	-	-	-
Municipal Properties Corporation	14.9	3.5	-	5.3	-
Preserve Bonds	64.0	24.0	8.0	-	-
Short Term Freeway Financing	24.0	-	-	-	-
Pay-As-You-Go					
Water/Sewer Development Fees	22.7	21.0	19.9	19.6	19.9
Flood Control contributions	41.4	1.2	0.4	2.2	3.2
Other Contributions	2.2	0.3	0.3	-	-
Tourism - Bed Tax	2.0	2.0	2.0	2.0	2.0
Other	0.8	0.9	0.1	0.1	0.1
Contingent Revenues	5.0	-	-	-	-
Interest Earnings	1.0	1.0	1.0	1.0	1.0
Transfers In					
General Fund	17.0	17.0	20.1	20.0	20.0
Water/Sewer Funds	22.5	23.1	24.5	25.4	28.2
Preservation Privilege Tax	1.5	2.6	4.4	6.4	8.6
Transportation Privilege Tax	14.1	15.2	17.3	19.7	21.7
Other	5.0	0.7	1.4	1.2	1.5
Prior Year Carryover	-	200.0	150.0	100.0	100.0
Sub-Total	293.2	314.4	249.4	202.9	206.2
To (From) CIP Fund Balance	107.2	50.9	(24.0)	(26.2)	(3.0)
Total Funding Sources	$400.4	$365.3	$225.4	$176.7	$203.2

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

Funding sources for the 1999/00 - 2003/04 are presented on a cash flow basis. These revenue sources are presented in the period that the revenue is expected to be collected. Funding sources include estimated balances on hand at the beginning of the period as well as revenue expected to be collected during the period. As a result of presenting revenue on the cash basis, funding sources do not equal budgeted expenditures in each period, creating a CIP Fund Balance as cash accumulates for larger expenditures in later years.

The Fund Summary presents a schedule of funding sources, expenditures, and fund balance for capital projects for the five-year plan, appears later in this section.

The capital budget for expenditures totals $164,726,900 in 1999/00 and $160,303,300 in 2000/01. The 1999/00 amount includes $223,807,600 re-budgeted for projects not completed in the prior year.

The Capital Improvement Plan is comprised of eight major programs: Transportation, Improvement Districts, Drainage and Flood Control, Water and Wastewater, Preservation, Community Facilities, Service Facilities, and Public Safety. The table presents the five-year Capital Improvement Plan by major programs in millions of dollars.

Capital Improvement Plan Use of Funds
In Millions of Dollars

Program	1999/00	2000/01	2001/02	2002/03	2003/04
Transportation	$55.2	$31.7	$30.9	$18.4	$19.8
Improvement Districts	95.6	0.9	-	-	-
Drainage and Flood Control	7.3	4.5	3.5	15.3	15.6
Water and Wastewater	109.5	79.0	20.1	28.0	49.3
Preservation	64.0	24.0	8.0	-	-
Community Facilities	43.8	8.6	2.2	3.9	7.0
Service Facilities	7.2	5.5	4.2	4.8	5.3
Public Safety	7.0	5.2	0.6	0.5	0.3
Contingency	5.9	0.9	0.8	1.0	1.0
Prior Year Carryover	-	200.0	150.0	100.0	100.0
Total Expenditures	395.5	360.3	220.5	171.8	198.3
Transfers Out to Debt Service	4.9	5.0	5.0	5.0	5.0
Total Use of Funds	$400.4	$365.3	$225.4	$176.7	$203.2

Expenditures are presented on a budget basis rather than a cash flow basis. Governmental accounting procedures require adequate budget to pay for the entire contract to be available and appropriated in the period in which a contract is entered. However, actual cash expenditures under the contract may take place over more than one period. In addition to the capital program expenditures, a total of $24.9 million over the five-year period will be transferred out to the debt service funds to repay bonded or contractual debt.

The Project List, a list of capital projects and budgets for the five years, and the Project Descriptions that describe the capital projects appear later in this section.

The operating impact of capital projects are analyzed and taken into consideration during the extensive CIP prioritization process. As capital improvement projects are completed, the operating costs of these projects have been identified and included in the appropriate departmental Operating Budgets. Departmental budget expenditure targets are adjusted to plan and provide for significant new operating costs associated with start-up, as well as operation and maintenance of new facilities. Additional detail regarding the City's integrated budget process can be found in the Policies and Procedures section.

The table presents the five-year comparison of the capital project operating costs by major programs in thousands of dollars.

These operating costs are due to the completion and expected completion of capital projects. Examples of these capital projects include:

Estimated Operating Costs Attributable to Capital Projects
In Thousands of Dollars

Program	1999/00	2000/01	2001/02	2002/03	2003/04
Transportation	$678.5	$817.3	$841.8	$867.1	$893.1
Improvement Districts	203.0	209.1	215.4	221.8	228.5
Drainage and Flood Control	295.0	303.0	341.5	311.5	319.1
Water and Wastewater	9,672.5	9,962.7	10,261.6	10,569.4	10,886.5
Community Facilities	405.6	417.8	430.3	443.2	456.5
Service Facilities	703.0	724.1	745.8	768.2	791.2
Public Safety	870.8	896.9	923.8	951.5	980.1
Total Estimated Operating Costs	$12,828.4	$13,330.8	$13,760.2	$14,132.7	$14,555.0

- Transportation – professional staff and maintenance of the comprehensive traffic signal system.
- Drainage and Flood Control – professional staff and maintenance related to the unfunded federal mandate Pollutant Discharge Elimination System (NPDES) project that assures the quality of stormwater runoff is in accordance with environmental law.
- Community Facilities – staffing and water/ground maintenance for completed projects, such as the Apache Neighborhood Park, Stonegate Equestrian Park, and Eldorado Skate Board Park.
- Service Facilities – custodial and HVAC maintenance, as well as technology systems operation and maintenance.
- Public Safety – professional staff, equipment, and overhead expenses.

The completed Water and Wastewater projects account for approximately 75% of the operating impacts identified in the corresponding table. The following are examples of the Water and Wastewater projects completed and impacting the Operating Budget:

- Phases I and II of the Water Campus and the West Pumpback System, giving the City the capability of reclaiming 12 million gallons of wastewater per day and further purifying the wastewater for recharge to optimize water resources and conserve groundwater supplies.
- The expansion of the CAP Water Treatment Plant from 18 to 50 million gallons per day capacity, allowing increased use of surface water and decreased groundwater mining.
- The upgrade and expansion of the Radio Telemetry Control System used to operate and monitor over 125 sites, including the CAP Water Treatment Plant, the Wastewater Reclamation Plant, the Advanced Water Treatment Plant, and the Pumpback system.

The operating impacts for these completed Water and Wastewater project include the significant electrical costs associated with operating these facilities, as well as the professional staff needed to operate and maintain these facilities and to stay in compliance with Federal and State regulations.

The following pages include:

- Fund Summary, a schedule of funding sources, expenditures, and fund balance for capital projects for the five-year period
- Project List, a list of capital projects and budgets for the five years
- Project Descriptions, descriptions of individual projects
- Project Criteria, description of criteria used to prioritize capital projects

Capital Improvement Plan

Fund Summary

	Adopted 1999/00	Approved 2000/01	Forecast 2001/02	Forecast 2002/03	Forecast 2003/04
Source of Funds:					
Beginning Balance *	**$ 132,115,916**	**$ 24,884,273**	**$ (25,873,998)**	**$ (2,090,858)**	**$ 24,045,791**
Revenues					
Bonds/Contracts					
General Obligation	25,262,900	-	-	-	-
Special Assessment	29,040,200	-	-	-	-
Municipal Properties Corporation	14,900,000	3,545,600	-	5,297,000	-
Preserve Bonds	64,000,000	24,000,000	8,000,000	-	-
Short Term Freeway Financing	24,000,000	-	-	-	-
Pay-As-You-Go					
Water/Sewer Development Fees	22,694,109	21,034,304	19,859,768	19,581,619	19,880,038
Flood Control Contributions	41,361,353	1,208,500	373,400	2,177,800	3,239,800
Other Contributions	2,225,000	260,000	250,000		
Hospitality Funds	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Interest Earnings	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Contingent Revenues	5,000,000	-	-	-	-
Miscellaneous Revenues	810,000	918,500	113,000	120,000	56,300
Prior Year Carryover	-	200,000,000	150,000,000	100,000,000	100,000,000
Subtotal	**$ 232,293,562**	**$ 253,966,904**	**$ 181,596,168**	**$ 130,176,419**	**$ 126,176,138**
Transfers In					
General Fund	17,844,360	18,911,033	20,059,200	20,000,000	20,000,000
Water/Sewer Funds	22,542,925	23,100,751	24,494,145	25,442,116	28,226,589
Solid Waste Fund	-	-	500,000	-	-
Fleet Management Fund	400,000	300,000	300,000	-	-
Preservation Privilege Tax	1,507,408	2,610,176	4,433,849	6,422,494	8,616,178
Transportation Privilege Tax	14,116,308	15,239,059	17,281,697	19,651,201	21,697,400
RICO Funds	3,305,300	-	-	-	-
Court Enhancement Fund	910,000	-	-	-	-
PC Replacement Fund	331,500	380,500	562,500	1,194,100	1,506,100
Subtotal	**$ 60,957,801**	**$ 60,541,519**	**$ 67,631,391**	**$ 72,709,911**	**$ 80,046,267**
Total Revenues & Transfers In	**$ 293,251,363**	**$ 314,508,423**	**$ 249,227,559**	**$ 202,886,330**	**$ 206,222,405**
Use of Funds:					
Transportation	55,235,500	31,661,400	30,913,100	18,398,100	19,771,200
Improvement Districts	95,598,100	899,000	-	-	-
Drainage/Flood Control	7,317,400	4,483,100	3,514,200	15,284,500	15,648,500
Water/Wastewater	109,492,500	78,998,500	20,092,400	27,956,000	49,265,100
Preservation	64,000,000	24,000,000	8,000,000		-
Community Facilities	43,835,100	8,602,700	2,244,500	3,929,900	6,974,000
Service Facilities	7,204,500	5,521,000	4,217,200	4,770,700	5,264,500
Public Safety	6,961,600	5,218,800	644,300	452,200	333,500
Contingency	5,889,800	918,800	845,400	1,000,000	1,000,000
Prior Year Carryover Budget *		200,000,000	150,000,000	100,000,000	100,000,000
Total Capital Budget	**$ 395,534,500**	**$ 360,303,300**	**$ 220,471,100**	**$ 171,791,400**	**$ 198,256,800**
Transfers Out					
Water/Sewer	4,948,506	4,963,394	4,973,319	4,958,281	4,969,869
Subtotal	**$ 4,948,506**	**$ 4,963,394**	**$ 4,973,319**	**$ 4,958,281**	**$ 4,969,869**
Ending Fund Balance *	**$ 24,884,273**	**$ (25,873,998)**	**$ (2,090,858)**	**$ 24,045,791**	**$ 27,041,527**

* Estimated for carryover of funds needed to complete multi-year projects

Project	Prior Years	1999/00	2000/01	2001/02	2002/03	2003/04	Total
TRANSPORTATION							
Streets							
64th Street - McDowell to Indian School	15,127.0	-	-	-	-	-	15,127.0
64th St. - SRP Payments	-	1,006.9	335.5	233.6	111.8	-	1,687.8
84th Street and Cholla Road	925.0	300.0	-	-	-	-	1,225.0
96th Street - Shea Blvd to Sweetwater Blvd	-	540.0	2,650.4	-	-	-	3,190.4
Cactus Road - Freeway to Frank Lloyd Wright Blvd	-	-	608.8	6,086.2	-	-	6,695.0
Camelback Rd: Goldwater Boulevard to Scottsdale Rd	750.0	-	-	-	-	-	750.0
Hayden and Cactus - Intersection Improvement	-	-	-	283.1	1,528.1	-	1,811.2
Hayden and McDonald - Intersection Improvement	-	-	-	-	346.5	2,304.7	2,651.2
Hayden and Via de Ventura - Intersection Improvement	-	-	-	-	322.7	856.6	1,179.3
Hayden Road - Princess Drive to Freeway	-	1,845.4	2,200.6	-	-	-	4,046.0
Hayden Road-Sweetwater to Thunderbird Road	-	-	800.0		-		800.0
Indian School Rd: 64th Street to Civic Center Blvd	17,455.1		-	-	-		17,455.1
Indian School Road/Ind Ben Wash to 81st Street	1,600.0	-	-	-	-	-	1,600.0
Master Plan Street Concept Studies	1,660.0	300.0	500.0	150.0	200.0	200.0	3,010.0
McDonald - Scottsdale to Hayden	-	-	-	-	294.4	1,196.4	1,490.8
McDonald - Hayden to Pima	5,380.0	-	-	-	-	-	5,380.0
Particulate Emission Reduction Program	-	500.0	1,000.0	1,000.0	500.0	-	3,000.0
Pima Acres Buffering Wall	350.0	-	-	-	-	-	350.0
Pima Fwy - ROW, Frontage Road & Aesthetics	2,750.0	3,219.8	-	-	-	-	5,969.8
Pima Freeway -Scottsdale to Pima	24,000.0		-	-	-	-	24,000.0
Pima Freeway Sound Walls	2,500.0	396.0	-	-	-		2,896.0
Pima Road - Hualapai to Deer Valley	4,998.7	500.0	-	-	-	-	5,498.7
Pima Road - McDowell Road to Via Linda	12,750.0	-	-	-	-	-	12,750.0
Pima Road - Pima Freeway to Hualapai Rd.	-	-	2,492.3	5,468.8	-	-	7,961.1
Pima/Hualapai Grade Separated Crossings	900.0	-	-	-	-	-	900.0
Raintree Interchange	1,500.0	100.0	-	-	-	-	1,600.0
Scottsdale Rd: Indian Bend Road to Gold Dust Road	960.0	1,100.0	9,273.0	5,378.0	-	-	16,711.0
Scottsdale Road - Frank Lloyd Wright Blvd to Freeway	589.6	-	-	2,052.1	6,595.0	-	9,236.7
Scottsdale Road - Pima Fwy to Thompson Peak	-	-	-	-	-	6,139.6	6,139.6
Shea Blvd and Hayden - Intersection Improvement	-	-	-	29.3	496.0	-	525.3
Shea Blvd and 92nd St - Intersection Improvement	-	-	-	-	32.2	268.8	301.0
Thompson Peak Parkway: CAP Canal Crossing	14,500.0	-	-	-	-	-	14,500.0
Traffic Bottleneck Removal Projects	2,810.0	1,600.0	1,600.0	1,700.0	2,000.0	2,750.0	12,460.0
Union Hills - ROW Purchase	-	1,107.1	-	-	-	-	1,107.1
Expended Prior Years Budget	(75,540.9)						(75,540.9)
Total Streets	**35,964.5**	**12,515.2**	**21,460.6**	**22,381.1**	**12,426.7**	**13,716.1**	**118,464.2**
Transit							
Bicycle System Enhancements	783.1	206.0	950.0	2,200.0	2,000.0	2,250.0	8,389.1
Bikepath Improvements	832.2	87.0	90.0	93.6	97.6	101.2	1,301.6
Bus Bays	16.0	200.0	200.0	200.0	200.0	200.0	1,016.0
Bus Shelters	149.6	220.0	200.0	200.0	200.0	200.0	1,169.6
Fareboxes - Transit Project	-	133.2	-	-	-	-	133.2
Loop 101 Park and Ride (PNR) Lot Match Funds	-	160.0	1,600.0	1,440.0	-	-	3,200.0
Los Arcos Transit Center	-	400.0	1,600.0	-	-	-	2,000.0
Shea Sidewalk Match Funds	-	60.0	540.0	-	-	-	600.0
Sidewalk Improvements	424.0	116.0	120.0	124.0	-	-	784.0
UMTA Grant Match	42.0	-	-	-	-	-	42.0
Expended Prior Years Budget	(1,500.0)						(1,500.0)
Total Transit	**746.9**	**1,582.2**	**5,300.0**	**4,257.6**	**2,497.6**	**2,751.2**	**17,135.5**

Project	Prior Years	1999/00	2000/01	2001/02	2002/03	2003/04	Total
Traffic							
Arterial Roadway Street Lighting	300.0	-	300.0	228.1	234.9	303.9	1,366.9
Neighborhood Traffic Control	800.0	200.0	-	-	500.0	500.0	2,000.0
Traffic Management Program	2,400.0	1,500.0	1,500.0	2,000.0	2,000.0	2,000.0	11,400.0
Traffic Signal Program	700.0	300.0	500.0	500.0	500.0	500.0	3,000.0
Via De Ventura Street Light Cond & Pole	163.3	-	-	-	-	-	163.3
Expended Prior Year Budget	(2,500.0)						(2,500.0)
Total Traffic	**1,863.3**	**2,000.0**	**2,300.0**	**2,728.1**	**3,234.9**	**3,303.9**	**15,430.2**
Airport							
Airport Drainage and Signs	-	-	137.0	-	-	-	137.0
Airport Landside Signage	-	50.0	-	-	-	-	50.0
Airport Hangars	-	-	2,024.8	1,520.8	-	-	3,545.6
Airport Land Acquisition - Grant Match	391.1	-	-	-	-	-	391.1
Airport Maintenance Equipment - Grant Match	-	40.0	-	-	-	-	40.0
Airport Maintenance Facility - Grant Match	-	-	51.5	-	-	-	51.5
Airport Observation Deck	60.0	-	-	-	-	-	60.0
Airport Rescue and Firefighting Facility - Grant	-	-	39.1	-	-	-	39.1
Bravo Taxiway Extension - Airport Grant Match	-	-	42.2	-	-	-	42.2
Cholla Hangar Infrastructure - Grant Match		80.0					80.0
Exit Taxiways - Grant Match	-	-	34.0	-	-	-	34.0
Flight Tracking System	-	-	-	-	163.9	-	163.9
Land Acquisition Keekor Parcel - Grant Match	-	-	225.0	-	-	-	225.0
Medium Intensity Taxiway Lights - Grant Match	-	-	47.2	-	-	-	47.2
Perimeter Road Improvements - Airport Project	-	-	-	25.5	-	-	25.5
Terminal Access Rd/Parking Lot: Grant Match	24.1	-	-	-	-	-	24.1
Security Fence Improvements	-	-	-	-	75.0	-	75.0
Upgrade Airport Gates	175.0	-	-	-	-	-	175.0
Expended Prior Years Budget	(256.8)						(256.8)
Total Airport	**393.4**	**170.0**	**2,600.8**	**1,546.3**	**238.9**	**-**	**4,949.4**
TOTAL TRANSPORTATION	**38,968.1**	**16,267.4**	**31,661.4**	**30,913.1**	**13,398.1**	**19,771.2**	**155,979.3**
IMPROVEMENT DISTRICTS							
Bell Road II ID	7,000.0	-	-	-	-	-	7,000.0
Carefree Ranch Water Service ID	1,000.0	-	-	-	-	-	1,000.0
Improvement District Incidentals	1,374.0	-	-	-	-	-	1,374.0
Neighborhood ID City Contribution	660.0	348.0	-	-	-	-	1,008.0
Pima Road Desert Greenbelt	35,943.5	-	899.0	-	-	-	36,842.5
Rawhide Wash Desert Greenbelt	9,190.0	-	-	-	-	-	9,190.0
Reata Pass/Beardsley Wash Desert Greenbelt	43,298.1	-	-	-	-	-	43,298.1
Expended Prior Years Budget	(3,215.5)						(3,215.5)
TOTAL IMPROVEMENT DISTRICTS	**95,250.1**	**348.0**	**899.0**	**-**	**-**	**-**	**96,497.1**

Project	Prior Years	1999/00	2000/01	2001/02	2002/03	2003/04	Total
DRAINAGE/FLOOD CONTROL							
84th St/Cholla: Neighborhood Drainage System	1,581.9	-	-	-	-	-	1,581.9
104th St Storm Drain/Cactus-Cholla (Bentree Watershed)	-	-	200.0	800.0	-	-	1,000.0
Automated Flood Warning System - IBW & North Area	271.0	414.0	249.2	222.7	120.2	123.8	1,400.9
East Airport - Drainage Project	-	-	-	-	32.8	326.4	359.2
Granite Reef Watershed	-	-	-	486.9	3,278.2	4,502.0	8,267.1
Indian Bend Road Drainage System	400.0	-	-	-	-	-	400.0
Indian School Rd: Hayden Road to Pima Road	574.0	-	-	-	-	-	574.0
Los Arcos Area - Drainage Project	-	-	-	-	371.5	2,431.1	2,802.6
McCormick Ranch Lakes Floodwall	-	-	412.0	-	-	-	412.0
McDonald Drive Corridor - Drainage Project	-	-	-	-	131.1	1,350.6	1,481.7
Mojave Neighborhood (East) - Drainage Project	-	-	-	371.3	3,824.5	303.9	4,499.7
Mummy Mountain Wash Box Culvert	1,007.2	-	-	-	-	-	1,007.2
North Area Basin Master Plans	268.0	355.0	437.2	476.3	495.6	515.5	2,547.6
NPDES Master Plan & Utility	955.8	330.0	90.4	93.9	124.5	130.0	1,724.6
Reata Pass Detention Outlet Channel	150.0	-	-	-	-	-	150.0
Scottsdale Rd Bridge Over Ind Bend Wash	2,469.3	-	-	-	-	-	2,469.3
Scottsdale Road Corridor - Drainage Project	-	-	-	-	251.4	900.4	1,151.8
Southwest Scdl Flood Control	829.0	5,718.2	2,737.4	-	-	-	9,284.6
Stormwater Management Improvements	628.0	366.0	253.8	256.8	273.1	281.4	2,059.1
Upper Camelback Walk Watershed	-	-	-	212.2	1,682.8	3,376.5	5,271.5
Villa Monterey Neighborhood - Drainage Project	-	-	103.0	594.1	4,698.7	1,406.9	6,802.7
Expended Prior Years Budget	(9,000.0)						(9,000.0)
TOTAL DRAINAGE AND FLOOD CONTROL	**134.2**	**7,183.2**	**4,483.0**	**3,514.2**	**15,284.5**	**15,648.5**	**46,247.6**

Project	Prior Years	1999/00	2000/01	2001/02	2002/03	2003/04	Total
WATER AND WASTEWATER							
64th St/Pinnacle Vista to Dynamite Transmission Main	-	300.0	-	-	-	-	300.0
91st Ave WWTP	15,461.0	3,221.0	4,733.0	3,221.0	16,370.0	12,573.0	55,579.0
91st Ave WWTP - 3B Expansion	-	3,210.0	3,290.0	1,200.0	-	-	7,700.0
114th Street Water Line Extension	-	-	-	-	174.0	-	174.0
Advanced Water Treatment Plant	43,848.1	-	-	-	-	-	43,848.1
Advanced Water Treatment Plant, Phase 2	17,699.8	3,000.0	-	-	-	-	20,699.8
Architect/Engineer Services	1,260.0	150.0	150.0	150.0	150.0	150.0	2,010.0
Ashler Hills Waterline	1,314.5	-	-	-	-	-	1,314.5
Bill Williams River Water Rights	578.9	-	-	-	-	-	578.9
Booster Station Upgrades	-	175.0	100.0	100.0	100.0	100.0	575.0
CAP Plant Filter Control Upgrade	-	250.0	-	-	-	-	250.0
CAP Plant Reservoir Replacement	-	500.0	4,500.0	-	-	-	5,000.0
CAP Water Transmission Main	8,030.5	-	-	-	-	-	8,030.5
CAP Water Treatment Plant	39,500.0	-	-	-	-	-	39,500.0
CAP WTP Finished Water Reservoir	5,000.0	-	-	-	-	-	5,000.0
CAP WTP Pump Station/Zone 5	520.0	880.0	-	-	-	-	1,400.0
Carefree Ranch Water Co Mod/Upgrades	1,369.0	-	-	-	-	-	1,369.0
Chlorine Scrubbers	-	300.0	300.0	300.0	-	-	900.0
Citywide Flow Monitoring	-	320.0	365.0	465.0	225.0	235.0	1,610.0
Cyclic Fatigue Mitigation	-	250.0	250.0	150.0	-	-	650.0
Deep Well Recharge/Recovery Facilities	1,010.0	590.0	-	-	-	-	1,600.0
Demand Study	150.0	-	-	-	-	-	150.0
Doubletree/96th to 104th Sewerline	-	-	-	-	-	270.4	270.4
Downtown Sewer Improvements	-	1,000.0	500.0	500.0	-	-	2,000.0
Dynamite - Scottsdale to Pima Road Waterline	-	-	1,400.0	-	-	-	1,400.0
East Pumpback for Water Campus	16,000.0	3,000.0	-	-	-	-	19,000.0
Electrical Substation		-	-	2,100.0	-	-	2,100.0
Electrical Upgrades at Reservoir #42	100.0	-	-	-	-	-	100.0
Fire Hydrant Replacement	214.0	110.0	100.0	100.0	-	-	524.0
Gainey Plant Improvements	772.2	250.0	-	-	-	-	1,022.2
Gainey Reimbursements	-	500.0	-	-	-	-	500.0
Granite Reef Sewerline/Bell to Union Hills	260.0		-	-	-	-	260.0
Groundwater Treatment Facility Improvements	800.0	-	-	-	-	-	800.0
Indian School Rd Watermain: Scottsdale Rd to 68th St	850.0	-	-	-	-	-	850.0
Initial Recharge/Recovery System	6,204.7	-	-	-	-	-	6,204.7
Irrigation Water Distribution System	200.0	100.0	100.0	-	-	-	400.0
Large Water Meter Retrofitting	608.3	-	250.0	210.0	-	-	1,068.3
Master Plan Update	350.0	400.2		400.2		400.2	1,550.6
McDowell Mtn Ranch Reservoir Additional Tank	-	250.0	2,250.0	-	-	-	2,500.0
Miller Road Relief Sewer - Indian School to Roosevelt	1,518.5	1,514.0	-	-	-	-	3,032.5
New Meters at SRP Well Sites	100.0	-	-	-	-	-	100.0
North Area Recharge/Recovery Study	-	200.0	-	-	-	-	200.0
North Scottsdale Rd. Sewer Diversion	-	2,000.0	-	-	-	-	2,000.0
Odor Control Study/Implementation	-	125.0	125.0	125.0	125.0	125.0	625.0
Outer Loop Sewer Scottsdale Road to Pima Road	-	1,163.0	-	-	-	-	1,163.0
Permanent Booster Station: 70th St and Lone Mt Rd	-	-	-	-	-	1,065.0	1,065.0
Pima Rd Sewer/Via Linda to Cholla	650.0	-	-	-	-	-	650.0
Pima Road - Ashler Hills to Cave Creek Waterline	-	-	5,730.0	-	-	-	5,730.0
Pima Road - Jomax to Ashler Hills Waterline	-	-	3,950.0	-	-	-	3,950.0
Pima/Union Hills to Pinn Pk Waterline	3,125.0	1,344.0	-	-	-	-	4,469.0
Pressure Reducing Valve Station	1,134.0	243.4	253.1	263.2	275.0	285.0	2,453.7
Radio Telemetry	654.0	175.0	175.0	175.0	175.0	175.0	1,529.0
Reata Pass/Pima Rd ID Three Basins	700.0	-	-	-	-	-	700.0
Regional Wastewater Reclamation Plant	39,936.4	-	-	-	-	-	39,936.4
Relief Sewers - Citywide	-	1,500.0	500.0	500.0	500.0	500.0	3,500.0
Reservoir # 80 Treatment System	-	170.0	-	-	-	-	170.0
Reservoir Rehabilitation Study	250.0	-	-	-	-	-	250.0
Residuals Sewerline	1,700.0		-	-	-	-	1,700.0
RWDS Backwash Filter Discharge Line	75.0	-	-	-	-	-	75.0
Sampling Stations	132.6	-	-	-	-	-	132.6
Scottsdale Rd/McKellips to Roosevelt Sewerline	-	-	-	-	250.0		250.0
Scottsdale Rd/Oak to Thomas Sewerline	-	-	-	-	350.0		350.0
Scottsdale Rd/Pinnacle Pk/Boulders Sewer	141.0	15.2					156.2
Sewer Collection System Rehab	2,550.6	270.4	225.0	234.0	250.0	250.0	3,780.0

Project	Prior Years	1999/00	2000/01	2001/02	2002/03	2003/04	Total
Sewer Lift Station #2 Upgrade	-	75.0	-	-	-	-	75.0
Sewer Oversizing	850.0	-	-	-	200.0	200.0	1,250.0
SRP Filtration Plant Waterline	-	-	4,500.0	-	-	-	4,500.0
SRP Water Treatment Plant	-	3,000.0	35,357.9	-	-	-	38,357.9
Thomas Rd 68-70st Waterline	234.0	-	-	-	-	-	234.0
Thompson Peak Parkway Trans Line - Hayden to Pima	-	-	-	-	1,030.0	-	1,030.0
Utility Crossings - Sewer	500.0	-	-	-	-	-	500.0
Utility Sleeve Crossings/Outer Loop - Water	1,815.0	-	-	-	-	-	1,815.0
Wastewater Reclamation Plant, Phase 2	9,000.0	-	-	-	-	-	9,000.0
Water Campus Headworks	-	300.0	2,700.0	-	-	-	3,000.0
Water Campus Phase III	-	-	-	-	1,000.0	23,500.0	24,500.0
Water Distribution System Rehabilitation	-	1,300.0	750.0	750.0	750.0	750.0	4,300.0
Water Oversizing	6,948.1	850.0	850.0	850.0	850.0	850.0	11,198.1
Water Quality Compliance Laboratory	1,297.8	-	-	-	-	-	1,297.8
Water Rights Acquisition	24,272.0	2,600.0	2,135.0	3,129.0	2,982.0	2,835.0	37,953.0
Waterline Replacements	1,640.0	2,421.5	2,259.5	2,170.0	2,000.0	2,000.0	12,491.0
Well Site Connections	-	-	200.0	100.0	200.0	-	500.0
Well Site Treatment	200.0	-	-	-	-	-	200.0
Well Sites	9,260.0	480.0	1,000.0	2,900.0	-	3,001.5	16,641.5
WRP Associated Collection System	22,066.0	-	-	-	-	-	22,066.0
Zone 2 Pump Station	2,060.0	1,405.0	-	-	-	-	3,465.0
Zone 2 Reservoir/120th & Shea Blvd	3,600.0	2,141.5	-	-	-	-	5,741.5
Zone 5 to 7 Pump Station/Pima & Deer Valley	520.0	4,105.0	-	-	-	-	4,625.0
Zone 5E Booster Pump Station and Transmission Line	-	1,050.0	-	-	-	-	1,050.0
Zone 12/13 Water System Improvements - Phase 1	-	3,528.0	-	-	-	-	3,528.0
Expended Prior Years Budget	(240,270.7)						(240,270.7)
TOTAL WATER AND WASTEWATER	**58,760.3**	**50,732.2**	**78,998.5**	**20,092.4**	**27,956.0**	**49,265.1**	**285,804.5**

Project	Prior Years	1999/00	2000/01	2001/02	2002/03	2003/04	Total
COMMUNITY FACILITIES							
Parks							
Apache Neighborhood Park	530.0	-	-	-	-	-	530.0
Cactus Park Pool Resurface	116.0	-	-	-	-	-	116.0
Cactus Pool Chlorine Scrubbers	290.0	-	-	-	-	-	290.0
Chaparral Park Pool Resurface	200.0	-	-	-	-	-	200.0
Chesnutt Park Tennis Court Replacement	75.0	-	-	-	-	-	75.0
Civic Center Mall Improvements	2,500.0	-	-	-	-	-	2,500.0
Computerized Central Sprinkling System	705.1	-	-	-	-	-	705.1
Dredge South Park Waterways	-	200.0	824.0	-	-	-	1,024.0
Eldorado Pool Renovation	-	-	-	-	402.5	4,147.2	4,549.6
Grayhawk Neighborhood Park	370.9	-	-	-	-	-	370.9
Ironwood Village Neighborhood Park	800.0	-	-	-	-	-	800.0
Lighting and Electrical Improvements	90.5	-	-	-	-	-	90.5
McCormick Railroad Park Phase II	-	-	-	-	268.8	1,807.9	2,076.7
McDowell Mountain Ranch Park	900.0	-	-	-	-	-	900.0
Mountain Preserve Improvements	2,200.0	-	-	-	-	-	2,200.0
Multi Use Path Lighting - Vista Del Camino	-	119.6	-	-	-	-	119.6
Paiute Neighborhood Center Renovation	200.0	-	-	-	-	-	200.0
Pinnacle Peak Mountain Park	1,011.3	-	-	-	-	-	1,011.3
Pinnacle Peak Trail Amenities	400.0	-	-	-	-	-	400.0
Playground Equipment Replacement	836.0	-	103.0	106.1	109.3	-	1,154.4
Scottsdale Ranch Park Desert Garden	50.0	250.0	257.5	-	-	-	557.5
Skateboard Park	407.3	-	-	-	-	-	407.3
Sonoran Hills Park	-	-	-	271.6	1,993.1	-	2,264.7
Stonegate Park	1,036.0	-	-	-	-	-	1,036.0
Trail Development/Acquisition	208.0	216.3	225.0	234.0	-	-	883.3
Via Linda Senior Center Phase II	-	836.0	1,595.8	-	-	-	2,431.8
Youth Sports Lighting	-	546.0	1,303.0	199.4	-	-	2,048.4
Expended Prior Years Budget	(7,201.0)						(7,201.0)
Total Parks	**5,725.1**	**2,167.9**	**4,308.2**	**811.1**	**2,773.7**	**5,955.1**	**21,741.1**
Neighborhood							
Neighborhood Capital Improvement Program	362.0	108.2	112.5	117.0	140.6	159.3	999.6
Neighborhood Enhancement Matching Funds	1,000.0	500.0	500.0	500.0	500.0	500.0	3,500.0
Neighborhood Focused Housing Demonstration	220.0	-	-	-	-	-	220.0
Expended Prior Years Budget	(770.0)						(770.0)
Total Neighborhood	**812.0**	**608.2**	**612.5**	**617.0**	**640.6**	**659.3**	**3,949.6**

Project	Prior Years	1999/00	2000/01	2001/02	2002/03	2003/04	Total
Community Planning and Redevelopment							
1st Avenue Street Enhancements	-	-	415.3	-	-	-	415.3
68th St Footbridge	45.8	-	-	-	-	-	45.8
Character Area Design Funds	82.0	81.1	56.2	87.7	-	-	307.0
Character Area Improvement Fund	26.0	54.1	112.5	175.5	-	-	368.1
Character Area Planning	500.0	-	-	-	-	-	500.0
Civic Center/Downtown Parking	2,200.0	1,160.0	-	-	-	-	3,360.0
DC Ranch Citizen Service Center	-	-	-	31.8	-	-	31.8
Downtown Directional Signs	40.0	-	-	-	-	-	40.0
Footbridge for Fifth Avenue area - West	104.0	540.8	-	-	-	-	644.8
Marshall Way Corridor St Enhancement	114.0	554.0	670.4	-	-	-	1,338.4
Scottsdale Papago Streetscape	3,010.0	1,765.0	1,454.0	-	-	-	6,229.0
Stadium Focus Area Mall Extension	1,000.0	-	-	-	-	-	1,000.0
Villa Monterey Golf Course Bicycle/Ped Underpass	-	700.0	-	-	-	-	700.0
Waterfront Attraction	7,840.0	-	-	-	-	-	7,840.0
Waterfront Gateway	1,000.0	-	-	-	-	-	1,000.0
Waterfront Park	520.0	-	-	-	-	-	520.0
Waterfront Transit Bridge	848.0	757.1	-	-	-	-	1,605.1
Westworld - Additional Permanent Barns	-	900.0	-	-	-	-	900.0
Westworld - Covered Arena & Walkway to Equidome	-	600.0	-	-	-	-	600.0
Westworld Improvements	765.0	-	-	-	-	-	765.0
Westworld - Public Recreation Facility and Trailhead	-	300.0	257.5	318.3	109.3	-	985.0
Expended Prior Years Budget	-						-
Total Community Planning and Redevelopment	**18,094.8**	**7,412.1**	**2,965.9**	**613.3**	**109.3**	**-**	**29,195.3**
Specialty Areas							
Art In Public Places	444.2	342.5	716.1	203.1	406.3	359.7	2,471.9
CC New Office Building Program	184.7	-	-	-	-	-	184.7
Desert Discovery Museum	2,750.0	2,250.0	-	-	-	-	5,000.0
Indian Bend Wash Channel Restoration	3,567.0	-	-	-	-	-	3,567.0
McDowell Mountain Land Acquisition	140,845.5	64,000.0	24,000.0	8,000.0	-	-	236,845.5
Southeast Redevelopment Area Parking	1,549.8	-	-	-	-	-	1,549.8
Expended Prior Years Budget	(142,918.7)						(142,918.7)
Total Specialty Areas	**6,422.5**	**66,592.5**	**24,716.1**	**8,203.1**	**406.3**	**359.7**	**106,700.2**
TOTAL COMMUNITY FACILITIES	**31,054.4**	**76,780.7**	**32,602.7**	**10,244.5**	**3,929.9**	**6,974.0**	**161,586.2**
SERVICE FACILITIES							
Municipal Facilities							
ADA Improvements	458.1	94.1	-	-	-	-	552.2
Civic Center Municipal Office Bldg - Land Acquisition	-	-	4,499.5	1,545.5	-	-	6,045.0
Civic Center Expansion Demo & Off Site Work	-	-	-	146.4	1,553.9	-	1,700.3
Civic Center Campus Expansion	130.0	-	-	-	-	-	130.0
Fleet Maintenance North Satellite	-	-	-	318.3	-	-	318.3
Fleet Management Office Renovation - Via Linda Complex	-	120.0	-	-	-	-	120.0
Graphic Presentation Capabilities for KIVA	99.8	-	-	-	-	-	99.8
Human Resources Building Remodel	350.0	260.0	-	-	-	-	610.0
HRS Remodel Phase II - Employee Learning Center	-	239.1	-	-	-	-	239.1
Justice Center	-	840.0	-	-	-	-	840.0
Justice Center Remodel	-	500.0	-	-	-	-	500.0
McKellips Service Center		750.0	257.5				1,007.5
Municipal Services North Satellite Facility	-	-	-	-	1,639.1	3,657.9	5,297.0
One Civic Center Expansion	1,172.8	-	-	-	-	-	1,172.8
Redevelopment and Urban Design Studio	1,230.7	-	-	-	-	-	1,230.7
Remodel Water/WW Operations Building	1,115.3	-	-	-	-	-	1,115.3
Renovations to City Hall, Phase II	215.3	-	-	-	-	-	215.3
Scottsdale Mall West Restroom Renovations	-	40.0	242.1	-	-	-	282.1
Technology Center Remodel	-	124.0	92.7	-	-	-	216.7
Training Room Furnishings - SCA	30.0	-	-	-	-	-	30.0
Expended Prior Years Budget	(3,012.9)						(3,012.9)
Total Municipal Facilities	**1,789.1**	**2,967.2**	**5,091.8**	**2,010.2**	**3,192.9**	**3,657.9**	**16,709.1**

Project	Prior Years	1999/00	2000/01	2001/02	2002/03	2003/04	Total
Management Systems							
Accounting System Upgrades	300.0	-	-	-	-	-	300.0
Aerial/Orthographic Photos	300.0	-	-	-	-	-	300.0
Automate Criminal Justice System	250.0	-	-	-	-	-	250.0
Automated Payroll Time Entry System	252.0	-	-	-	-	-	252.0
City Clerk - Imaging System via the Intranet	-	35.0	-	-	-	-	35.0
CityCable 11 Equipment Replacement	407.9	108.2	-	-	-	-	516.1
City-wide Phone & Data Comm Sys	5,100.0	-	-	-	-	-	5,100.0
Community Development - IVR to Replace BIPS	-	35.0	-	-	-	-	35.0
Community Development - Records Imaging	-	300.0	48.7	50.7	55.7	49.0	504.1
Community Development - Tracking System	-	70.0	-	-	-	-	70.0
Computer Plotters	116.0	-	-	-	-	-	116.0
Court - Digital Recording Equipment	-	60.0	-	-	-	-	60.0
Court - Imaging	-	350.0	-	-	-	-	350.0
Customer Service Document Imaging	175.0	-	-	-	-	-	175.0
GIS Application Surveys	660.0	-	-	-	-	-	660.0
GIS Applications - KIVA Phase II	162.6	-	-	-	-	-	162.6
GIS Tier Two Enhancements	250.0	-	-	-	-	-	250.0
Human Resources - Document Imaging System	-	20.0	-	228.5	-	-	248.5
Human Resources - Integrated Voice Response (IVR)	-	75.0	-	-	-	-	75.0
Information Services - Helpline	-	-	-	5.5	-	-	5.5
Information Services - Network Infrastructure	-	88.0	121.5	65.7	147.5	1,092.8	1,515.5
Information Services - Server Infrastructure	-	243.5	259.0	167.6	988.9	350.0	2,009.0
Intranet/Internet Access	90.0	-	-	-	-	-	90.0
Library Network Conversion	-	-	-	60.5	331.1	114.8	506.4
Replacement of Citycable 11 Production Truck	-	-	-	212.2	-	-	212.2
Special Assessment System	-	-	-	-	54.6	-	54.6
Utility Billing System	-	-	-	1,416.3	-	-	1,416.3
Expended Prior Years Budget	(7,000.0)						(7,000.0)
Total Management Systems	**1,063.5**	**1,384.7**	**429.2**	**2,207.0**	**1,577.8**	**1,606.6**	**8,268.8**
TOTAL SERVICE FACILITIES	**2,852.6**	**4,351.9**	**5,521.0**	**4,217.2**	**4,770.7**	**5,264.5**	**26,977.9**
PUBLIC SAFETY							
Police							
AFIS Replacements & Improvements	-	-	-	-	-	168.8	168.8
Barcode Equip for Propty Ev/Asset Trkg	-	97.9	-	-	-	-	97.9
Desert Foothills Joint Use Police Facility	1,731.2	-	-	-	-	-	1,731.2
Explosive Ordinance Disposal Equipment	-	-	-	127.2	-	-	127.2
Family Violence Center	-	-	-	-	394.5	101.4	495.9
Laptop Computer Maintenance & Replacement	-	83.1	322.1	329.2	57.7	63.3	855.4
Police Criminal Justice Automated System	2,505.3	-	-	-	-	-	2,505.3
Police RMS/AFIS Enhancements	234.0	211.4	259.8	-	-	-	705.2
Police Training Facility, Phase 2	-	121.8	1,129.1	-	-	-	1,250.9
Police Vehicle Computer Program	800.0	-	-	-	-	-	800.0
Replacement of STX Radios	334.8	177.5	184.6	187.9	-	-	884.8
Smartzone Radio System Replacement	-	1,002.8	-	-	-	-	1,002.8
Take Home Vehicle Program	457.0				-	-	457.0
Expended Prior Years Budget	(2,971.1)						(2,971.1)
Total Police	**3,091.2**	**1,694.5**	**1,895.6**	**644.3**	**452.2**	**333.5**	**8,111.3**

Project	Prior Years	1999/00	2000/01	2001/02	2002/03	2003/04	Total
Fire							
Desert Foothills Fire Stn Vicinity Pima & Thompson Peak	610.2	-	-	-	-	-	610.2
Fire Stn #10 - Vehicle & Equipment (Miller & Thomas)	-	290.0	-	-	-	-	290.0
Fire Stn #13 - Vehicle & Equipment (Via Linda)	-	-	556.2	-	-	-	556.2
Fire Stn #17 - Vicinity Bell Rd & 100th Street	-	-	807.0	-	-	-	807.0
Fire Stn #17 - Vehicle & Equipment	-	-	298.7	-	-	-	298.7
Fire Stn #18 - Pinnacle Vista & 110th St	169.0	250.0	-	-	-	-	419.0
Fire Stn #18 - Vehicle & Equipment	-	290.0	-	-	-	-	290.0
Fire Stn #20 - Vehicle & Equipment	-	210.0	-	-	-	-	210.0
Fire Stn #27 - Ashler Hills & Pima	-	50.0	-	-	-	-	50.0
Fire Training Facility, Phase 2	-	179.2	1,661.4	-	-	-	1,840.6
Refurbish 2 Fire Engines instead of replacement	-	210.0	-	-	-	-	210.0
Expended Prior Years Budget	(82.5)						(82.5)
Total Fire	**696.7**	**1,479.2**	**3,323.3**	**-**	**-**	**-**	**5,499.2**
TOTAL PUBLIC SAFETY	**3,787.9**	**3,173.7**	**5,218.8**	**644.3**	**452.2**	**333.5**	**13,610.5**
Contingency		889.8	918.8	845.4	1,000.0	1,000.0	4,654.0
Contingency Budget		5,000.0					5,000.0
Total Capital Budgets	**230,807.6**	**164,726.9**	**160,303.3**	**70,471.2**	**71,791.3**	**98,256.9**	**796,357.2**

STREETS

64th Street - McDowell Road to Indian School Road - Widen 64th Street to a major collector cross-section between McDowell and Thomas Roads, buffer High-View neighborhood with a sound wall and landscaping, and extend 64th Street from Thomas Road to Indian School Road. *Funding Source: Transportation Privilege Tax*

64th Street - McDowell Road to Indian School Road - Contractual annual payment to SRP for relocation costs associated with widening of 64th Street. *Funding Source: Transportation Privilege Tax.*

84th Street and Cholla Road - Improve 84th Street to local residential standards with bike lanes from Shea to Kalil and improve Cholla Road to local residential standards from Hayden Road to 86th Street. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax*

96th Street – Shea Blvd to Sweetwater Blvd - To construct a four lane ultimate of 96th Street from Shea Boulevard to Sweetwater Avenue. Project includes acquiring approximately 54,000 SF of residential area, as well as approximately 53,000 SF of drainage easement. *Funding Source: Transportation Privilege Tax*

Cactus Road - Freeway to Frank Lloyd Wright Boulevard - Construct Cactus Road to full major collector street standards including curb, gutter and sidewalk. *Funding Source: Transportation Privilege Tax*

Camelback Road - Goldwater Boulevard to Scottsdale Road - Widen Camelback Road by adding a third eastbound lane including curb, gutter, and sidewalk. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax*

Hayden and Cactus Intersection Improvement - Improve intersection by implementing an expanded design standard. Program includes dedicated left and right turn lanes, provides for bike lanes, improve or build raised landscaped medians, provide a four-way bus pullout with shelter and provides for three-thru (north/south) and two-thru (east/west) lanes. *Funding Source: Transportation Privilege Tax*

Hayden and McDonald Intersection Improvement - Improve intersection by implementing an expanded design standard. Program includes dedicated left and right turn lanes, provides for bike lanes, improve or build raised landscaped medians, provide a four-way bus pullout with shelter and provides for three-thru (north/south) and two-thru (east/west) lanes. *Funding Source: Transportation Privilege Tax*

Hayden and Via de Ventura Intersection Improvement - Improve intersection by implementing an expanded design standard. Program includes dedicated dual lefts and single right turn lanes, provides for bike lanes, improve or build raised landscaped medians, provide a four-way bus pullout with shelter and provides for three-thru (north/south) and two-thru (east/west) lanes. *Funding Source: Transportation Privilege Tax*

Hayden Road - Princess Drive to Pima Freeway - Construct four new traffic lanes from the Pima Freeway interchange to Princess Drive along the Hayden Road alignment. *Funding Source: Transportation Privilege Tax*

Hayden Road - Sweetwater to Thunderbird Road - Add a two-way left-turn lane on Hayden Road from Sweetwater to Thunderbird Road. *Funding Source: Transportation Privilege Tax*

Indian School Road – 64th Street to Civic Center Boulevard - Design and construct Indian School Road to major arterial street standards between 64th Street and Goldwater Boulevard and reconstruct the four lane roadway between Goldwater and Civic Center boulevards. The improvements include curb and gutter, sidewalks, drainage facilities, streetlights, bicycle lanes, landscaping and buffering walls. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax*

Indian School Road - Indian Bend Wash to 81st Street - Improvements to Indian School Road. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax*

Master Plan Street Concept Studies - Conduct studies to determine the impact of major street and related intersection improvement projects at locations throughout the city. Studies to include a significant public participation program to provide an opportunity for citizen involvement. *Funding Source: Transportation Privilege Tax*

McDonald Drive – Scottsdale to Hayden - Complete the widening from a two to four lane roadway ultimate cross-section with medians and expand bridge over canal. *Funding Source: Transportation Privilege Tax*

McDonald Drive - Hayden to Pima Road - Improvements to McDonald. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax*

Particulate Emission Reduction Program - This unfunded federally mandated program involves reducing particulate emissions per the Moderate Area Non-attainment Federal Implementation Plan (FIP) for Particulate (PM10) Pollution. *Funding Source: General Fund Transfer*

Pima Acres Buffering Wall - Construct a buffering wall along the frontage of the Pima Acres subdivision to reduce the impact of moving traffic closer to the subdivision as a result of the road widening project. *Funding Source: Transportation Privilege Tax*

Pima Freeway Right of Way, Frontage Road, and Aesthetics - This project involves paying ADOT for the City's portion of the Pima Freeway ROW acquisition related to frontage roads, and aesthetic treatments for the section of the Pima Freeway between Scottsdale Road and Pima Road. *Funding Source: Transportation Privilege Tax*

Pima Freeway - Scottsdale Road to Pima Road - Construct the Pima Outer Loop Freeway between Scottsdale Road and Pima Road. *Funding Source: Short Term Contract*

Pima Freeway Sound Wall - This project involves paying ADOT for the City's portion of the Pima Freeway sound-walls for the section of the Pima Freeway between Shea Blvd Road and Frank Lloyd Wright Blvd. *Funding Source: Transportation Privilege Tax*

Pima Road - Hualapai to Deer Valley Road - Construct Pima Road to major arterial standards of four lanes expandable to six lanes. *Funding Sources: Contributions and Transportation Privilege Tax*

Pima Road - McDowell Road to Via Linda - Widen Pima Road to a minor arterial section consisting of two lanes in each direction, and a raised center median. Buffer the west side of Pima Road with sound wall and landscaping. *Funding Sources: Contributions and 1992 General Obligation Bonds*

Pima Road – Pima Freeway to Hualapai Drive - Construct the new Pima Freeway interchange at Princess Drive into the new alignment of Pima Road. The project is adjacent to Ironwood Village and completes the ultimate widening of Pima Road. Four lanes of the ultimate six lane major arterial roadway will be constructed in addition to a sound-wall. *Funding Source: Transportation Privilege Tax*

Pima/Hualapai Grade Separated Crossings - Construct Grade Separated Crossings (GSC) for the City's path and trail system. *Funding Source: Transportation Privilege Tax*

Raintree Interchange - The relocation of the Pima Freeway interchange from Thunderbird to Raintree has resulted in ADOT assessing the City the difference in cost between the two interchanges. *Funding Source: Transportation Privilege Tax*

Scottsdale Road - Frank Lloyd Wright Boulevard to Freeway - Construct Scottsdale Road to full major arterial street standards, including curb, gutter, sidewalk, median, and drainage improvements. *Funding Sources: Contributions and Transportation Privilege Tax*

Scottsdale Road - Indian Bend Road to Gold Dust Road - Widen the majority of the west side of Scottsdale Road between Indian Bend and Gold Dust Roads to provide three lanes southbound including curb, gutter, sidewalk, and a landscaped median. Relocate 69 KV power lines. *Funding Sources: 1989 General Obligation Bonds and Transportation Privilege Tax*

Scottsdale Road - Pima Freeway to Pinnacle Peak - Expand current old county road from four to six lane ultimate cross-section with medians. This project spans approximately 1.5 miles. *Funding Source: Transportation Privilege Tax*

Shea Blvd and Hayden Intersection Improvement - Improve intersection by implementing an expanded design standard. Program includes dedicated dual lefts and right turn lanes, provides for bike lanes, improve or build raised landscaped medians and provide a four-way bus pullout with shelter. *Funding Source: Transportation Privilege Tax*

Shea Blvd and Hayden Intersection Improvement - Improve intersection by implementing an expanded design standard. Program includes dedicated dual lefts and right turn lanes, provides for bike lanes, improve or build raised landscaped medians and provide a four-way bus pullout with shelter. *Funding Source: Transportation Privilege Tax*

Thompson Peak Parkway - CAP Canal Crossing - Construct an additional canal crossing to serve the rapidly developing area north of the CAP canal and east of Pima Road. *Funding Sources: Capital Contingency, Contributions, 1989 General Obligation Bonds and Transportation Privilege Tax*

Traffic Bottleneck Removal Projects - Provide street improvements at several locations within the city that range from adding an exclusive right-turn lane to providing a continuous left-turn lane. *Funding Source: Transportation Privilege Tax*

Union Hills ROW Purchase - Obtain the "Right of Way" to land for the purpose of extending Union Hills Drive to the northeast outer loop. ADOT may require a portion of the ROW for a flood dike being constructed with the Pima Freeway. *Funding Source: Transportation Privilege Tax*

TRANSIT

Bicycle System Implementation - Design and construct improvements to roads and pathways, to add new facilities, eliminate bottlenecks, and otherwise improve the access and usability of the bicycle system. Priority is given to filling in gaps in the existing system. Most of the work will occur south of the CAP because new development is building most of the facilities north of the CAP. *Funding Source: Transportation Privilege Tax*

Bicycle Improvements - Design and construct enhancements to Scottsdale's bikeway system to improve the access and usability of the system by filling in missing pieces of path, sidewalk, lanes, routes and removing barriers. *Funding Sources: General Fund Transfer and Transportation Privilege Tax*

Bus Bays - Grant Match (20%) - Retrofit ten locations far-side of signalized intersections to accommodate bus pullouts. *Funding Source (for City match): Transportation Privilege Tax*

Bus Shelters - Grant Match (20%) - Construct transit shelters at bus stops located throughout the community. *Funding Sources (for City match): Transportation Privilege Tax*

Fareboxes - Purchase 12 fareboxes including magnetic card readers. Industry standards require new fareboxes with the ability to read magnetic cards and prepare individual billable accounts so that the Connection routes are compatible with the rest of Valley Metro. *Funding Sources: General Fund Transfer*

Loop 101 Park and Ride (PNR) Lot Match Funds (20%) - Design and construct two park and ride lots at Loop 101/Pima and Loop 101/Scottsdale Road. *Funding Sources (for City match): Transportation Privilege Tax*

Los Arcos Transit Center - Integrate a "seamless" transit center into the redevelopment project proposed for Los Arcos. Improvements to include shaded waiting areas, drinking fountains, informational kiosks, public art and easy access not only to the transit system but to the mall improvements. An opportunity also exists to create a partnership that could include a Citizen Service Center that operates similar to the existing center. *Funding Source: Transportation Privilege Tax*

Shea Sidewalk Match Funds (20%) - Install sidewalks along Shea Boulevard between 136th street and 142nd street. *Funding Sources (for City match): Transportation Privilege Tax*

Sidewalk Improvements - Install sidewalks in pedestrian-oriented areas (new schools, transit routes, etc.) where none currently exist. *Funding Source: General Fund Transfer*

UTMA Grant Match – Grant funds for the design and construction of bus shelters. *Funding Sources (for City match that will be reimbursed): Transportation Privilege Tax*

TRAFFIC

Arterial Roadway Street Lighting - Program would facilitate the addition of street lights to sections of roadway that are currently unlighted. *Funding Source: General Fund Transfer*

Neighborhood Traffic Control - A two part program to control traffic on residential streets. Part one is a program to directly control speeding via citizen assistance with speed notification boards, radar guns with warning letters, and speed cameras. Part two is street improvements for traffic calming. *Funding Source: Transportation Privilege Tax*

Traffic Management Program - Purchase and install a comprehensive system of automated traffic counting and video observation of traffic movement to reduce traffic congestion and delays through improved signal timing. *Funding Source: Transportation Privilege Tax*

Traffic Signal Program - Design plans, acquire materials, and install equipment for new and modified traffic signals. *Funding Source: Transportation Privilege Tax*

Via De Ventura Street Light Conductor and Pole Replacement - Replace street light electrical conductors on Via de Ventura from Via de Lago to Pima Road. Street light poles and fixtures along the roadway will be replaced to meet current illumination standards. *Funding Source: General Fund Transfer*

AIRPORT

Airport Drainage and Signs - Construction of a storm sewer is needed in the vicinity of the terminal to remove a flooding problem that has existed for many years. In addition, new directional and information signs are planned. *Funding Source: Transportation Privilege Tax*

Airport Land-side Signage - Install land-side signage as outlined in Airport Master Sign program. This project will provide new land-side signage, including directional, business location, parking, and other signage to assist the general public when traveling around the Airport. *Funding Source: General Fund Transfer*

Airport Hangars - Construct approximately 61 aircraft storage hangars on the Cholla parcel. *Funding Source: Municipal Property Corporation Bonds*

Airport Land Acquisition - Grant Match - Purchase approximately 17 acres of land in the airport area. *Funding Sources: General Fund Transfer and Transportation Privilege Tax*

Airfield Maintenance Equipment - Purchase Airfield Maintenance. This equipment will enable the Airport staff to provide rapid response to critical airfield safety maintenance issues by not having to request the equipment from the other City departments and delaying the necessary repairs. *Funding Source: Transportation Privilege Tax*

Airport Maintenance Facility - Grant Match (10%) - Construct an Airport Maintenance facility for Airport maintenance personnel offices and heavy equipment storage. *Funding Sources (for City match): General Fund Transfer*

Airport Observation Deck - Construct an airport observation deck on the airport terminal building. *Funding Source: General Fund Transfer*

Airport Rescue and Firefighting Facility - Grant Match (10%) - Construct an Airport Rescue and Firefighting facility to meet Federal Aviation Regulation Part 139 requirements that relates to airports that serve commercial air carriers. *Funding Sources (for City match): General Fund Transfer*

Bravo Taxiway Extension - Grant Match (10%) - Construct remaining 2,900 LF of Bravo Taxiway. This project will enhance aircraft traffic flow on and off the runway, as well as respond to the increased number of aircraft stored on the Eastside of the runway. *Funding Sources (for City match): General Fund Transfer*

Cholla Hangar Infrastructure - Grant Match (10%) - Install infrastructure (i.e., taxilanes, utilities, drainage, etc.) on Cholla Parcel for ultimate hangar development. This project will provide the needed infrastructure to facilitate the construction of additional aircraft storage facilities, such as Airport Hangars. *Funding Sources (for City match): Transportation Privilege Tax*

Exit Taxiways - Grant Match - Install exit taxiways to increase the useful capacity of the runway/taxiway system as identified in the airport master plan. *Funding Source: Transportation Privilege Tax*

Flight Tracking System - Grant Match (10%) - Install a flight tracking system. This project will enable effective response to citizen noise and over-flight complaints. *Funding Sources (for City match): General Fund Transfer*

Land Acquisition Keekor Parcel - Grant Match – (10%) - Purchase the Keekor Parcel – approximately seven acres. The purchase of this property will enable the Airport to develop additional aircraft storage facilities to meet the current twenty (20) year waiting list demand and become competitive in the aircraft hangar market. *Funding Sources (for City match): Transportation Privilege Tax*

Medium Intensity Taxiway Lights - Grant Match - Install medium intensity taxiway lights and signs to enhance the safety of aircraft using taxiway Bravo during night or foul weather. *Funding Source: Transportation Privilege Tax*

Perimeter Road Improvements - Grant Match (10%) - Install an all-weather airport perimeter road. This project will provide enhanced emergency access to the airfield during aircraft incidents/accidents, thus resulting in enhanced public safety. *Funding Sources (for City match): General Fund Transfer*

Terminal Access Road and Parking Lot - Grant Match - Construct a circulation loop at the end of Airport Drive to provide for a two-lane one-way traffic loop which will connect back onto Butherus, and pave adjacent land to provide additional parking. *Funding Source: General Fund Transfer*

Security Fence Improvements - Replace/upgrade portions of Airport Security Fencing. This project will enhance the overall security of the airport property and safety of the airfield operating environment. *Funding Source: Transportation Privilege Tax*

Upgrade Airport Gates - Upgrade airport gates to provide improved security. *Funding Source: General Fund Transfer*

IMPROVEMENT DISTRICTS

Bell Road II ID - Construct streets, water and sewer lines, drainage improvements and other related infrastructure south of Bell Road and north of Westworld. *Funding Source: Special Assessment Bonds*

Carefree Ranch Water Service ID - This project will extend City water service to the Carefree Ranch development. *Funding Source: Special Assessment Bonds*

Improvement District Incidentals - Conduct preliminary studies for proposed improvement districts. *Funding Source: Other.*

Neighborhood ID City Contribution - Facilitate neighborhood improvement districts for the installation of public infrastructure such as water, sewer, paving, drainage improvements, and undergrounding of power lines. *Funding Source: General Fund Transfer*

Pima Road Desert Greenbelt - Construct detention basins at Happy Valley Road, Deer Valley Road and Union Hills Drive, channel improvements from ˘ mile north of Jomax Road to the Union Hills Basin, and a storm drain outlet from the Union Hills Basin to the Tournament Players Club desert golf course. *Funding Sources: Contributions, 1989 General Obligation Bonds, and Special Assessment Bonds, Capital Contingency, and General Fund Transfer*

Rawhide Wash Desert Greenbelt - Construct a major regional flood control system between Scottsdale and Pima Roads from Pinnacle Peak Road to Dynamite Boulevard. *Funding Sources: Contributions, 1989 General Obligation Bonds, and Special Assessment Bonds*

Reata Pass/Beardsley Wash Desert Greenbelt - Construct channels and detention basins in the area from 96th Street to the McDowell Mountains north of the CAP Canal to Pinnacle Peak. *Funding Sources: Contributions, 1989 General Obligation Bonds, and Special Assessment Bonds*

DRAINAGE AND FLOOD CONTROL

84th Street and Cholla Neighborhood Drainage System - Enlarge and construct new channels and culverts from 84th Street and Cholla to 82nd Street just north of Shea Boulevard. Construct new storm drains lateral from 85th Street and Cholla to 84th Street and Cholla, and along Cactus Road from Pima Road to 84th Street. *Funding Sources: Contributions and 1989 General Obligation Bonds*

104th Street Storm Drain - Cactus Road to Cholla Drive - This area is bounded by 100th Street on the west, 105th Street on the east, Cactus Road on the north, and Cholla Dr./Shea Blvd. on the south. This project will construct a combination of storm drains and drainage channel improvements, as identified in Scottsdale's Master Storm Water Plan, to provide capacities to handle the 100-year storm level. *Funding Source: General Fund Transfer*

Automated Flood Warning System - Indian Bend Wash and North Area – An Intergovernmental Meteorological Services Program to install automated rainfall and runoff gauging stations within the Indian Bend Wash watershed and in areas in the northern part of the City. This system will automatically give notification of the potential for impending disastrous weather. *Funding Source: General Fund Transfer*

East Airport Drainage Project - The goal of the project is to eliminate flooding up to the 10-year event for this highly developed commercial/ industrial area and to protect the intersection of Hayden Road and Redfield Road. The benefiting area is bounded approximately by Acoma Drive on the north, Hayden Road on the east, Redfield Road on the south, and 78th Street on the west. The total watershed area is approximately 0.1 square miles. *Funding Source: General Fund Transfer*

Granite Reef Watershed – (Partial Match Funds) - The goals of the project are to eliminate the existing 100-year floodplain in the Granite Reef Wash corridor for locations south of Thomas Road and to improve drainage conditions for locations north of Thomas Road to approximately a 10-year level of protection. The benefiting area is highly urbanized and is bounded approximately by Osborn Road on the north, Pima Freeway/Pima Road on the east, McKellips Road on the south, and Granite Reef Road on the west – approximately two square miles. The Flood Control District will contribution 60% for floodplain phase. *Funding Source: General Fund Transfer*

Indian Bend Road Drainage System - Install storm drain system in Indian Bend Road in conjunction with the road improvement project. The project involves the installation of 36-inch through 6-foot box storm drain pipe. *Funding Source: 1989 General Obligation Bonds*

Indian School Road Drainage - Hayden Road to Pima Road - Install storm drain system in Indian School Road in conjunction with the road improvement project. The project involves the installation of 42-inch through 84-inch storm drain pipe. *Funding Source: 1989 General Obligation Bonds*

Los Arcos Area Drainage Project - The goal of the project is to eliminate flooding up to the 10-year event for this established neighborhood. *Funding Source: General Fund Transfer*

McCormick Ranch Lakes Floodwall – Match Funds (50%) - The goal of the project is to eliminate a floodplain breakout condition while delineating the floodplain/floodway boundaries for the McCormick Ranch Lakes, which are a major tributary to the Indian Bend Wash at Indian Bend Road. The total watershed area north of McCormick Parkway is approximately 11 square miles. *Funding Source (for City Match): General Fund Transfer*

McDonald Drive Corridor - The goal of the project is to eliminate flooding up to the 10-year event for this established neighborhood. The benefiting area is bounded approximately by Rose Lane on the north, the Arizona Canal on the east, Montebello Avenue on the south, and Scottsdale Road on the west. The total watershed area is approximately 0.9 square miles. *Funding Source: General Fund Transfer*

Mojave Neighborhood (East) - The goal of the project is to eliminate flooding up to the 10-year event for this established neighborhood. The benefiting area is bounded approximately by Rose Lane on the north, 86th Street on the east, Jackrabbit Road on the south, and the Indian Bend Wash on the west. The project will be built in two phases. Phase I will improve the areas from Granite

Reef Road west to the Indian Bend Wash. Phase II will improve the areas from Granite Reef Road east to 86th Street. The total watershed area is approximately 0.9 square miles. *Funding Source: General Fund Transfer*

Mummy Mountain Wash Box Culvert - Design and construct box culverts at Scottsdale Road and Cheney Drive. *Funding Source: 1989 General Obligation Bonds*

North Area Basin Master Plans - Provide detailed master planning for approximately five major drainage basins north of the CAP canal to ensure that a logical and consistent drainage network is constructed by future development. These master plans will assume that the Desert Greenbelt "backbone" System is in place and will plan drainage networks which feed into that system or are independent from the Desert Greenbelt. *Funding Source: General Fund Transfer*

NPDES Drainage Master Plan and Utility - Continuation of a five year existing unfunded federally mandated program to satisfy the requirements of the National Pollutant Discharge Elimination System (NPDES). Assures quality of stormwater runoff and complies with environmental law. Also, provides an additional measure of assuring a healthy environment for recreation with in the Indian Bend Wash, as well as an additional measure of safety by precluding hazardous and volatile wastes being discharged into the storm drains. The costs of sampling, testing, monitoring, administration, systems installation and maintenance will be matched 50% by the Flood Control District in conformance with an IGA for the NPDES program. *Funding Sources: 1989 General Obligation Bonds and General Fund Transfer*

Reata Pass Detention Outlet Channel - Construct channel improvements downstream from the Troon North Park and detention basins which replace an existing facility. These improvements route the outflow from the new detention facility away from existing downstream structures. *Funding Source: 1989 General Obligation Bonds*

Scottsdale Road Bridge Over Indian Bend Wash - Design and construct box culverts at Scottsdale Road and McCormick Parkway. *Funding Source: 1989 General Obligation Bonds*

Scottsdale Road Corridor – Match Funds (50%) - The goal of the project is to eliminate flooding up to the 10-year event for this highly developed residential and commercial and to protect Scottsdale Road from off-site flows. The benefiting area is bounded approximately by Thunderbird Road on the north, Scottsdale Road on the east, Shea Boulevard on the south, and 70th Street on the west. The total watershed area is approximately 5.0 square miles. *Funding Source (for City Match): General Fund Transfer*

Southwest Scottsdale Flood Control - Install a combination of detention basins and storm drains focusing on the Oak Street, Osborn Road and 64th Street corridors to mitigate flooding of homes and to improve area-wide drainage conditions. *Funding Source: General Fund Transfer and 1989 General Obligation Bonds*

Stormwater Management Improvements - Provide as-needed drainage improvements which address localized drainage and flooding problems. *Funding Sources: General Fund Transfer and 1989 General Obligation Bonds*

Upper Camelback Wash Watershed - The goal of the project is to eliminate flooding up to the 100-year event for this major wash corridor. The benefiting area is highly developed with a mix of single-family, multi-family and commercial properties and is bounded approximately by Sweetwater Avenue (N), 96th Street (E), Shea Boulevard (S) and 90th Street (W). The total watershed area north of Shea Boulevard is approximately 2.6 square miles. *Funding Source: General Fund Transfer.*

Villa Monterey Neighborhood - The goal of the project is to eliminate flooding up to the 10-year event for this established neighborhood. The benefiting area is highly developed with a mix of single-family, multi-family and commercial properties, including the Waterfront redevelopment area, and is bounded approximately by Highland Avenue (N), the Indian Bend Wash (E), the Arizona Canal/Camelback Road (S) and Goldwater Boulevard (W). The total watershed area is approximately 2.0 square miles. *Funding Source: General Fund Transfer.*

WATER AND WASTEWATER

64th Street - Pinnacle Vista to Dynamite Water Transmission Line – Design and construct waterlines from proposed well site numbers 33 and 34 in the vicinity of 64th Street and Dynamite to developer constructed 16-inch Zone 8 transmission main which will extend from 64th and Dynamite to Scottsdale Road and Dynamite. Also install PRV at 64th and Dynamite from proposed Zone 8 transmission main to existing Zone 7 water distribution lines. *Funding Source: Water Rates*

91st Avenue WWTP - Provide for capital expansion, modifications and improvements at the 91st Avenue Wastewater Treatment Plant. *Funding Sources: Sewer Rates*

91st Avenue WWTP – 3B Expansion - Provide for additional solids handling at the 91st Avenue Wastewater Treatment Plant by contributing to the capital expansion of the plant's solid handling facility. *Funding Source: Sewer Development Fees*

Advanced Water Treatment Plant - Design and construct the first phase (4.5 - 6.0 million gallons per day) of a 24.2 MGD advanced water treatment plant to be coupled with a regional wastewater reclamation plant in north central Scottsdale. *Funding Sources: Sewer Development Fees and Water Resources Development Fees*

Advanced Water Treatment Plant, Phase II - Design and construct Phase II of the advanced water treatment portion of the Water Campus. Phase II will provide 4 million gallons per day of wastewater treatment and water reclamation to meet growing wastewater flows. *Funding Sources: Sewer Development Fees and Water Resources Development Fees*

Architect/Engineer Services - Provide architect/engineer services on an as-needed basis for unanticipated future capital improvement projects. *Funding Source: Water Development Fees*

Ashler Hills Waterline - Construct approximately 8,000 linear feet of 16-inch diameter waterline from the Pima Road transmission main to the Boulders' water supply and other north area users. *Funding Source: Water Development Fees*

Bill Williams River Water Rights - Conduct advanced planning studies in support of the application for remaining unappropriated water available in the Bill Williams River. *Funding Source: Water Resources Development Fees*

Booster Station Upgrades - Upgrade components of the production system as needed to meet system demands. *Funding Source: Water Development Fees*

CAP Plant Filter Controls Upgrade - This project upgrades controls and motorized valves on 6 existing filters at the CAP Treatment Plant. *Funding Source: Water Rates*

CAP Plant Reservoir Replacement - This project replaces the existing 5 million gallon reservoir at the CAP Plant. *Funding Source: Water Rates*

CAP Water Transmission Main - Design and construct a water transmission pipeline from the CAP Water Treatment Plant at Pima and Union Hills Road to 110th Street and Mountain View Road. The pipeline ranges in size from 36 inches to 42 inches. *Funding Source: Water Development Fees*

CAP Water Treatment Plant - Expand the CAP Water Treatment Plant, located west of Pima Road on Union Hills, from 18 million gallons per day (MGD) to 50 MGD. *Funding Sources: Water Rates and Water Development Fees*

CAP WTP Finished Water Reservoir - Design and construct a 5 million gallon reservoir at the CAP Water Treatment Plant located west of Pima Road on Union Hills Road. *Funding Source: Water Development Fees*

CAP WTP Pump Station - Zone 5 - Upgrade the existing pump station at the CAP Water Treatment Plant from 8 million gallons per day to 18.5 million gallons per day. *Funding Source: Water Development Fees*

Carefree Ranch Water Company Modifications - Purchase the assets of the Carefree Ranch Water Company, install telemetry for monitoring and operating the system, and other necessary system modifications. *Funding Source: Water Development Fees*

Chlorine Scrubbers - Install scrubbers at existing well sites that contain chlorinator systems. This improvement will benefit the health and safety of the community by safe guarding against chlorine from the well site into the neighboring residential areas. *Funding Source: Water Rates*

Citywide Flow Monitoring - The City will conduct flow monitoring at various locations throughout Scottsdale to check flow levels in the sanitary sewer system. *Funding Source: Sewer Development Fees*

Cyclic Fatigue Mitigation - Replace, install, and/or retrofit pressure reducing stations as determined by the Cyclic Fatigue Study currently underway. Also, install additional watermains on an as needed basis. *Funding Source: Sewer Development Fees*

Deep Well Recharge and Recovery Facilities - Design and construct deep well recharge and recovery facilities. Location of facilities will be determined by a hydrological study. An application for matching funds from the State Department of Water Resources has been filed. Initial testing has been complete, but locations for wells further north of the Water Campus needs to be researched for possible sites of recharge and recovery. *Funding Source: Water Resources Development Fees*

Demand Study - Perform a detailed demand study to estimate existing and future water and sewer demands. This information will be used in the Master Plan updates and development fee analysis. *Funding Sources: Sewer Development Fees and Water Development Fees*

Doubletree - 96th Street to 104th Street Sewerline - Design and construct a 21-inch sewerline in Doubletree Ranch Road from 96th Street to 104th Street. *Funding Source: Sewer Development Fees*

Downtown Sewer Improvements - Design and construct various sewer lines that require extra capacity due to downtown redevelopment. This project will maintain public health and safety by providing additional sewer capacity in the downtown area as needed. *Funding Source: Sewer Rates*

Dynamite - Scottsdale Road to Pima Road Waterline - Design and construct approximately 2 miles of 24-inch water transmission line from Scottsdale Road to Pima Road. *Funding Source: Water Development Fees*

East Pumpback for Water Campus - Design and construction of the eastern pump back system to convey wastewater to the Water Campus. The system has two pump stations and a 30-inch pipeline in the Pima Road alignment. *Funding Source: Sewer Development Fees*

Electrical Substation - Design, construct and operation of a 230-12.47 KV electrical substation at the Water Campus Facilities. *Funding Source: Water Rates*

Electrical Upgrades at Reservoir #42 - Upgrade the electrical system to handle additional pumps at the Pima/Jomax reservoir site. *Funding Source: Water Rates*

Fire Hydrant Replacement - Replace fire hydrants as needed. *Funding Source: Water Rates*

Gainey Plant Improvements - Design modifications to convert to Nitrification - Denitrification. To maximize its use of effluent, the plant is being modified to take Nitrogen out of its effluent water so that it may be used to recharge into the aquifer, when not being used for irrigation. This will help relieve downstream sewer flows during the winter months. *Funding Source: Sewer Rates*

Gainey Reimbursements - Funding for the contractual obligation for Gainey treatment plant caused by the shortage in funds when the Zone A fees were lowered in this area. *Funding Source: Sewer Development Fees*

Granite Reef Sewerline/Bell to Union Hills - Design and construct an 8-inch sewerline in Granite Reef Road from Bell Road to Union Hills Drive. *Funding Source: Sewer Development Fees.*

Groundwater Treatment Facility Improvements - Design and construct improvements to increase performance of the facility. *Funding Source: Sewer Rates*

Indian School Road Watermain - Scottsdale Road to 68th Street - Design and construct a 36-inch waterline in Indian School Road between 68th Street and Scottsdale Road. *Funding Source: Water Rates*

Initial Recharge and Recovery System - Construct initial recharge and recovery facilities to store various water sources including reclaimed water, excess CAP supplies, and storm water run-off underground for future recovery. *Funding Source: Water Resources Development Fees*

Irrigation Water Distribution System - Design and construct the privately funded IWDS. The IWDS is anticipated to be an 8 mgd non-potable water delivery system for future golf courses north of the CAP canal. The IWDS will generally run from the Pima Freeway and Union Hills, north along Pima Road to Dynamite. *Funding Source: Private Funding*

Large Water Meter Retrofitting - Design and replacement of large water meters and their service lines, size 3-inch and larger. *Funding Source: Water Rates*

Master Plan Update - Perform and update water, wastewater and water quality master plans to ensure that the City is current with future growth statistics and to provide recommendations for capital projects. These master plans aid the Water Resources Department in determining where the future growth will occur and if infrastructure or additional testing is required on the systems. *Funding Sources: Sewer Development Fees, Water Development Fees, and Water Resources Development Fees*

McDowell Mountain Ranch Reservoir Expansion - Design and construct an additional 2.5 million gallon reservoir on the existing site No. 105 at 10775 East Bell Road. *Funding Source: Water Development Fees*

Miller Road Relief Sewer - Indian School to Roosevelt - Design and construct a relief sewer in Miller Road. *Funding Source: Sewer Development Fees*

New Meters at SRP Well Sites - Design and install new meters and station upgrades at eight SRP well sites. *Funding Source: Water Rates*

North Area Recharge / Recovery System - Study the feasibility of a recharge system in the area of Dynamite Road and Pima Road. Design and construct if needed. *Funding Source: Water Development Fees*

North Scottsdale Road Sewer Diversion Project - Design and construct a new sewer diversion system. This system will intercept flows from Scottsdale Road at Deer Valley and direct them to the headworks of the Water Campus via the existing gravity sewer system in the powerline corridor. *Funding Source: Sewer Development Fees*

Odor Control Study/Implementation - Reduce or eliminate excessive odors from the sewer collection system as outlined in the Odor Control Study. This will include but is not limited to the installation odor elimination equipment and additional sewer pipes. *Funding Source: Sewer Rates*

Outer Loop Parallel Sewer - Scottsdale Road to Pima Road - Design and construct an estimated 12-inch sewer line paralleling the north side of the outer loop freeway from Scottsdale Road to Pima Road. *Funding Source: Sewer Development Fees*

Permanent Booster Station - 70th Street and Lone Mountain Road- Replace temporary 1,000 gallon per minute booster station with a permanent 2,400 gallon per minute booster pump station. *Funding Source: Water Development Fees*

Pima Road Sewer - Via Linda to Cholla - Design and construct a relief sewer in Pima Road from Via Linda to Cholla. The preliminary size of the sewer is 27-inches. *Funding Source: Sewer Development Fees*

Pima Road - Ashler Hills to Cave Creek Road Waterline - Design and construct approximately 3.5 miles of parallel water transmission line in Pima Road from booster station #102 at Ashler Hills Drive to Booster Station #92 at Cave Creek Road. Also, the pump stations will be upgraded to provide additional capacity. *Funding Source: Water Development Fees*

Pima Road - Jomax to Ashler Hills Waterline - Design and construct 3.5 miles of water transmission line in Pima Road from Booster Station #42 at Jomax Road to Booster Pump Station #102 at Ashler Hills Drive. Also, the pump stations will be upgraded to provide additional capacity. *Funding Source: Water Development Fees*

Pima Road - Union Hills to Pinnacle Peak Waterline - Design and construct a 24-inch water transmission pipeline under Pima Road between Union Hills Road and Pinnacle Peak Road. *Funding Source: Water Development Fees*

Pressure Reducing Valve Stations - Design and construct modifications to existing pressure reducing valve stations. *Funding Source: Water Rates*

Radio Telemetry - Construct radio telemetry facilities at new and existing water and wastewater facilities. This will improve operational efficiency by controlling and monitoring water and wastewater facilities from a central location. *Funding Sources: Sewer Rates and Water Rates*

Reata Pass/Pima Rd ID Three Basins - The water campus and CAP Water Treatment Plant are located in the assessment areas for the Reata Pass Wash and Pima Channel. *Funding Sources: Sewer Development Fees and Water Development Fees*

Regional Wastewater Reclamation Plant - Design and construct the first phase (4.5 - 6.0 million gallons per day) of a regional 24 MGD wastewater reclamation plant in north central Scottsdale. *Funding Source: Sewer Development Fees*

Relief Sewers - Citywide - This project will provide for the design and construction of relief sewer capacity at various locations around the City as the need arises. *Funding Source: Sewer Development Fees*

Reservoir #80 Treatment System - Implement a treatment process to control scaling in the distribution system supplied by reservoir #80. *Funding Source: Water Rates*

Reservoir Rehabilitation Study - Conduct rehabilitation studies on existing reservoirs to determine repair/replacement needs. *Funding Source: Water Rates*

Residuals Sewerline - Design and construct a 24-inch sewerline from the Water Campus at Union Hills and Pima to Via Linda and Pima. This project will be built with the Pima Freeway project. *Funding Source: Sewer Development Fees*

RWDS Filter Backwash Discharge - Relocating certain RWDS facilities that are in conflict with the new Pima Freeway, Shea to Pima/Princess segment. *Funding Source: RWDS Fund.*

Sampling Stations - Purchase and install 130 dedicated sampling stations over a 2-year period for compliance water quality sampling. *Funding Source: Water Development Fees.*

Scottsdale Road - McKellips to Roosevelt Sewerline - Design and construct a relief sewer in Scottsdale Road between McKellips Road and Roosevelt Road. The preliminary size of the sewer is 8-inches. *Funding Source: Sewer Rates*

Scottsdale Road - Oak to Thomas Sewerline - Design and construct a relief sewer in Scottsdale Road between Oak Street and Thomas Road. *Funding Source: Sewer Rates*

Sewer Collection System Rehabilitation - Televise approximately 740,000 linear feet of 8-inch to 15-inch sewer to determine rehabilitation requirements. Repair and replace sewer lines based on the results. *Funding Source: Sewer Rates*

Sewer Lift Station #2 Upgrade - Replacement of electrical and pumping equipment at existing sewer lift station. *Funding Source: Sewer Rates*

Sewer Oversizing - Oversize sewer facilities to Master Plan standard. *Funding Source: Sewer Development Fees*

Scottsdale Road - Pinnacle Peak Boulders Sewer – The last of ten payments to the Boulders Resort company for sewer upgrades. *Funding Source: Sewer Rates*

SRP Filtration Plant Waterline - Construct 36-inch diameter pipe from the SRP Filtration Plant to the Zone 1 water distribution system. *Funding Sources: Water Development Fees and Water Rates*

SRP Water Treatment Plant - Design and construct a water treatment plant to treat the city's SRP allocation. The preliminary size is 23 million gallons per day. *Funding Sources: Water Development Fees and Water Rates*

Thompson Peak Parkway Transmission Line - Hayden to Pima - Design and construct a 24-inch water transmission lines from the proposed recover wells in the vicinity of Hayden Road and Thompson Peak Parkway to Pima Road and Thompson Peak Parkway. *Funding Source: Water Development Fees*

Utility Sleeve Crossings - Outer Loop - Install steel sleeves at strategic locations, such as bridges, in the route of the Pima Parkway Outer Loop. *Funding Source: Water Development Fees*

Wastewater Reclamation Plant, Phase 2 - Design and construct Wastewater Reclamation Plant portion of Phase 2 of the Water Campus. Phase 2 will provide 4 million gallons per day of wastewater treatment and water reclamation to meet growing wastewater flows. *Funding Source: Sewer Development Fees*

Water Campus Headworks - Design and construct a low head sewer lift station at the headworks of the water reclamation plant which is a component of the water campus. The Water Campus has been master planned to accept this headworks. *Funding Source: Sewer Development Fees*

Water Campus Phase III - This project will expand the capacity of the Water Campus from 12 million gallons per day (MGD) to 16 million gallons per day (MGD). *Funding Source: Sewer Development Fees*

Water Distribution System Improvements - Identify and replace water mains that are inadequately sized as distribution lines. Also, design and construct new water mains at various locations throughout the distribution system to complete loops, provide a backup source, and improve the system to reduce operating costs. *Funding Source: Water Rates*

Water Oversizing - Oversize water facilities to master plan standard. *Funding Source: Water Development Fees*

Water Quality Compliance Laboratory - Design and construct a water quality compliance laboratory at the Water Campus. This laboratory will be utilized to analyze the majority of Water Quality (including CPM/IS, Gainey Ranch WWTP, CAP WTP samples), Wastewater Quality (Pretreatment, NHLW, Local Limits), Stormwater, and Superfund environmental samples. This equipment, with the appropriate staffing, has the ability to analyze the majority of the required compliance drinking water samples and virtually all of the wastewater samples. *Funding Sources: Sewer Rates and Water Rates*

Water Rights Acquisition - Acquire, develop and manage pending and future water resources to meet requirements of build-out demands and secure a long-term assured water supply as projected by the current Water Resources Master Plan. *Funding Source: Water Resources Development Fees*

Waterline Replacements - Design and construct waterline repair/replacement projects at various locations throughout the city to upgrade the water system to acceptable standards. *Funding Source: Water Rates*

Well Site Connections - Design and construct the connection from the wells to the distribution system. *Funding Source: Water Development Fees*

Well Site Treatment - Conduct studies necessary to comply with the Safe Drinking Water Act. *Funding Source: Water Rates*

Well Sites - Design and construct new wells and upgrade existing wells at locations determined through the Master Well Site Study. *Funding Source: Water Development Fees*

WRP Associated Collection System - Construct collection and pumping facilities required to intercept and convey sewer flows to the approved regional wastewater reclamation plant in north central Scottsdale. *Funding Source: Sewer Development Fees*

Zone 2 Pump Station - Design and construct a 14 million gallon per day pump station in conjunction with the Zone 2 reservoir project. *Funding Source: Water Development Fees*

Zone 2 Reservoir - 110th Street and Mountain View - Design and construct a 4.0 million gallon reservoir in the vicinity of 120th Street and Shea Boulevard. *Funding Source: Water Development Fees*

Zone 5 to 7 Pump Station - Pima and Deer Valley - Design and construct a 10 million gallon per day water pump station at Pima and Deer Valley Roads. *Funding Source: Water Development Fees*

Zone 5 E Booster Pump Station and Transmission Line - Install pumps at reservoir site No. 114 located at 120th Street and Cactus Road. In addition, install a 16-inch water transmission line in Cactus Road alignment from 124th Street to 128th Street and in Via Linda from 130th Street to 136th Street. *Funding Source: Water Development Fees*

Zone 12/13 Water System Improvements Phase 1 - Design and construct 1.5 MG Zone 12 reservoir in the vicinity of 112th Street and Dixileta Drive. Design and construct a Zone 13 booster pump station at Alma School Road and Dixileta Drive. Construct approximately 3,000 linear feet of Zone 12 transmission line from the suction side of proposed BPS to the proposed reservoir. Install additional pumps at the existing Zone 12 booster pump station #100. *Funding Source: Water Development Fees*

PARKS

Apache Neighborhood Park - Design and develop five (5) acres of school property for neighborhood use at the closed school. Basic amenities would include grass, playground, parking, and court areas. *Funding Source: General Fund Transfer*

Cactus Park Pool Resurface - Resurface the Cactus Park pool. *Funding Source: General Fund Transfer*

Cactus Pool Chlorine Scrubber - Purchase and installation of a chlorine scrubber at Cactus Pool. *Funding Source: General Fund Transfer*

Chaparral Park Pool Resurface - Resurface the Chaparral Park pool and replace pool decking. *Funding Source: General Fund Transfer*

Chesnutt Park Tennis Court Replacement - Replace Chesnutt Park tennis courts which are 24 years old and replace lighting which would bring it up to city code for neighborhood courts. *Funding Source: General Fund Transfer*

Civic Center Mall Improvements - Improvements include replacing the tile surface, addition of festival seating, permanent stage, redesign walkways, trolley turn-around/aviary, courtyard/eating area, lighting/utility/irrigation improvements and relocation, and redesign of sculpture bases. *Funding Source: General Fund Transfer*

Computerized Central Sprinkling System - Retrofit the entire parks sprinkler system to a computerized central system. *Funding Source: General Fund Transfer*

Dredge South Park Waterways - Dredge the waterways from Eldorado Park (Murray Lane) south to McKellips Lake Park (McKellips Road), plus seal the McKellips Lake Dam located at the south end of the lake. The waterways and lake edges will be refurbished to reflect original specs. *Funding Source: General Fund Transfer*

Eldorado Pool Renovation – Design and build a Family Aquatic Center to replace the 30 year old Eldorado Aquatic Facility. *Funding Source: General Fund Transfer*

Grayhawk Neighborhood Park - Design and build a major community center park as a joint project with the school district and Core North Development. The project will include lighted ball fields, tennis courts, volleyball, and basketball courts. It will also include area lighting, parking lots, walkways, and flood control features. *Funding Source: General Fund Transfer*

Ironwood Village Neighborhood Park - Located at Union Hills and 94th Street. This will be a five acre park with restrooms, playground, tennis, basketball, walkway, ramada, open play area, and parking lot. Land was dedicated in 1987 and $87,000 provided by the developer to design master plan. *Funding Sources: Contributions and General Fund Transfer*

Lighting and Electrical Improvements - Provide lighting and electrical improvements to parks, volleyball and basketball courts, and ramadas. *Funding Source: General Fund Transfer*

McCormick Railroad Park Phase II - Design and build a new model railroad building, new on site parking, and shade covers for the carousel and static train display. *Funding Source: General Fund Transfer*

McDowell Mountain Ranch Park – Design and build a restroom/concession building, two lighted soccer fields, parking, landscape, and irrigation. *Funding Source: General Fund Transfer*

Mountain Preserve Improvements - Variety of public improvements to McDowell Mountain Preserve designed to facilitate visitor access of the area. *Funding Source: Municipal Property Corporation Bonds*

Multi Use Path Lighting - Vista Del Camino – Design and install lighting to a newly constructed section of bike path on the west side of Vista Del Camino Park from McDowell Road to the halfway point between McKellips and Roosevelt Roads. *Funding Source: General Fund Transfer*

Paiute Neighborhood Center Renovation - Renovate the last of the structures of the Paiute Neighborhood Center site to create a fully functioning community center. The site was purchased in 1993/94 and has been systematically renovated. *Funding Source: General Fund Transfer*

Pinnacle Peak Mountain Park - Design and build a park in the Pinnacle Peak Mountain area. Improvements to the area will include trail improvements, parking, restrooms, and an office building. *Funding Source: General Fund Transfer*

Pinnacle Peak Trail Amenities - Design and construct a trail and trailhead on Pinnacle Peak. *Funding Source: General Fund Transfer.*

Playground Equipment Replacement - Replace playground equipment at existing parks. *Funding Source: General Fund Transfer*

Scottsdale Ranch Park Desert Garden Match (50%) - This project consists of improvements to the approximately 5 acres undeveloped parcel in Scottsdale Ranch Park. Design and build a desert educational experience, reconstruction of a natural Sonoran Desert Wash, interpretive trail, sidewalks, playground, small turf area, outdoor classroom, small parking lot, desert vegetation, landscaping, and irrigation. *Funding Sources (for City match): General Fund Transfer*

Skateboard Park - Design and build a facility consisting of a low-impact bowl structure with street skating amenities such as asphalt, concrete, and block for skateboarding. *Funding Source: General Fund Transfer*

Sonoran Hills Park – Design and build phase II of a neighborhood level park on Williams Road south of Pinnacle Peak Road within the Sonoran Hills. This project will include lighted multi-use fields, ramadas, playgrounds, lighted courts including tennis, basketball, and volleyball, and a restroom facility. *Funding Source: General Fund Transfer*

Stonegate Park - Design and build a 24 acre equestrian/neighborhood park at 120th Street south of Shea Boulevard to include lighted arena, parking, restrooms, control building, children's play area, and trails. *Funding Source: General Fund Transfer*

Trail Development/Acquisition - A proactive trail program to help establish key trail linkages, by allowing the City to pursue trail corridor acquisitions. *Funding Source: General Fund Transfer*

Via Linda Senior Center Phase II – Design and build an additional 10,000 square feet to the existing building. Project that will include additional meeting/class rooms, larger billiard room, larger computer room, storage, restrooms, landscaping, and parking. *Funding Source: General Fund Transfer*

Youth Sport Lighting – This project includes poles, fixtures, and lamps to light 16 separate sports fields. Proposed sites include Cheyenne, Hohokam, Mountainside, Supai, Laguna, and Cocopah elementary/middle school ballfields, Chaparral soccer fields, and Indian School ballfields. *Funding Source: General Fund Transfer*

NEIGHBORHOOD

Neighborhood Capital Improvement Program - Assist neighborhoods, on a matching basis, to finance neighborhood improvements such as streetlights, sidewalks, and undergrounding of utilities. *Funding Source: General Fund Transfer*

Neighborhood Enhancement Matching Funds - To provide matching funds for neighborhood enhancement projects, such as utility undergrounding. City Council must approve the proposed use of matching funds. In addition, the matching funds must be the lesser of 10% of the project cost or $500,000. *Funding Source: General Fund Transfer*

Neighborhood Focused Housing Demonstration - Purchase and renovate one home each year in a mature neighborhood. Showcase the renovated home and provide plans and assistance in obtaining building permits to encourage neighborhood redevelopment. *Funding Source: General Fund Transfer*

COMMUNITY PLANNING AND REDEVELOPMENT

1st Avenue Street Enhancements - Design and install streetscape in a two block area. Improvements include enhanced lighting, a street tree program, and street furniture. Anticipated contribution from business owners of $212,000. *Funding Source: General Fund Transfer*

68th Street Footbridge - The completion of a footbridge designed to screen the new SRP gate structure located on the Arizona Canal just east of 68th Street in the Downtown Waterfront District. The footings and piers are already in place. An art component will be included in the design. *Funding Source: General Fund Transfer*

Character Area Design Funds - Establish a design fund which supports the development of character area plans. *Funding Source: General Fund Transfer*

Character Area Improvement Fund - To provide for minor physical improvements generated by character area plans that would not otherwise have a funding source. *Funding Source: General Fund Transfer*

Character Area Planning - These programs will help to celebrate and define unique areas through the design and development of unifying themes that reflect an area's identity, as defined by its residents and property owners. These unifying themes may

include development and/or enhancement of streetscapes, entry signs/gateways, landscapes, and public art projects. *Funding Source: General Fund Transfer*

Civic Center/Downtown Parking - Acquire sites and construct parking facilities in several locations in the Civic Center and Downtown areas. *Funding Source: General Fund Transfer*

D.C. Ranch Citizen Service Center - Citizen service centers provide a convenient location for citizens to do business with the City. A few of the services provided include a convenient place for paying water bills, returning library books, buying bus tickets, and receiving information regarding City ordinances and policies. *Funding Source: General Fund Transfer*

Downtown Directional Signs - Install additional directional sign units in the downtown Scottsdale area to assist visitors. *Funding Source: General Fund Transfer*

Footbridge for Fifth Avenue Area - West - Design and construct a footbridge linking the Waterfront with the Fifth Avenue area. *Funding Source: General Fund Transfer.*

Marshall Way Corridor Street Enhancement - Street enhancements to the three-fourths mile long, Marshall Way corridor linking the Waterfront and Fashion Square to Downtown's specialty retail districts and new transportation center. The project is a vital link connecting various downtown activity centers. ISTEA grant funds are being applied for. *Funding Source: General Fund Transfer*

Scottsdale Papago Streetscape - To provide enhanced landscaping and pedestrian areas along Scottsdale Road, from Thomas to McKellips and along McDowell Road from 64th Street to Granite Reef. The design concept consists of two Elements, A and B. "A" occurs at the bus stops and includes seatwalls, landscaping, and transit amenities. "B" consists of clusters of trees and shrubs. The project also includes integrated public art. *Funding Transfer: General Fund Transfer*

Stadium Focus Area - Mall Extension - Design and expand the current Civic Center Mall. This project is located in the center of the Stadium Focus redevelopment Area. In addition, includes improvements in front of the Justice Center and Civic Center Library. *Funding Transfer: Private Contributions.*

Villa Monterey Golf Course Multi-Path Underpass - Design and construct a multi-path underpass, from north to south under Chaparral Road just east of Hayden Road. *Funding Source: General Fund Transfer*

Waterfront Attraction - To partner with private development to provide a water-based major destination attraction in the Downtown area. In addition, the project will underground utilities and reconfigure canal banks. *Funding Sources: Municipal Property Corporation Bonds and Transient Occupancy Tax*

Waterfront Gateway - This represents an opportunity for a prospective developer to pay for canal bank improvements north/east of the Scottsdale Road and Camelback intersection, subject to the execution of a redevelopment agreement. *Funding Sources: Contributions*

Waterfront Park - Design and construct interim park improvements in the Waterfront area. *Funding Source: General Fund Transfer*

Waterfront Transit Bridge – Design and construct a bridge that will carry transit vehicles across the Arizona Canal between the Waterfront and Stetson Drive. This project is one of three bridges planned for the Waterfront project. The scope includes the bridge, pedestrian underpasses, land acquisition, landscape enhancements and linkages to the City's loop drive. *Funding Source: General Fund Transfer*

WestWorld - Additional Permanent Barns - Design and construct eight additional permanent barns. *Funding Sources: Municipal Property Corporation Bonds*

WestWorld - Covered Arena and Walkway to Equidome - Cover an additional arena. The cover will be a canopy structure, not an enclosed structure. In addition, this project includes lighting and sprinklers. *Funding Sources: Municipal Property Corporation Bonds*

WestWorld Improvements - Design and construct improvements that will make the facility more functional for events and bring the facility up to City standards. *Funding Source: General Fund Transfer*

WestWorld - Public Recreation Facility and Trailhead – Design and construct an unlit arena and an extra paved parking area. In addition, this project includes the design and construction of a clubhouse and restroom facility adjacent to the Trailhead. A BOR contribution will be applied for in the estimated amount of $150,000. *Funding Source: General Fund Transfer*

SPECIALTY AREAS

Art In Public Places - Provide funding for the City's allocation of 1% of current revenue-funded capital projects as required by City ordinance. *Funding Sources: General Fund Transfer, Wastewater Rates, and Water Rates*

Civic Center Municipal Office Building Program - Provides funding for a staff space needs assessment and the architectural programming of a new office building in the Civic Center area. *Funding Source: General Fund Transfer*

Desert Discovery Museum - An Interpretive Center featuring the north Scottsdale desert landscape. It will be located at a City-owned site at Pinnacle Peak in conjunction with Pinnacle Peak Park. This project has been initiated by the Tourism Development Commission as a major north Scottsdale tourist attraction. *Funding Sources: Municipal Property Corporation Bonds and Transient Occupancy Tax*

Indian Bend Wash Channel Restoration - Design and construct a municipal golf course at the inlet and interceptor channels of the Indian Bend Wash near Indian Bend Road. *Funding Source: General Fund Transfer*

McDowell Mountain Land Acquisition - Acquire land for the McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving plants and wildlife, and providing public access to the McDowell Mountains and Sonoran Desert. *Funding Sources: McDowell Mountain Preserve Privilege Tax and Scottsdale Preserve Authority Bonds*

Southeast Redevelopment Area - A comprehensive and cooperative approach to redevelopment in the Southeast Downtown Redevelopment Area. Implementation of the plan will be strengthened by bringing together diverse resources of the City, private groups, and non-profit organizations in a cooperative effort. *Funding Source: General Fund Transfer*

MUNICIPAL FACILITIES

ADA Improvements - This project is for the removal of identified physical barriers to persons with disabilities. Individual projects include the upgrading of restroom facilities, installation of curb cuts, and creation of accessible parking to current ADA (Americans with Disabilities Act) specifications. *Funding Source: General Fund Transfer*

Civic Center Municipal Office Building Land Acquisition - Purchase property for the new proposed Civic Center Municipal Office Building. *Funding Source: General Fund Transfer*

Civic Center Expansion Demo & Off Site Work - Design, asbestos abatement and demolition of existing improvements located in the site for the new Civic Center Office Building. *Funding Source: General Fund Transfer*

Civic Center Campus Expansion - Develop a comprehensive Master Plan for the Civic Center Mall Complex, including assessing the current facilities, the city's staffing needs, the impacts of technology, and the needs for public assembly and public meeting rooms. The plan will address opportunities in accordance with the Southeast Downtown Redevelopment Plan and will incorporate the current plans for the western portion of the Mall. *Funding Source: General Fund Transfer*

Fleet Maintenance Facility North Satellite - Redesign and renovation work of the Jomax and Pima Rural Metro Fire Station after Rural Metro relocates into new Fire Station. *Funding Source: Fleet Rates*

Fleet Management Office Renovation - Via Linda Corp Yard - Design and renovation work of the Fleet Management Servicewriter Office. This design and renovation work is the second phase of Fleet Management's long range office plans.

Graphic Presentation Capabilities for KIVA - To provide capabilities of graphical presentation for Council, Staff, and Citizens in the KIVA. This project is to be done in conjunction with the Renovations to City Hall, Phase II. *Funding Source: General Fund Transfer*

Human Resources Building Remodel - Design and renovation work to better accommodate public and employee customers. *Funding Source: General Fund Transfer*

HRS Building Remodel Phase II – Employee Learning Center - Design and renovation work of the HRS campus east wing for the Scottsdale University. *Funding Source: General Fund Transfer*

Justice Center Purchase - Exercise the City's option to buy out the remaining portion of the Maricopa County Justice Courts' lease. *Funding Source: General Fund Transfer*

Justice Center Remodel - Design and renovation work after the purchase of the Justice Court. *Funding Source: Court Enhancement Fund.*

McKellips Service Center - Design and renovation work of the City's former Corporation Yard and establish a south area satellite service yard facility. *Funding Sources: General Fund Transfer and Fleet Rates*

Municipal Services North Satellite Facility - Purchase approximately 10 acres in the "E" Planning Zone. In addition, design, and construct multi-use facility for Solid Waste, Field Services, Fleet Management. *Funding Source: Municipal Property Corporation Bonds*

One Civic Center Expansion - Enclose ground level parking area of the One Civic Center building to provide additional office space. *Funding Source: General Fund Transfer*

Redevelopment and Urban Design Studio - Purchase and renovate office space for the Redevelopment and Urban Design Studio. *Funding Source: General Fund Transfer*

Remodel Water/WW Operations Building - Design and renovate office space at the Water and Wastewater Operations Building. *Funding Source: Other.*

Renovations to City Hall, Phase II - Renovations to the City Hall facility including recarpeting, repair to ceilings, and renovation to the KIVA meeting space. Additionally new race ways to support changes in audio/visual technologies shall be installed to better communicate public issues to the Council and Commissions. *Funding Source: General Fund Transfer*

Scottsdale Mall West Restroom Renovations – Demolish and replace the existing restroom facilities located directly south of the Pepperwood building and west of the Chamber of Commerce. *Funding Source: General Fund Transfer*

Technology Center Remodel - Design and renovation work of the Technology Center. *Funding Source: General Fund Transfer*

MANAGEMENT SYSTEMS

Accounting System Upgrades - Purchase and installation of application upgrades to ensure year 2000 compatibility. Additional applications include Decision Support, Capital Project Accounting, and Budget. *Funding Sources: General Fund Transfer and Water Rates*

Aerial/Orthographic Photos - Purchase 1997 aerial orthophotos. Funding in 1998/99 is to update the orthophotos. *Funding Source: General Fund Transfer*

Automate Criminal Justice System - Purchase hardware, software, and technical consulting to automate paper processes and develop a database to track statistical information for workload indicators in the Prosecution Division of the City Attorney's office. *Funding Source: General Fund Transfer*

Automated Payroll Time Entry System - Purchase and install an automated time entry system to replace current use of paper timesheets. *Funding Source: General Fund Transfer*

City Clerk - Imaging via the Intranet - Purchase and install an imaging system to share information over the intranet. *Funding Source: General Fund Transfer*

Citycable 7 Equipment Replacement - Replace two editing systems, two field cameras, replace and upgrade the KIVA video system. *Funding Source: General Fund Transfer*

City-wide Phone and Data Communication System Replacement - Upgrade the City's telephone system main processing equipment, replace 23 remote systems and provide for additional voice and data capacity. This project will provide a voice and data infrastructure that will be used to provide city services to 54 city facilities. *Funding Source: Municipal Property Corporation Bonds*

Community Development IVR to replace BIPS - Purchase and install an Interactive Voice Response (IVR) system to replace the Building Inspection, Planning Permitting System (BIPS) that is not Y2K compliant. *Funding Source: General Fund Transfer*

Community Development Records Imaging - Purchase and install a document imaging system in order to provide electronic access to all historical and existing development records within the city. *Funding Source: General Fund Transfer*

Community Development Tracking System - Purchase and install a Tracking System to replace the Mapper based Building Inspection Permitting System (BIPS). BIPS is not Y2K compliant. *Funding Source: General Fund Transfer*

Computer Plotters - Purchase computer plotters to provide output from the Geographic Information System. *Funding Source: General Fund Transfer*

Courts Digital Recording Equipment - Purchase and install digital trial/hearing recording equipment. *Funding Source: Court Enhancement Fund*

Courts Imaging - Purchase and install a document imaging system to fully integrate imaging within the court case and financial management systems. *Funding Source: Court Enhancement Fund*

Customer Service Document Imaging - Expansion of the imaging pilot program to incorporate all customer related documents processed in customer service. *Funding Sources: General Fund Transfer and Water Rates*

GIS Application Surveys - Maintain the As-Built Maintenance program. *Funding Source: General Fund Transfer*

GIS Applications - KIVA Phase II - Purchase, install, and train for the second phase of the Land Information System on the Geographic Information System, integrating Permitting, Building Inspections, Zoning Enforcement, and Development Review. *Funding Source: General Fund Transfer*

GIS Tier Two Enhancements - Accelerate the development of real-time modeling and visualization tools for land use and infrastructure decision making requiring the acquisition of high-end computer workstations and software which have the capacity to manage the massive amounts of data and images involved. *Funding Source: General Fund Transfer*

Human Resources Document Imaging System - Purchase and install a document imaging system to fully integrate imaging within the Human Resources Management System. *Funding Source: General Fund Transfer*

Human Resources IVR - Purchase and install an Interactive Voice Response (IVR) system to fully integrate the Human Resources Management System. *Funding Source: General Fund Transfer*

Information Services Helpline – Provides for helpline software maintenance, as well as upgrade/ replacement of WEB and asset management modules. *Funding Source: General Fund Transfer*

Information Services Network Infrastructure - This project allows for the upgrade in capacity and speed of the City's network infrastructure. *Funding Source: PC Replacement Rates*

Information Services Server Infrastructure - This project allows for the upgrade and ongoing replacement of the City's UNIX and NT server infrastructure. *Funding Source: PC Replacement Rates*

Intranet/Internet Access - Continue development of the City's Internet and Intranet sites. The development of the City's current Internet and Intranet sites has been largely volunteer, and the information published on the sites is static in nature. This project would provide the hardware, software, consulting and training needed for City staff to publish dynamic and up to date information on our Internet and Intranet servers. *Funding Source: General Fund Transfer*

Library Network Conversion – Upgrade/ replacement of various technologies, such as the replacement of VT terminals still installed at all library sites, switches, cabling, and the replacement of old PCs that are not covered under the IS PC replacement plan. *Funding Source: General Fund Transfer*

Replacement of CityCable 11 production truck - Replace the CityCable 11 production truck and equipment. The project scope includes replacement of the vehicle, four cameras, a video switcher, two playback units, monitors and audio control board, power generators, roughly 1,200 feet of cable and various ancillary equipment. *Funding Source: General Fund Transfer*

Special Assessment System - Purchase and install a PC supported system to replace the existing system. *Funding Source: Special Assessment Fees*

Utility Billing System - Purchase and install a new utility billing system that utilizes new technology that will meet the needs of our internal and external customers. *Funding Sources: Sanitation Rates, Sewer Rates, and Water Rates*

POLICE

AFIS Replacements & Improvements - Purchase and install an Automated Fingerprint Identification System (AFIS) and replace the existing equipment to streamline the fingerprint process and maximize technology currently being used throughout the country. *Funding Source: General Fund Transfer*

Desert Foothills Joint Use Police Facility – Design and construct a policy facility and a fire station on land donated by D.C. Ranch. *Funding Source: General Fund Transfer*

Barcode Equipment for Property/Evidence/Asset Tracking - Add bar code equipment to facilitate the inventory and checkout of property and evidence items impounded by the police department. This equipment will also be used for tracking assets. *Funding Source: General Fund Transfer*

Explosive Ordnance Disposal Equipment - Purchase explosive ordnance disposal equipment in order to appropriately respond to the increasing threat of criminal activity involving explosives. *Funding Source: General Fund Transfer*

Family Violence Center - Fund Scottsdale's share of an off site Family Violence Center providing for crime victims. The center will house police, social workers, prosecuting attorneys and on-site physicians. The goal is to have the criminal justice, medical, and social staff work together in one facility to reduce additional trauma experienced by crime victims. *Funding Source: General Fund Transfer*

Laptop Computer Maintenance & Replacement - Purchase and install laptop computers used by officers and detectives in their daily work. *Funding Source: General Fund Transfer and PC Replacement Fund*

Police Criminal Justice Automated System - Purchase and install an automated fingerprint identification system (AFIS) that is interactive with local, regional, and state identification databases; install an automated Police Records Management System (RMS); and replace existing Police Computer Aided Dispatch (CAD). *Funding Source: RICO.*

Police RMS/AFIS Enhancements - Continue implementing the Records Management System (RMS) and Automated Fingerprint Identification System (AFIS) which automate critical police functions. During the design and implementation, numerous enhancements were identified which would increase the efficiency and effectiveness of the police department. These enhancements range in complexity from the addition of a single data element captured in a database, to the integration of imaging to capture and retrieve documents and photographs related to a case or a person. *Funding Source: General Fund Transfer*

Police Training Facility, Phase 2 - Design and construct a joint police and fire training building at the current facility site to include two classrooms, covered ramada and bleachers, restroom facilities, SWAT training area and associated site work. *Funding Source: General Fund Transfer*

Police Vehicle Computer Program - Replace existing mobile data network and mobile data terminals in the police patrol vehicles. *Funding Source: RICO.*

Replacement of STX Radios - Replace 239 portable radios assigned to the Police Department. This project staggers the purchase of new radios over 5 years. *Funding Source: General Fund Transfer*

Smartzone Radio System Replacement - Upgrade the current 800 MHz voice radio system to the Maricopa County Smartzone System to enhance system coverage and to increase officer efficiency. *Funding Source: General Fund Transfer*

Take Home Vehicle Program - This project is to establish a take home patrol vehicle program in the interest of increasing police visibility (and visible reassurance), providing deterrence and enhancing neighborhoods at risk. The program will provide a personally assigned, fully marked police vehicle to each patrol officer who resides in the city and chooses to participate in the program. *Funding Source: General Fund Transfer*

FIRE

Desert Foothills Fire Station at Pima and Thompson Peak - Construct a fire station for fire and emergency medical response. *Funding Sources: General Fund Transfer and 1989 General Obligation Bonds*

Fire Station #10 - Vehicle and Equipment (Miller & Thomas) - Purchase a fire engine vehicle and equipment. *Funding Source: General Fund Transfer*

Fire Station #13 - Vehicle and Equipment (Via Linda) - Purchase a fire engine vehicle and equipment. *Funding Source: General Fund Transfer*

Fire Station #17 - Vehicle and Equipment (Bell & 100th St) - Purchase a fire engine vehicle and equipment. *Funding Source: General Fund Transfer*

Fire Station #17 - Vicinity of Bell Road and 100th Street - Construct a fire station for fire and emergency medical response. Project budget assumes no cost to City for land. *Funding Source: General Fund Transfer*

Fire Station #18 Pinnacle Vista and 100th Street - Construct a fire station for fire and emergency medical response. Project budget assumes no cost to City for land. *Funding Source: General Fund Transfer*

Fire Station #18 - Vehicle and Equipment (Pinnacle Vista & 100th St) - Purchase a fire engine vehicle and equipment. *Funding Source: General Fund Transfer*

Fire Station #20 - Vehicle and Equipment (Pima & Cave Creek) - Purchase a fire engine vehicle and equipment. *Funding Source: General Fund Transfer*

Fire Station #27 - Ashler Hills and Pima - Construct a fire station for fire and emergency medical response. *Funding Source: General Fund Transfer*

Fire Training Facility, Phase 2 - Construct a joint police and fire training building to include two classrooms, covered ramada and bleachers, a burn building addition, garage and storage building, training high-rise tower, and associated site work. *Funding Source: General Fund Transfer*

Refurbish Two Fire Engines - Refurbish two fire engine vehicles instead of replacing them. *Funding Source: General Fund Transfer*

Projects are prioritized based on City Critical Objectives and Strategies, department priorities, anticipated funding sources, and the International City Management Association (ICMA) Project Prioritization Matrix as adjusted for the City of Scottsdale. The ICMA Prioritization Criteria were obtained from Capital Projects: New Strategies for Planning, Management, and Finance, Copyright 1989, pp 85-87.

1 Capital Costs - These represent the annual total costs, including future year capital costs. Also to be considered is whether the proposed project will reduce future capital costs, for example, a rehabilitation project that averts a more expensive, subsequent replacement, and the extent of such savings.

2 Annual Costs - The expected change in operation and maintenance costs. Operating departments provide year-by-year estimates of the additional costs or reductions likely in the operating budget because of the new project. Also to be considered is changes in revenues which may be affected by a project, for example, the loss in property taxes incurred when private land is used for a capital project.

3 Health and Safety Effects - This criterion includes health-related environmental impacts like reductions/increases in traffic accidents, injuries, deaths, sickness due to poor water quality, health hazards due to sewer problems, etc.

4 Community and Citizen Benefits - Economic impacts such as property values, the future tax base, added jobs, income to citizens, changes in business income, and the stabilization (or revitalization) of neighborhoods. Such impacts may apply more to capital projects related to growth and expansion than to infrastructure maintenance although deteriorating structures can adversely affect business.

5 Environmental, Aesthetic, and Social Effects - A catch-all criterion for other significant quality-of-life-related impacts, this includes community appearance, noise, air and water pollution effects, households displaced, damage to homes, effect on commuters, changes in recreational opportunities, etc.

6 Distributional Effects - Estimates of the number and type of persons likely to be affected by the project and nature of the impact — for instance, explicit examination of project impact on various geographical areas; on low-moderate income areas; and on specific target groups. Equity issues are central here — who pays, who benefits, and the social goals of the jurisdiction.

7 Public Perception of Need - This criterion refers to project assessment of (a) the extent of public support; (b) interest group advocacy and/or opposition.

8 Feasibility of Implementation - This element is a measure of (a) special implementation problems (e.g., physical or engineering restraints) and (b) compatibility with the General Plan.

9 Implication of Deferring the Project - Deferring capital projects is tempting for hard-pressed governments but an estimate of the possible effects, such as higher future costs and inconvenience to the public, provides valuable guidance in proposal assessment.

10 Uncertainty of Information Supplied - Amount of uncertainty and risk - For each proposal, each of the above criteria will have associated with it some degree of uncertainty as to cost estimates, effect on service quality, or impact of new procedures. When substantial uncertainties exist regarding any of the evaluation criteria for any proposal, the City should consider estimating, at least in broad terms, the amount of uncertainty — probability of occurrence — and the magnitude of the likely negative consequences. Few cities generate such information but even "educated guesses" are useful here.

11 Effect on Interjurisdictional Relationships - Possible beneficial/adverse effects on relationships with other jurisdictions or quasi-governmental agencies in the area constitute this criterion. Such effects, e.g., waste disposal via landfills in other jurisdictions, are likely to require special regional coordination and could impair the proposal's attractiveness.

12 City critical objective - If a capital project directly addresses a City critical objective, the relative attractiveness of that project increases.

After the priority list of projects is completed, the list will be reviewed from two more viewpoints: (1) Does the list stand an "intuitive check"? Do projects fall in the priority order that was "anticipated"?; and (2) Are there any linkages between projects? Are any projects related to each other geographically, or otherwise, such that having them accomplished concurrently would be advantageous? What about sequencing or timing? Are any projects dependent on the completion of other projects? Adjustments to the priority list may be necessary dependent on this final review.

Staffing

This section provides details of all staffing authorized to provide citizen/program services, as previously summarized in the Departmental Budget section.

Staffing Equivalency

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
General Government					
Full-time	133.00	154.00	161.00	186.00	193.00
Part-time	6.50	13.40	13.81	8.47	7.97
Contractual	2.10	14.13	13.00	3.90	4.00
On Call/Overtime/Other	1.88	2.18	3.73	3.64	3.63
FTSE	143.48	183.71	191.54	202.01	208.60
Police					
Full-time	407.00	424.00	450.00	455.00	486.00
Part-time	1.10	2.10	2.11	2.11	3.09
Contractual	-	-	-	-	-
On Call/Overtime/Other	39.70	39.70	41.30	37.51	38.89
FTSE	447.80	465.80	493.41	494.62	527.98
Financial Services					
Full-time	114.00	121.00	125.00	134.00	138.00
Part-time	2.90	2.00	1.97	2.47	2.97
Contractual	6.60	2.00	2.00	1.00	1.00
On Call/Overtime/Other	1.57	1.57	1.57	1.82	1.93
FTSE	125.07	126.57	130.54	139.29	143.90
Transportation					
Full-time	33.00	35.00	35.00	40.00	41.00
Part-time	2.40	2.40	2.32	1.85	1.85
Contractual	1.00	1.40	1.40	0.40	0.40
On Call/Overtime/Other	0.51	0.51	0.51	0.32	0.32
FTSE	36.91	39.31	39.23	42.57	43.57
Community Services					
Full-time	278.00	284.00	290.00	302.00	314.00
Part-time	146.90	153.90	155.88	156.27	159.33
Contractual	33.00	36.80	37.78	42.77	42.27
On Call/Overtime/Other	13.30	13.30	14.03	14.92	14.92
FTSE	471.20	488.00	497.69	515.96	530.52
Information Systems					
Full-time	52.00	52.00	53.00	63.00	64.00
Part-time	0.80	0.80	0.81	0.81	0.81
Contractual	15.50	18.31	20.31	14.10	12.94
On Call/Overtime/Other	1.43	1.43	1.43	1.95	1.95
FTSE	69.73	72.54	75.55	79.86	79.70
Planning and Development					
Full-time	128.00	143.00	145.00	178.00	195.00
Part-time	4.10	2.80	2.80	-	-
Contractual	54.00	44.30	55.30	45.29	29.29
On Call/Overtime/Other	3.53	3.53	3.53	4.37	4.37
FTSE	189.63	193.63	206.63	227.66	228.66
Water Resources					
Full-time	78.00	95.00	119.00	126.00	126.00
Part-time	0.70	0.80	0.75	0.75	0.75
Contractual	15.60	16.64	16.64	15.64	15.64
On Call/Overtime/Other	4.32	4.32	4.32	4.99	4.99
FTSE	98.62	116.76	140.71	147.38	147.38
Municipal Services					
Full-time	175.00	177.00	177.00	186.00	189.00
Part-time	3.30	2.30	2.25	3.75	3.75
Contractual	1.00	2.00	1.00	1.00	1.00
On Call/Overtime/Other	5.70	5.70	5.70	6.46	6.52
FTSE	185.00	187.00	185.95	197.21	200.27
Total Full-time	**1,398.00**	**1,485.00**	**1,555.00**	**1,670.00**	**1,746.00**
Total Part-time	**168.70**	**180.50**	**182.70**	**176.48**	**180.52**
Total Contractual	**128.80**	**135.58**	**147.43**	**124.10**	**106.54**
Total On Call/Overtime/Other	**71.94**	**72.24**	**76.12**	**75.98**	**77.52**
Total Full-time Staffing Equivalents (FTSEs)	**1,767.44**	**1,873.32**	**1,961.25**	**2,046.56**	**2,110.58**

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
General Government					
Full-time	133	154	161	186	193
Part-time	11	19	20	16	15
Police					
Full-time	407	424	450	455	486
Part-time	3	5	5	5	5
Financial Services					
Full-time	114	121	125	134	138
Part-time	5	3	3	4	5
Transportation					
Full-time	33	35	35	40	41
Part-time	4	3	3	3	3
Community Services					
Full-time	278	284	290	302	314
Part-time	396	422	427	429	438
Information Systems					
Full-time	52	52	53	63	64
Part-time	1	1	1	1	1
Planning and Development					
Full-time	128	143	145	178	195
Part-time	5	3	3	-	-
Water Resources					
Full-time	78	95	119	126	126
Part-time	1	1	1	1	1
Municipal Services					
Full-time	175	177	177	186	189
Part-time	4	3	3	5	5
Total Full-time	**1,398**	**1,485**	**1,555**	**1,670**	**1,746**
Total Part-time	**430**	**460**	**466**	**464**	**473**
Total Authorized Positions	**1,828**	**1,945**	**2,021**	**2,134**	**2,219**

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
GENERAL GOVERNMENT					
01010 Legislative					
Executive Secretary	2	2	1	1	1
Executive Secretary to Mayor			1	1	1
Management Assistant	1	1	1	1	1
Mayor and Council	7	7	7	7	7
Total Full-time	10	10	10	10	10
Total FTE	10.00	10.00	10.00	10.00	10.00
01030 City Clerk					
Administrative Secretary	1	1	1	1	1
City Clerk	1	1	1	1	1
City Clerk Assistant I	1	2	2	2	2
City Clerk Assistant II	2	2	2	2	2
Deputy City Clerk	1	1	1	1	1
Technical Coordinator	1	1	1	1	1
City Clerk Aide*	1	1	1	1	1
Total Full-time	7	8	8	8	8
Total Part-time*	1	1	1	1	1
Total FTE	7.30	8.50	8.50	8.50	8.50
01050 City Attorney - Civil Division					
Assistant City Attorney	11	2	2	2	2
City Attorney	1	1	1	1	1
Clerk Typist - Law			1	1	1
Deputy City Attorney	1	3	3	3	3
Legal Assistant	1	1	1	1	1
Legal Secretary	3	4	4	4	4
Office Coordination Assistant - Law	1	1	1	1	1
Office Coordination Manager -Law	1	1	1	1	1
Sr Assistant City Attorney		5	5	5	5
Systems Integrator				1	1
Victim Assistance Advocate		1	1	1	2
Victims Assistance Notification Clerk		1	1	1	1
Victims Assistance Program Administrator	1	1	1	1	1
Clerk Typist - Law*	1	1	1	1	1
Deputy City Attorney*	1	1	1	1	1
Victims Assistance Advocate*				1	-
Total Full-time	20	21	22	23	24
Total Part-time*	2	2	2	3	2
Total FTE	21.00	22.20	23.22	24.72	25.22
01051 City Attorney - Prosecution Division					
City Prosecutor		1	1	1	1
Law Clerk	1	1	1	1	1
Legal Assistant	1	3	3	3	3
Legal Secretary	2	2	2	2	2
Prosecution Supervisor		1	1	1	1
Prosecutor I	6	4	4	4	4
Prosecutor II		3	4	4	4
Secretary - Law	3	3	3	3	3
Systems Integrator				1	1
Total Full-time	13	18	19	20	20
Total FTE	13.00	18.00	19.00	20.00	20.00

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
01070 City Auditor					
Administrative Secretary	1	1	1	1	1
Assistant City Auditor	2	2	2	2	2
City Auditor	1	1	1	1	1
Internal Auditor	2	3	3	3	3
Senior Auditor	1	1	1	1	1
Total Full-time	7	8	8	8	8
Total FTE	7.00	8.00	8.00	8.00	8.00
01080 Court					
Administrative Secretary	1	1	1	1	1
Associate City Judge	2	2	2	2	2
Case Management Coordinator			1	1	1
City Judge	1	1	1	1	1
Court Analyst		1	1	1	1
Court Interpreter				1	1
Court Security Screener			2	2	2
Court Services Director	1	1	1	1	1
Court Services Representative	15	16	16	27	29
Court Services Supervisor	2	2	2	2	2
Court Systems Analyst	1	1	1	1	1
Hearing Officer		1	1	1	1
Probation Officer					1
Revenue Collector					1
Senior Court Services Representative	6	5	5	5	5
Systems Integrator				1	1
Court Security Guard*	3	3	3	4	4
Court Security Screener*		-	1	1	1
Hearing Officer*		1	1	1	1
Total Full-time	29	31	34	47	51
Total Part-time	3	4	5	6	6
Total FTE	30.30	33.40	36.90	49.88	53.88
01110 City Manager					
Assistant City Manager	2	3	3	3	3
Assistant to the City Manager	1	1	-	-	-
City Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Executive Secretary	3	3	3	3	3
Executive Secretary/City Manager	1	1	1	1	1
Senior Executive Assistant	1	1	1	1	1
Administrative Assistant*	1				
Total Full-time	10	11	10	10	10
Total Part-time*	1	-	-	-	-
Total FTE	10.60	11.00	10.00	10.00	10.00
01120 Communications and Public Affairs					
Administrative Secretary	1	1	1	1	1
Communications and Public Affairs Officer	1	1	1	1	1
Graphics Design Coordinator	1	1	1	1	1
Media Relations Manager		1	1	1	1
Public Affairs Manager	1	1	1	1	1
Public Information Coordinator	4	4	4	3	3
Public Information Coordinator*	1	1	1	1	1
Total Full-time	8	9	9	8	8
Total Part-time*	1	1	1	1	1
Total FTE	9.60	9.70	9.65	8.65	8.65

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
01121 Citycable					
Video Production Assistant	1	1	1	1	1
Video Production Manager	1	1	1	1	1
Video Production Specialist	1	1	1	2	2
Video Production Assistant*		1	1	-	-
Total Full-time	3	3	3	4	4
Total Part-time*	-	1	1	-	-
Total FTE	3.00	3.50	3.50	4.00	4.00
01130 Intergovernmental Relations					
Government Relations Coordinator	1	1	1	1	1
Government Relations Director	1	1	1	1	1
Administrative Secretary*	1	1	1	1	1
Total Full-time	2	2	2	2	2
Total Part-time*	1	1	1	1	1
Total FTE	2.70	2.70	2.72	2.72	2.72
01140 Human Resources System					
Clerk Typist				2	2
Contract Officer	1				
General Manager	2	1	1	1	1
HRS Account Consultant	4	6	7	7	8
HRS Administrative Services Manager	1	1	1	1	1
HRS Administrator	1	1	1	1	1
HRS Associate	6	6	6	6	6
HRS Director	1	1	1	1	1
HRS Employee Programs Coordinator	1	1	1	1	1
HRS Employee Relations Officer			1	1	1
HRS Systems Consultant	5	5	5	5	6
HRS Technology Specialist	1	1	1	1	1
Work/Life Diversity Officer	1	1	-	-	-
Endowment Officer *	1	1	1	1	1
HRS Associate*	1	1	1	2	2
Human Resources Account Consultant*		1	1	1	1
Total Full-time	24	24	25	27	29
Total Part-time*	2	3	3	4	4
Total FTE	25.00	25.50	26.50	29.00	31.00
01145 Endowment					
Endowment Officer				1.00	1.00
Total Full-time	-	-	-	1.00	1.00
Total FTE	-	-	-	1.00	1.00

The Human Resources Program is assigned 62 positions to be used as fill-ins when employees are unavailable to work. They are not included in the part-time position count. These undesignated positions are available to any program that can justify the need for a temporary worker and has funds available in their budget.

01152 WestWorld Facility					
Assistant Operations Coordinator		1	1	1	1
Contract Officer		1	1	1	1
Customer Service Representative		1	1	1	1
Facilities Manager		2	2	2	2
Maintenance Worker I				4	4
Maintenance Worker II				1	1
Maintenance Worker III		1	1	2	2
Office Coordination Manager		1	1	1	1
Secretary		1	1	1	1
WestWorld Events Contract Coordinator		1	1	1	1
Maintenance Worker I *		6	6	-	-
Total Full-time	-	9	9	15	15
Total Part-time*	-	6	6	-	-
Total FTE	-	14.90	14.82	15.00	15.00

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
01170 Office of Diversity and Dialogue					
Administrative Secretary			1	1	1
Diversity and Dialogue Officer			1	1	1
Scottsdale Voices				1	1
Total Full-time	-	-	2	3	3
Total FTE	-	-	2.00	3.00	3.00
Department Total Full-time	**133**	**154**	**161**	**186**	**193**
Department Total Part-time*	**11**	**19**	**20**	**16**	**15**
Department Total FTEs	**139.50**	**167.40**	**174.81**	**194.47**	**200.97**
POLICE					
02100 Chief of Police					
Administrative Secretary	1	1	1	1	1
Deputy Police Chief	1	1	1	1	1
Executive Assistant Police Chief	1	1	1	1	1
Executive Secretary	1	1	1	1	1
Police Administrative Services Director				1	1
Police Analyst	1			1	1
Police Budget Manager		1	1	1	1
Police Chief	1	1	1	1	1
Police Lead Detention Officer	1				
Total Full-time	7	6	6	8	8
Total FTE	7.00	6.00	6.00	8.00	8.00
02200 Uniformed Services					
Parking Control Checker	1	1	1	1	1
Police Aide	27	26	29	25	31
Police Captain	3	3	3	3	3
Police Contract Administrator				1	1
Police Lieutenant	7	7	7	9	9
Police Officer	146	148	159	154	165
Police Sergeant	19	19	24	24	26
Police Teleserve Specialist			2	5	5
Police Teleserve Supervisor			1	1	1
Secretary	2	2	2	2	2
Wrangler*	3	3	3	3	3
Total Full-time	205	206	228	225	244
Total Part-time*	3	3	3	3	3
Total FTE	206.10	207.10	229.11	226.11	246.09
02201 Photo Enforcement					
Police Lieutenant		1	1	1	1
Total Full-time	-	1	1	1	1
Total FTE	-	1.00	1.00	1.00	1.00
02400 Investigative Services					
Clerk Typist	4	4	5	3	3
Deputy Police Chief	1	1	1	1	1
Police Aide	1	1	1	2	2
Police Crisis Intervention Specialist	3	3	4	4	4
Police Crisis Intervention Supervisor	1	1	1	1	1
Police Intelligence Analyst	1	1	1	1	1
Police Lieutenant	2	2	2	2	2
Police Officer	54	54	55	59	60
Police Pawn Clerk	1	2	1	1	1
Police Sergeant	6	7	7	7	7
Secretary	1	1	1	3	3
Total Full-time	75	77	79	84	85
Total FTE	75.00	77.00	79.00	84.00	85.00

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
02500 Records Division					
Clerk Typist	1	2	1	1	1
Fingerprint Technician		1	1	1	1
Police Administrative Services Director	1	1	1	-	-
Police Detention Officer	1	1	1	1	1
Police Records and I.D.Manager	1	1	1	1	1
Police Records Supervisor	4	4	4	4	4
Police Support Specialist	15	20	19	19	25
Total Full-time	23	30	28	27	33
Total FTE	23.00	30.00	28.00	27.00	33.00
02501 Planning and Computer Maintenance					
Police Analyst	2			1	1
Police Crime Analyst Unit Supervisor	1	1	1	1	1
Police Network Engineer		1	1	1	1
Police Planning Manager	1	1	1	1	1
Police Support Specialist		-	1	1	1
Senior Analyst/Systems		1	-	-	-
Systems Analyst II		1	3	3	4
Intern*		2	2	2	2
Total Full-time	4	5	7	8	9
Total Part-time	-	2	2	2	2
Total FTE	4.00	6.00	8.00	9.00	10.00
02502 Special Services					
Police Logistics Technician	1	1	1	2	3
Police Special Services Manager	1	1	1	1	1
Service Support Worker		1	1	1	1
Total Full-time	2	3	3	4	5
Total FTE	2.00	3.00	3.00	4.00	5.00
02503 Detention					
Police Detention Manager	1	1	1	1	1
Police Detention Officer	16	15	15	15	16
Police Detention Supervisor	1	3	3	3	3
Total Full-time	18	19	19	19	20
Total FTE	18.00	19.00	19.00	19.00	20.00
02504 Property and Evidence					
Police Property and Evidence Custodian	2	2	2	2	3
Police Property and Evidence Manager	1	1	1	1	1
Stock Clerk		-	1	1	1
Total Full-time	3	3	4	4	5
Total FTE	3.00	3.00	4.00	4.00	5.00
02505 Crime Laboratory					
Crime Laboratory Manger	1	1	1	1	1
Crime Scene Supervisor				-	1
Criminalist II	1	2	2	2	2
Fingerprint Technician	4	3	3	3	3
Police Aide	8	8	8	8	8
Police Crime Lab Technician	1	2	2	2	2
Police Forensic Photographer	1	1	1	1	1
Police Latent Print Examiner II	1	1	1	1	1
Police Lead Latent Print Examiner	1	1	1	1	1
Police Records Supervisor		1	1	1	1
Secretary	1	1	1	1	1
Total Full-time	19	21	21	21	22
Total FTE	19.00	21.00	21.00	21.00	22.00

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
02506 Communications					
Police Communications Dispatcher	23	23	23	23	23
Police Communications Manager	1	2	2	2	2
Police Communications Supervisor	6	5	5	5	5
Total Full-time	30	30	30	30	30
Total FTE	30.00	30.00	30.00	30.00	30.00
02700 Professional Standards					
Community Affairs Specialist	1	1	1	1	1
Police Captain	1	1	1	1	1
Police Lieutenant			1	1	1
Police Officer	7	5	6	6	6
Police Personnel Specialist	2	2	2	2	2
Police Personnel Technician	1	1	1	1	1
Police Sergeant	6	6	5	5	5
Polygraph Examiner	1	1	1	1	1
Total Full-time	19	17	18	18	18
Total FTE	19.00	17.00	18.00	18.00	18.00
02701 Training Division					
Police Officer		3	3	3	3
Police Sergeant		1	1	1	1
Secretary	1	1	1	1	1
Total Full-time	1	5	5	5	5
Total FTE	1.00	5.00	5.00	5.00	5.00
02800 Emergency Services					
Emergency Services Officer	1	1	1	1	1
Total Full-time	1	1	1	1	1
Total FTE	1.00	1.00	1.00	1.00	1.00

The Police Department is assigned 10 reserve positions to be used as fill-ins to maintain staffing during shortages, assisting with major emergencies, and providing adequate staffing for special events and 17 pipeline officers positions to be used as fill-ins while staff are at the academy. These positions are not include in the part-time count.

Department Total Full-time	**407**	**424**	**450**	**455**	**486**
Department Total Part-time*	**3**	**5**	**5**	**5**	**5**
Department Total FTEs	**408.10**	**426.10**	**452.11**	**457.11**	**489.09**

FINANCIAL SERVICES

03000 Financial Services Administration					
Administrative Secretary	1	1	1	1	1
Energy Management Engineer				1	1
Financial Services Coordinator	1	1	1	1	1
Financial Services Specialist	1	1	1	1	1
General Manager Financial Services	1	1	1	1	1
Total Full-time	4	4	4	5	5
Total FTE	4.00	4.00	4.00	5.00	5.00
03100 Accounting and Budget					
Account Clerk	4	4	5	5	5
Accounting Coordinator	4	4	4	4	4
Accounting and Budget Director	1	1	1	1	1
Accounting Manager	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Budget Analyst	1	1	1	1	1
Budget Manager	1	1	1	1	1
Budget Technician				1	1
CIP Coordinator	1	1	1	1	1
Payables Manager	1	1	1	1	1

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
03100 Accounting and Budget (Continued)					
Payroll Specialist	3	3	3	3	3
Senior Account Clerk	5	5	4	4	4
Senior Accounting Technician	5	5	5	5	5
Systems Analyst II		1	1	1	1
Account Clerk*				-	1
Office Worker*				1	1
Senior Account Clerk*	2	2	2	2	2
Total Full-time	28	29	29	30	30
Total Part-time*	2	2	2	3	4
Total FTE	29.30	30.50	30.47	31.97	32.47
03300 Risk Management					
Administrative Secretary	1	1	1	1	1
Claims Manager	1	1	1	1	1
Clerk Typist	1	1	1	1	1
Contracts Coordinator				1	1
Loss Control Manager	1	1	1	1	1
Risk Management Director	1	1	1	1	1
Risk Services Manager	1	1	1	1	1
Workers Compensation Claims Specialist	1	1	1	1	1
Total Full-time	7	7	7	8	8
Total FTE	7.00	7.00	7.00	8.00	8.00
03410 Purchasing					
Bid and Contract Coordinator	1	1	1	1	1
Bid and Contract Specialist	2	2	1	1	1
Buyer	4	3	3	3	3
Purchasing Clerk	2	2	2	2	2
Purchasing Director	1	1	1	1	1
Purchasing Manager	1	1	1	1	1
Purchasing Operations Manager	1	1	1	1	1
Purchasing Technician	2	2	2	2	2
Secretary	1	1	1	1	1
Senior Buyer	1	1	1	1	1
Systems Integrator		-	1	1	1
Total Full-time	16	15	15	15	15
Total FTE	16.00	15.00	15.00	15.00	15.00
03420 Stores					
Lead Stock Clerk	2	2	2	2	2
Purchasing Operations Manager	1	1	1	1	1
Stock Clerk	2	2	2	2	2
Total Full-time	5	5	5	5	5
Total FTE	5.00	5.00	5.00	5.00	5.00
03430 Graphics					
Forms Management/Graphics Specialist	1	1	1	1	1
Graphics Technician	1	1	1	1	1
Purchasing Operations Manager	1	1	1	1	1
Senior Graphics Technician	1	1	1	1	1
Total Full-time	4	4	4	4	4
Total FTE	4.00	4.00	4.00	4.00	4.00
03440 Mail					
Mail Service Courier	3	3	3	3	3
Total Full-time	3	3	3	3	3
Total FTE	3.00	3.00	3.00	3.00	3.00

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
03510 Tax and License					
Customer Service Projects Coordinator		1	1	1	1
Customer Service/Tax Audit Director	1	1	1	1	1
Customer Service Manager	1	1	1	1	1
Customer Service Representative	4	6	6	7	8
Customer Service Technician	1	1	1	1	1
Lead Customer Service Representative				1	1
License Inspector	2	2	2	2	2
Tax Auditor	1	1	1	-	-
Office Worker*	1			-	-
Total Full-time	10	13	13	14	15
Total Part-time*	1				
Total FTE	10.60	13.00	13.00	14.00	15.00
03540 Revenue Recovery					
Customer Service Assistant	2	3	3	2	2
Revenue Collector	3	3	3	4	4
Revenue Recovery Manager	1	1	1	1	1
Senior Revenue Collector	1	1	1	1	1
Systems Integrator	2	2	2	2	2
Technical Coordinator			1	1	1
Clerk Typist*	1				
Total Full-time	9	10	11	11	11
Total Part-time*	1	-	-	-	-
Total FTE	9.50	10.00	11.00	11.00	11.00
03550 Meter Reading					
Lead Water Meter Reader	1	1	1	1	1
Meter Reader Manager	1	1	1	1	1
Water Audit Technician		1	1	1	1
Water Meter Reader	9	9	10	11	12
Total Full-time	11	12	13	14	15
Total FTE	11.00	12.00	13.00	14.00	15.00
03562 Water Billing					
Administrative Secretary	1	1	1	1	1
Customer Service Assistant	1	1	2	2	2
Customer Service Manager	1	1	1	1	1
Customer Service Representative	5	5	5	5	6
Customer Service Technician	1	1	1	1	1
Total Full-time	9	9	10	10	11
Total FTE	9.00	9.00	10.00	10.00	11.00
03580 Remittance Processing/Records Mgmnt					
Customer Service Assistant		2	3	6	7
Remittance Processing Records Manager		-	1	1	1
Total Full-time	-	2	4	7	8
Total FTE	-	2.00	4.00	7.00	8.00
03590 Tax Audit					
Administrative Secretary	1	1	-	-	-
Property Tax Auditor	1	1	1	1	1
Senior Tax Auditor	5	5	5	6	6
Tax Audit Manager	1	1	1	1	1
Tax/Accounting Intern*	1	1	1	1	1
Total Full-time	8	8	7	8	8
Total Part-time	1	1	1	1	1
Total FTE	8.50	8.50	7.50	8.50	8.50
Department Total Full-time	**114**	**121**	**125**	**134**	**138**
Department Total Part-time*	**5**	**3**	**3**	**4**	**5**
Department Total FTE	**116.90**	**123.00**	**126.97**	**136.47**	**140.97**

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
TRANSPORTATION					
04000 Transportation Administration					
Administrative Secretary	1	1	1	1	1
Communications & Customer Relations Specialist				1	1
Department Advisor				1	1
Engineering Technician II	1	1	1	1	1
General Manager Transportation	1	1	1	1	1
Office Coordination Manager	1	1	1	1	1
Secretary	2	1	1	2	2
Secretary*	1	1	1	-	-
Total Full-time	6	5	5	8	8
Total Part-time*	1	1	1	-	-
Total FTE	6.80	6.00	5.97	8.00	8.00
04100 Airport					
Administrative Assistant	1			-	-
Administrative Secretary	1	1	1	1	1
Airport Director	1	1	1	1	1
Airport Maintenance Technician	1	1	1	2	2
Airport Operations Coordinator	1	1	1	1	1
Airport Operations Specialist		1	1	1	1
Airport Specialist		1	1	1	1
Management Analyst		1	1	1	1
Senior Airport Maintenance Technician	1	1	1	1	1
Airport Operations Specialist*	3	2	2	3	3
Total Full-time	6	8	8	9	9
Total Part-time*	3	2	2	3	3
Total FTE	7.60	9.40	9.35	10.85	10.85
04200 Transit					
Public Works Planner	1	2	2	2	2
Transit Coordinator	1	1	1	1	1
Transit Director	1	1	1	1	1
Transit Planner	1			-	1
Total Full-time	4	4	4	4	5
Total FTE	4.00	4.00	4.00	4.00	5.00
04300 Traffic Engineering					
Signal Systems Analyst	2	2	2	3	3
Traffic Engineering Analyst	2	2	2	2	2
Traffic Engineering Director	1	1	1	1	1
Traffic Engineering Technician	2	3	3	3	3
Traffic Engineering Technician Supervisor	1	1	1	1	1
Total Full-time	8	9	9	10	10
Total FTE	8.00	9.00	9.00	10.00	10.00
04400 Transportation Planning					
Public Works Planner	6	6	6	6	6
Senior Public Works Planner	2	2	2	2	2
Transportation Planning Director	1	1	1	1	1
Total Full-time	9	9	9	9	9
Total FTE	9.00	9.00	9.00	9.00	9.00
Department Total Full-time	**33**	**35**	**35**	**40**	**41**
Department Total Part-time*	**4**	**3**	**3**	**3**	**3**
Department Total FTE	**35.40**	**37.40**	**37.32**	**41.85**	**42.85**

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
COMMUNITY SERVICES					
05000 Community Services Administration					
Administrative Secretary	1	1	1	1	1
Department Advisor	1	1	1	1	1
General Manager Community Services	1	1	1	1	1
Total Full-time	3	3	3	3	3
Total FTE	3.00	3.00	3.00	3.00	3.00
05002 Marketing/Sponsorship					
Marketing and Sponsorship Coordinator	1	1	1	1	1
Total Full-time	1	1	1	1	1
Total FTE	1.00	1.00	1.00	1.00	1.00
05003 Community Services Advisors					
Department Advisor	2	2	2	2	2
Recreation Manager	1	1	1	1	1
Total Full-time	3	3	3	3	3
Total FTE	3.00	3.00	3.00	3.00	3.00
05200 Community Maintenance & Recreation Administration					
Administrative Secretary	2	3	4	4	4
Community Maintenance & Recreation Director	1	1	1	1	1
Facilities Management Coordinator	1	1	1	1	1
Safety/Training Officer	1	1	1	1	1
Secretary	1			-	-
Service Area Manager	2	3	6	6	6
Clerk Typist*		1	2	2	2
Total Full-time	8	9	13	13	13
Total Part-time*	-	1	2	2	2
Total FTE	8.00	9.30	14.05	14.05	14.05
05201 Landscape Contracts					
Contracts Coordinator	1	1	-	1	1
Total Full-time	1	1	-	1	1
Total FTE	1.00	1.00	-	1.00	1.00
05203 Parks/Trails Planning					
Parks/Trails Planner	1	1	1	1	1
Trails Coordinator		-	1	1	1
Parks/Trails Technician*	1	1	1	1	1
Total Full-time	1	1	2	2	2
Total Part-time*	1	1	1	1	1
Total FTE	1.50	1.60	2.55	2.55	2.55
05210 Aquatics					
Pool Manager	2	2	2	2	2
Sr Recreation Coordinator	1	1	1	1	1
Assistant Pool Manager*	10	10	10	10	10
Lifeguard/Instructor*	63	69	69	69	69
Pool Manager*	1	1	1	1	1
Total Full-time	3	3	3	3	3
Total Part-time*	74	80	80	80	80
Total FTE	25.80	27.00	26.90	26.90	26.90
05211 McCormick Railroad Park - Home Program					
Facility Office Worker	1			-	-
Maintenance Worker I	1	1	1	1	1
Maintenance Worker II	1	1	1	1	1
Maintenance Worker III	1	1	1	1	1
Recreation Leader III	1	2	2	2	2

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
05211 McCormick Railroad Park (Continued)					
Sr Recreation Coordinator	1	1	1	1	1
Recreation Leader I*	4	4	4	4	4
Recreation Leader II*	3	3	3	3	3
Total Full-time	6	6	6	6	6
Total Part-time*	7	7	7	7	7
Total FTE	8.90	8.50	8.49	8.49	8.49
05215 Trades					
Facilities Management Coordinator	1	1	1	1	1
Maintenance Technician I	1	1	1	1	1
Maintenance Technician II	5	5	5	5	5
Maintenance Worker II	1	1	-	-	-
Service Area Manager	1	1	-	-	-
Total Full-time	9	9	7	7	7
Total FTE	9.00	9.00	7.00	7.00	7.00
05216 Water Systems					
Aquatics Maintenance Technician	5	5	3	2	2
Total Full-time	5	5	3	2	2
Total FTE	5.00	5.00	3.00	2.00	2.00
05217 Irrigation					
Irrigation Technician	6	6	6	5	5
Maintenance Worker III				1	1
Total Full-time	6	6	6	6	6
Total FTE	6.00	6.00	6.00	6.00	6.00
05220 Adult Sports					
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	1	1	1	2	2
Recreation Leader II*	4	4	4	3	3
Total Full-time	2	2	2	3	3
Total Part-time*	4	4	4	3	3
Total FTE	6.30	4.60	4.61	4.68	4.68
05221 Sports - Liaison					
Senior Recreation Coordinator	1	1	1	1	1
Total Full-time	1	1	1	1	1
Total FTE	1.00	1.00	1.00	1.00	1.00
05222 Baseball - Indian School					
Maintenance Worker II	1	1	1	1	1
Maintenance Worker III	1	1	1	1	1
Parks Laborer				1	1
Parks Laborer*	4	4	4	3	3
Total Full-time	2	2	2	3	3
Total Part-time*	4	4	4	3	3
Total FTE	3.80	5.70	5.68	5.76	5.76
05224 Civic Center Complex					
Maintenance Technician II	1			1	1
Maintenance Worker I	3	3	3	3	3
Maintenance Worker II	4	6	6	6	6
Service Area Manager	1	1	-	-	-
Service Support Worker		1	1	1	1
Total Full-time	9	11	10	11	11
Total FTE	9.00	11.00	10.00	11.00	11.00

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
05225 Club SAR					
Recreation Coordinator	1	1	1	1	1
Recreation Leader II*	3	3	3	3	3
Total Full-time	1	1	1	1	1
Total Part-time*	3	3	3	3	3
Total FTE	3.20	3.30	3.29	3.29	3.29
05226 Stadium Operations					
Maintenance Worker II	2	2	2	2	2
Stadium Coordinator	1	1	1	1	1
Stadium Operations Worker*	2	1	1	1	1
Total Full-time	3	3	3	3	3
Total Part-time*	2	1	1	1	1
Total FTE	4.00	3.80	3.75	3.75	3.75
05230 Cactus Park					
Maintenance Worker III	2	2	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Recreation Leader I*	3	3	3	3	3
Recreation Leader II*	6	6	6	6	6
Total Full-time	4	4	3	3	3
Total Part-time*	9	9	9	9	9
Total FTE	9.50	8.20	7.19	7.19	7.19
05231 Indian School Park					
Maintenance Worker II	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Recreation Leader I*	4	4	4	4	4
Recreation Leader II*	8	8	8	8	8
Total Full-time	3	3	3	3	3
Total Part-time*	12	12	12	12	12
Total FTE	7.70	7.90	7.88	7.88	7.88
05232 Scottsdale Ranch Park					
Maintenance Worker II	1	2	2	2	2
Maintenance Worker III	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Recreation Leader I*	4	4	4	4	4
Recreation Leader II*	6	6	6	6	6
Total Full-time	4	5	5	5	5
Total Part-time*	10	10	10	10	10
Total FTE	9.60	10.60	10.59	10.59	10.59
05233 Special Interest - Home Program					
Recreation Leader III	3	3	3	3	3
Senior Recreation Coordinator	1	1	1	1	1
Clerk Typist*	1	1	1	1	1
Recreation Leader II*	1	1	1	1	1
Total Full-time	4	4	4	4	4
Total Part-time*	2	2	2	2	2
Total FTE	7.70	5.00	5.03	5.03	5.03
05234 Special Interest - Summer					
Recreation Leader III				1	1
Recreation Leader II*	6	6	6	6	6
Recreation Leader III*	1	1	1	-	-
Total Full-time	-	-	-	1	1
Total Part-time*	7	7	7	6	6
Total FTE	2.70	1.60	1.60	2.14	2.14

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
05235 Special Interest - Facility Reservations					
Recreation Leader III	1	1	1	1	1
Clerk Typist*	1	1	1	1	1
Total Full-time	1	1	1	1	1
Total Part-time*	1	1	1	1	1
Total FTE	1.80	1.50	1.50	1.50	1.50
05240 Chaparral Park					
Maintenance Worker II	3	3	3	2	2
Maintenance Worker III	1	1	1	1	1
Recreation Coordinator	1				
Recreation Leader III	1			-	-
Recreation Leader I*	3	3	3	1	1
Recreation Leader II*	8	3	3	3	3
Total Full-time	6	4	4	3	3
Total Part-time*	11	6	6	4.0	4.0
Total FTE	12.20	7.50	7.43	5.43	5.43
05241 Eldorado Park					
Maintenance Worker I	2	2	2	2	2
Maintenance Worker II	1	1	1	2	2
Maintenance Worker III	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader II	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Recreation Leader I*	3	3	3	4	4
Recreation Leader II*	6	7	7	10	10
Total Full-time	7	7	7	8	8
Total Part-time*	9	10	10	14	14
Total FTE	13.60	13.70	13.63	16.02	16.02
05242 Mountain View Park					
Maintenance Worker I		1	1	1	1
Maintenance Worker II	1	1	1	1	1
Maintenance Worker III	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader II	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Recreation Leader I*	3	3	3	3	3
Recreation Leader II*	5	5	5	5	5
Total Full-time	5	6	6	6	6
Total Part-time*	8	8	8	8	8
Total FTE	10.30	11.30	11.26	11.26	11.26
05243 Neighborhood Parks					
Recreation Leader II	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Senior Recreation Coordinator	1	1	1	1	1
Recreation Leader II*	12	12	12	12	12
Total Full-time	3	3	3	3	3
Total Part-time*	12	12	12	12	12
Total FTE	9.90	8.00	8.01	8.01	8.01
05244 Number One Clubs					
Recreation Leader I*	1	3	3	2	2
Recreation Leader II*	2	6	6	5	5
Recreation Leader III*		1	1	1	1
Total Part-time*	3	10	10	8	8
Total FTE	0.70	2.10	2.01	1.61	1.61

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
05246 Youth Activities					
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	2	2	2	2	2
Recreation Leader I*	7	7	7	7	7
Recreation Leader II*	30	30	30	29	30
Total Full-time	3	3	3	3	3
Total Part-time*	37	37	37	36	37
Total FTE	10.60	5.90	5.88	5.83	6.21
05247 Vista del Camino Recreation					
Maintenance Worker I	1	1	1	1	1
Maintenance Worker II	1	1	1	1	1
Maintenance Worker III	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader II	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Recreation Leader I*	4	5	6	6	6
Recreation Leader II*	6	8	10	10	10
Total Full-time	6	6	6	6	6
Total Part-time*	10	13	16	16	16
Total FTE	11.10	12.40	13.59	13.49	13.49
05248 Horizon Park Community Center					
Maintenance Worker I		1	1	1	1
Maintenance Worker II	1	1	1	1	1
Maintenance Worker III	1	1	1	1	1
Recreation Leader III	1	2	2	1	1
Senior Recreation Coordinator	1	1	1	1	1
Maintenance Worker I*	2			1	1
Recreation Leader I*	4	4	4	4	4
Recreation Leader II*	7	11	11	9	9
Total Full-time	4	6	6	5	5
Total Part-time*	13	15	15	14	14
Total FTE	11.40	13.40	13.35	11.87	11.87
05249 McDowell Mountain Ranch Park					
Maintenance Worker II		1	1	2	2
Maintenance Worker III	1	-	1	1	1
Total Full-time	1	1	2	3	3
Total FTE	1.00	1.00	2.00	3.00	3.00
05250 Adapted Recreation Services					
Recreation Coordinator		1	1	1	1
Recreation Leader III		1	1	1	1
Recreation Leader I*				2	2
Recreation Leader II*		5	5	5	5
Total Full-time	-	2	2	2	2
Total Part-time*	-	5	5	7	7
Total FTE	-	4.70	4.71	5.71	5.71
05252 Pinnacle Peak Park					
Recreation Leader III				-	1
Recreation Leader II*				-	4
Total Full-time	-	-	-	-	1
Total Part-time*	-	-	-	-	4
Total FTE	-	-	-	-	2.24

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
05254 Apache Park					
Maintenance Worker II*				1.00	1.00
Total Part-time*	-	-	-	1.00	1.00
Total FTE	-	-	-	0.53	0.53
05255 Ironwood Park					
Maintenance Worker II*				1.00	1.00
Total Part-time*	-	-	-	1.00	1.00
Total FTE	-	-	-	0.50	0.50
05256 Pinnacle Peak and Pima Park					
Maintenance Worker II				1.00	1.00
Total Full-time	-	-	-	1.00	1.00
Total FTE	-	-	-	1.00	1.00
05258 Stonegate Park					
Maintenance Worker II*				1.00	1.00
Total Part-time*	-	-	-	1.00	1.00
Total FTE	-	-	-	0.51	0.51
05259 DC Ranch Park					
Maintenance Worker II				-	2.00
Total Full-time	-	-	-	-	2.00
Total FTE	-	-	-	-	2.00
05270 Medians and Right-of-Way					
Irrigation Technician	2	4	4	4	4
Landscape Contract Specialist	2	3	2	2	2
Maintenance Worker I	3	2	2	1	1
Maintenance Worker II	8	6	6	6	6
Total Full-time	15	15	14	13	13
Total FTE	15.00	15.00	14.00	13.00	13.00
05271 Downtown Improvement Districts					
Maintenance Worker II	2	2	2	2	2
Total Full-time	2	2	2	2	2
Total FTE	2.00	2.00	2.00	2.00	2.00
05272 Median Benchmark/Contract					
Maintenance Worker I		-	1	1	1
Maintenance Worker II		-	2	2	2
Total Full-time	-	-	3	3	3
Total FTE	-	-	3.00	3.00	3.00
05280 Projects and Contracts					
Contracts Coordinator	3	3	5	4	4
Maintenance Electrician	5	5	-	-	-
Maintenance HVAC Technician	5	5	-	-	-
Maintenance Plumber	2	2	-	-	-
Total Full-time	15	15	5	4	4
Total FTE	15.00	15.00	5.00	4.00	4.00
05281 Mechanical Maintenance					
Facilities Management Coordinator	1	1	1	1	1
Maintenance Electrician	5	5	10	7	7
Maintenance HVAC Technician	4	4	9	5	5
Maintenance Plumber	2	2	2	2	2
Total Full-time	12	12	22	15	15
Total FTE	12.00	12.00	22.00	15.00	15.00

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
05283 Custodial					
Custodian	12				
Facilities Contract Coordinator	4	3	4	3	3
Maintenance Technician I		1	1	1	1
Clerk Typist*	1	1		-	-
Total Full-time	16	4	5	4	4
Total Part-time*	1	1	-	-	-
Total FTE	16.80	4.80	5.00	4.00	4.00
05284 Facilities Maintenance					
Facilities Management Coordinator				1	1
Maintenance HVAC Technician				2	3
Maintenance Plumber				-	1
Maintenance Technician I				2	2
Maintenance Technician II				8	10
Maintenance Worker I				1	1
Total Full-time	-	-	-	14	18
Total FTE	-	-	-	14.00	18.00
05299 Special Interest					
Recreation Specialist*	95	95	95	95	96
Total Part-time*	95	95	95	95	96
Total FTE	3.00	13.40	13.40	13.40	13.66
05300 Human Services Administration					
Human Services Director	1	1	1	1	1
Recreation Manager	1	1	1	1	1
Resource Development Specialist*	-	1	1	1	1
Secretary*		1	1	1	1
Total Full-time	2	2	2	2	2
Total Part-time*	-	2	2	2	2
Total FTE	2.00	2.80	3.00	3.00	3.00
05301 Vista del Camino Social Services					
Human Services Manager	1	1	1	1	1
Human Services Representative	2	3	2	2	2
Human Services Specialist	3	4	4	4	4
Office Coordination Assistant		-	1	1	1
Food Bank Specialist*	1	1	1	1	1
Total Full-time	6	8	8	8	8
Total Part-time*	1	1	1	1	1
Total FTE	6.80	8.80	8.80	8.80	8.80
05302 Youth Services					
Human Services Manager	1	1	1	1	1
Human Services Specialist	2	4	4	3	4
Secretary	1	1	1	1	1
Youth Employment Specialist	1				
Human Services Counselor*	1				
Total Full-time	5	6	6	5	6
Total Part-time*	1	-	-	-	-
Total FTE	5.50	6.00	6.00	5.00	6.00
05303 Paiute Neighborhood Center					
Human Services Manager				1	1
Human Services Representative		1	1	1	2
Human Services Specialist	1	1	1	2	2
Neighborhood Services Aide		1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader III		1	1	1	1

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
05303 Paiute Neighborhood Center (Continued)					
Service Support Worker		-	1	1	1
Recreation Leader I*		3	3	3	4
Recreation Leader II*		-	2	5	6
Total Full-time	2	5	6	8	9
Total Part-time*	-	3	5	8	10
Total FTE	2.00	6.40	8.73	12.28	13.76
05304 Senior Center - Civic Center					
Human Services Manager	1	1	1	1	1
Human Services Specialist	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader III	1	1	1	1	1
Social Services Coordinator		1	1	1	1
Recreation Leader I*				-	1
Recreation Leader II*	4	4	4	4	4
Human Services Representative*	1		1	1	1
Human Services Specialist*	1	1	1	1	1
Total Full-time	4	5	5	5	5
Total Part-time*	6	5	6	6	7
Total FTE	7.70	9.00	9.57	9.57	10.27
05305 Senior Center - Via Linda					
Human Services Specialist	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1
Recreation Leader III		1	1	1	1
Social Services Coordinator			1	1	1
Human Services Representative*	2	2	1	1	1
Recreation Leader II*	3	3	3	3	3
Total Full-time	2	3	4	4	4
Total Part-time*	5	5	4	4	4
Total FTE	4.80	6.00	6.42	6.42	6.42
05307 Community Assistance Office					
Accounting Supervisor		1	1	1	1
Family Self Sufficiency Specialist		-	1	1	1
Housing Development Specialist		1	1	1	1
Total Full-time	-	2	3	3	3
Total FTE	-	2.00	3.00	3.00	3.00
05601 Library - Director					
Administrative Secretary	1	1	1	1	1
Library Director	1	1	1	1	1
Total Full-time	2	2	2	2	2
Total FTE	2.00	2.00	2.00	2.00	2.00
05602 Library - Systems					
Graphic Design Associate		1	1	1	1
Graphics Designer	1	1	1	1	1
Librarian	2	3	3	3	3
Library Aide	3	3	2	2	3
Library Assistant I	4	2	3	3	3
Library Assistant II		-	2	2	2
Library Coordinator	2	1	1	1	1
Library Courier	2	2	2	2	2
Library Manager	1	1	1	1	1
Secretary	1	1	1	1	1
Senior Account Clerk	1	2	2	2	2
Senior Library Coordinator	1	1	1	1	1
Total Full-time	18	18	20	20	21
Total FTE	18.00	18.00	20.00	20.00	21.00

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
05605 Library Systems Team					
Library Coordinator	1	2.0	2.0	2	2
Library Systems Technician	1	2.0	2.0	2	2
Library Technology/Planning Support Coordin.	1	1.0	1.0	1	1
Total Full-time	3	5	5	5.0	5.0
Total FTE	3.00	5.00	5.00	5.00	5.00
05640 Civic Center Library - Services					
Librarian	6	6	6	6	7
Library Aide	2	1	1	1	1
Library Assistant I	6	7	7	7	8
Library Assistant III	3	3	3	3	3
Library Coordinator	3	3	3	3	3
Library Manager	1	1	1	1	1
Secretary	1	1	1	1	1
Service Support Worker	1	1	1	1	1
Librarian*	2	2	3	2	2
Library Aide*	5	9	9	9	9
Library Assistant I*	3	2	2	2	2
Library Page*	14	13	13	13	13
Total Full-time	23	23	23	23	25
Total Part-time*	24	26	27	26	26
Total FTE	38.60	38.70	39.40	38.65	40.65
05660 Library Extension Services					
Librarian	6	5	-	-	-
Library Aide	4	5	-	-	-
Library Assistant I	3	3	-	-	-
Library Assistant II	2	2	-	-	-
Library Assistant III	1	1	-	-	-
Library Coordinator	1	1	-	-	-
Library Manager	1	1	1	1	1
Secretary	1	1	1	1	1
Library Aide*	3	2	-	-	-
Library Assistant I*	2	3	-	-	-
Library Page*	8	8	-	-	-
Clerk Typist*	1	1	1	1	1
Total Full-time	19	19	2	2	2
Total Part-time*	14	14	1	1	1
Total FTE	27.90	28.10	2.62	2.62	2.62
05661 Mustang Library					
Librarian		1	6	6	6
Library Aide		-	5	5	5
Library Assistant I		-	3	3	3
Library Assistant II		-	1	1	1
Senior Library Coordinator		-	1	1	1
Librarian*		-	-	1	1
Library Aide*		-	2	2	2
Library Assistant I*		-	2	2	2
Library Page*		-	8	8	8
Total Full-time	-	1	16	16	16
Total Part-time*	-	-	12	13	13
Total FTE	-	1.00	23.71	24.46	24.46
05670 Palomino Library					
Librarian	3	3	3	3	3
Library Aide	4	2	2	2	2
Library Assistant I	2	2	2	2	2
Library Assistant II				1	1
Library Coordinator	1	1	1	1	1

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
05670 Palomino Library (Continued)					
Secretary	1	1	1	1	1
Library Aide*	3	3	3	1	1
Library Page*	4	4	4	4	4
Total Full-time	11	9	9	10	10
Total Part-time*	7	7	7	5	5
Total FTE	16.00	13.80	13.73	13.23	13.23
05680 Arabian Library					
Librarian	2	2	3	3	3
Library Aide		1	1	1	1
Library Assistant I	2	1	1	2	2
Library Coordinator	1	1	1	1	1
Secretary	1	1	1	1	1
Library Aide*		2	2	3	3
Library Page*	3	3	3	3	3
Total Full-time	6	6	7	8	8
Total Part-time*	3	5	5	6	6
Total FTE	7.50	9.50	10.52	12.27	12.27
Department Total Full-time	**278**	**284**	**290**	**302**	**314**
Department Total Part-time*	**396**	**422**	**427**	**429**	**438**
Department Total FTEs	**424.90**	**437.90**	**445.88**	**458.27**	**473.33**
INFORMATION SYSTEMS					
06000 Information Systems Support Team					
Administrative Officer	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Chief Information Officer	1	1	1	1	1
Data Conversion Operator II	1	1	1	1	1
Secretary				1	1
Senior Customer Support Representative	1	1	1	1	1
Telecommunications Policy Coordinator				1	1
Customer Support Representative*	1	1	1	1	1
Total Full-time	5	5	5	7	7
Total Part-time*	1	1	1	1	1
Total FTE	5.80	5.80	5.81	7.81	7.81
06201 GIS Data Services					
Enterprise Systems Integrator	1	1	1	2	2
Geographic Information Systems Technician				3	3
Senior Information Systems Technician	2	2	2	2	2
Total Full-time	3	3	3	7	7
Total FTE	3.00	3.00	3.00	7.00	7.00
06202 Application Development					
Database Administrator	1	1	1	1	1
Enterprise Systems Integrator			1	1	1
Geographic Information Systems Director	1	1	1	1	1
Lead Technologist			1	1	1
Senior Analyst/Applications	4	4	2	2	2
Senior Development Coordinator	2	2	2	2	2
Senior Programmer Analyst	1	1	1	1	1
Total Full-time	9	9	9	9	9
Total FTE	9.00	9.00	9.00	9.00	9.00
06204 Y2K					
Applications Development Director	1	1	1	1	1
Total Full-time	1	1	1	1	1
Total FTE	1.00	1.00	1.00	1.00	1.00

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
06205 Development Support					
Applications Project Leader		-	1	1	1
Information Systems Consultant		-	5	5	5
Programmer Analyst	8	8	2	2	2
Senior Programmer Analyst	1	1	1	1	1
Technology Learning Coordinator			1	1	1
Total Full-time	9	9	10	10	10
Total FTE	9.00	9.00	10.00	10.00	10.00
06300 Technology Infrastructure Support					
Communications Specialist	1	1	1	1	1
Computer Operator	6	6	4	2	2
Communications Technician I	2	2	-	-	
Enterprise Communications Engineer	1	1	1	1	1
Enterprise Manager	1	1	1	1	1
Enterprise Network Engineer	3	3	4	4	4
Enterprise Systems Integrator	3	3	2	2	2
Information Systems Support Manager	1	1	1	1	1
Information Systems Technician	2	2	2	2	2
Information Systems Technician Supervisor				1	1
Lead Technologist		-	1	1	1
Senior Analyst/Applications				-	1
Senior Analyst/Systems	1	1	1	1	1
Senior Computer Operator				4	4
Senior Information Systems Technician	2	2	5	5	5
Total Full-time	23	23	23	26	27
Total FTE	23.00	23.00	23.00	26.00	27.00
06301 Web Technologies					
Enterprise Technologist	1	1	1	1	1
Information Systems Support Manager	1	1	1	1	1
Senior Information Systems Technician				1	1
Total Full-time	2	2	2	3	3
Total FTE	2.00	2.00	2.00	3.00	3.00
Department Total Full-time	**52**	**52**	**53**	**63**	**64**
Department Total Part-time*	**1**	**1**	**1**	**1**	**1**
Department Total FTEs	**52.80**	**52.80**	**53.81**	**63.81**	**64.81**
PLANNING AND DEVELOPMENT					
07300 Community Planning					
Administrative Assistant	1	1	1	1	1
Associate Planner				1	1
Community Planner	4	4	4	4	4
Community Planning Administrator	1	1	1	1	1
Neighborhood Services Liaison		1	1	1	1
Public Information Coordinator				1	1
Records Manager	1	1	1	1	1
Secretary	1	1	1	1	1
Senior Community Planner	3	3	3	3	3
Senior Planner	2	3	3	3	3
Associate Planner*	1	1	1	-	-
Total Full-time	13	15	15	17	17
Total Part-time*	1	1	1	-	-
Total FTE	13.80	15.80	15.80	17.00	17.00

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
07310 Citizen Services					
Citizen Service Center Manager	1	1	1	1	1
Citizen Services Specialist	5	5	6	6	6
Neighborhood Services Liaison	1				
Switchboard Operator		2	2	2	2
Total Full-time	7	8	9	9	9
Total FTE	7.00	8.00	9.00	9.00	9.00
07320 Environmental Management					
Administrative Secretary		1	1	1	1
Environmental Consultant	1	1	1	1	1
Environmental Coordinator	1	1	1	1	1
Environmental Planner	1	1	1	1	1
Recycling Specialist		1	1	1	1
Secretary*	1				
Total Full-time	3	5	5	5	5
Total Part-time*	1	-	-	-	-
Total FTE	3.80	5.00	5.00	5.00	5.00
07400 Redevelopment & Urban Design					
Administrative Secretary	1	1	1	1	1
Associate Planner				1	1
Design Studio Planner				1	1
Redevelopment Administrator	1	1	1	1	1
Redevelopment Planner	2	2	2	2	2
Redevelopment Specialist	1	1	1	1	1
Secretary	1	1	1	1	1
Senior Redevelopment Planner	3	3	3	3	3
Total Full-time	9	9	9	11	11
Total FTE	9.00	9.00	9.00	11.00	11.00
07505 Code Enforcement					
Administrative Secretary	1	1	1	1	1
Code Enforcement Specialist	1	1	1	1	1
Code Inspection Supervisor	1	1	1	1	1
Code Inspector	5	5	6	7	7
Total Full-time	8	8	9	10	10
Total FTE	8.00	8.00	9.00	10.00	10.00
07510 Development Services					
Associate Planner	1	1	2	2	2
Building Plans Reviewer	1	1	1	1	1
Development Services Coordinator	1	1	1	1	1
Development Services Director	1	1	1	1	1
Development Services Representative	5	5	4	4	5
Plans Coordinator			1	1	1
Sign Inspector	2	2	1	1	1
Total Full-time	11	11	11	11	12
Total FTE	11.00	11.00	11.00	11.00	12.00
07515 Development Services Records					
Clerk Typist				1	1
Development Services Coordinator	1	1	1	1	1
Engineering Technician I	1	2	2	3	3
Engineering Technician I*	1				
Total Full-time	2	3	3	5	5
Total Part-time*	1				
Total FTE	2.80	3.00	3.00	5.00	5.00

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
07600 Inspection Services Administration					
Citizen Services Assistant	2	2	2	1	1
Citizen Services Representative				3	4
Inspection Services Director	1	1	1	1	1
Office Coordination Manager	1	1	1	1	1
Technical Coordinator	1	1	1	1	1
Citizen Services Assistant*	1	1	1	-	-
Total Full-time	5	5	5	7	8
Total Part-time*	1	1	1	-	-
Total FTE	5.80	6.00	6.00	7.00	8.00
07605 Building Inspection					
Building Inspection Manager	1	1	1	1	1
Building Inspection Supervisor	2	2	2	2	2
Building Inspector	8	10	10	14	19
Total Full-time	11	13	13	17	22
Total FTE	11.00	13.00	13.00	17.00	22.00
07610 Field Engineering					
Field Engineering Coordinator	2	2	2	2	2
Field Engineering Manager	1	1	1	1	1
Public Works Inspector	7	7	7	7	7
Total Full-time	10	10	10	10	10
Total FTE	10.00	10.00	10.00	10.00	10.00
07615 Land Unit					
Land Survey Coordinator				1	1
Land Survey Manager	1	1	1	1	1
Survey Technician I				1	2
Survey Technician II	2	2	2	3	6
Survey Technician III				1	1
Total Full-time	3	3	3	7	11
Total FTE	3.00	3.00	3.00	7.00	11.00
07620 Planning Inspection Unit					
Planning Inspection Coordinator		-	1	1	1
Planning Inspection Manager	1	1	1	1	1
Planning Inspector	2	2	2	5	5
Total Full-time	3	3	4	7	7
Total FTE	3.00	3.00	4.00	7.00	7.00
07700 Community Development Administration					
Administrative Secretary	1	1	1	1	1
Community Development Administrator	1	1	1	1	1
Secretary		1	1	1	1
Total Full-time	2	3	3	3	3
Total FTE	2.00	3.00	3.00	3.00	3.00
07705 Development Coordination					
Associate Planner	1	1	1	1	2
Civil Engineer	2	2	1	2	2
Development Coordination Director	1	1	1	1	1
Office Coordination Manager	1	1	1	1	1
Planner	1	1	1	3	3
Planning Assistant	3	3	3	4	4
Project Coordination Manager	3	3	3	4	4
Project Manager				-	1
Secretary		1	1	2	2

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
07705 Project and Development Coordination (Continued)					
Senior Civil Engineer		-	1	1	1
Senior Development Planner	1	1	1	1	1
Senior Planner	3	5	5	4	4
Zoning and Design Manager	1	1	1	1	1
Planning Assistant*	1	1	1	-	-
Total Full-time	17	20	20	25	27
Total Part-time*	1	1	1	-	-
Total FTE	17.90	21.00	21.00	25.00	27.00
07710 Project Review					
Associate Planner	2	3	3	4	6
Building Coordination Manager	1	2	2	2	2
Building Plans Reviewer	3	3	2	4	5
Civil Engineer	1	2	3	5	6
Civil Plans Reviewer	4	4	4	4	4
Engineering Coordination Manager	1	1	1	1	1
Planner	1	1	1	1	1
Planning Assistant				1	1
Planning Coordination Manager	1	1	1	1	1
Plans Coordinator	1	1	-	-	-
Project Review Director	1	1	1	1	1
Secretary				1	1
Senior Building Plans Reviewer	1	1	1	1	1
Senior Civil Plans Reviewer	1	1	1	1	1
Total Full-time	18	21	20	27	31
Total FTE	18.00	21.00	20.00	27.00	31.00
07800 Office of Economic Development					
Administrative Secretary	1	1	1	1	1
Economic Development Director	1	1	1	1	1
Economic Development Coordinator	1	1	1	1	1
Economic Development Specialist	1	1	1	1	1
Total Full-time	4	4	4	4	4
Total FTE	4.00	4.00	4.00	4.00	4.00
07900 Preservation					
Community Planner	1	1	1	1	1
Preservation Director	1	1	1	1	1
Preserve Manager				1	1
Total Full-time	2	2	2	3	3
Total FTE	2.00	2.00	2.00	3.00	3.00
Department Total Full-time	**128**	**143**	**145**	**178**	**195**
Department Total Part-time*	**5**	**3**	**3**	**-**	**-**
Department Total FTEs	**132.10**	**145.80**	**147.80**	**178.00**	**195.00**
WATER RESOURCES					
09010 Administration - Water					
Administrative Secretary	1	1	1	1	1
Department Advisor	1	1	1	1	1
General Manager Water Resources	1	1	1	1	1
Water Resources Analyst		-	1	1	1
Water Resources Planning Advisor	1	2	1	1	1
Secretary*	1	1	1	1	1
Total Full-time	4	5	5	5	5
Total Part-time*	1	1	1	1	1
Total FTE	4.70	5.80	5.75	5.75	5.75

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
09100 Water Operations Administration					
Citizen Service Representative	2	3	3	3	3
Water Operations Technician	1	1	1	1	1
Water Resource Analyst	2	4	3	3	3
Water Resources Director	1	1	1	1	1
Total Full-time	6	9	8	8	8
Total FTE	6.00	9.00	8.00	8.00	8.00
09105 Water Conservation					
Citizen Service Representative	1	1		-	-
Water Conservation Specialist		3	3	3	3
Total Full-time	1	4	3	3	3
Total FTE	1.00	4.00	3.00	3.00	3.00
09110 Water Distribution					
Senior Water Service Worker	15	15	15	15	15
Training/Safety Coordinator			1	1	1
Water Distribution Field Coordinator	1	1	2	2	2
Water Service Worker	14	15	12	12	12
Water/Wastewater Distribution Manager	1	1	1	1	1
Water/Wastewater Distribution Supervisor	2	2	2	2	2
Water/Wastewater Field Representative	4	4	4	4	4
Total Full-time	37	38	37	37	37
Total FTE	37.00	38.00	37.00	37.00	37.00
09115 Water Production					
Cross Connection Controls Specialist	1	1	1	1	1
Maintenance HVAC Technician				1	1
Telemetry Controls Specialist	2	2	4	4	4
Water Electrician	1	1	1	1	1
Water Electronic Technician	2	2	3	3	3
Water Maintenance Technician I	4	4	3	3	3
Water Maintenance Technician II	2	2	7	9	9
Water Operation Technician		1	-	-	-
Water Production Supervisor	1	1	1	1	1
Water/Wastewater Production Manager	1	1	1	1	1
Total Full-Time	14	15	21	24	24
Total FTE	14.00	15.00	21.00	24.00	24.00
09125 CAP Treatment Plant					
Senior Water Plant Operator		1	1	1	1
Water Treatment Plant Operator		1	3	3	3
Total Full-time	-	2	4	4	4
Total FTE	-	2.00	4.00	4.00	4.00
09150 Gainey Wastewater Reclamation					
Water/Wastewater Plant Senior Operator	1	1	1	1	1
Water/Wastewater Treatment Plant Operator	2	2	1	1	1
Total Full-time	3	3	2	2	2
Total FTE	3.00	3.00	2.00	2.00	2.00
09160 Planet Ranch					
Water Distribution Field Coordinator	1	1	1	1	1
Water Resources Analyst	1	1	1	1	1
Total Full-time	2	2	2	2	2
Total FTE	2.00	2.00	2.00	2.00	2.00

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
09170 Advanced Water Treatment					
Assistant Water/Wastewater Treatment Manager		-	1	1	1
Citizen Service Representative		-	1	1	1
Lead Technologist		-	1	1	1
Water/Wastewater Treatment Plant Operator		1	2	2	2
Total Full-time	-	1	5	5	5
Total FTE	-	1.00	5.00	5.00	5.00
09180 Water Campus Wastewater Reclamation					
Maintenance Worker I		-	1	1	1
Wastewater Plant Operator			1	1	1
Water Treatment Plant Operator		2	4	4	4
Water/Wastewater Plant Senior Operator		-	4	4	4
Water/Wastewater Treatment Manager		1	1	1	1
Water/Wastewater Treatment Plant Operator		1	1	1	1
Total Full-time	-	4	12	12	12
Total FTE	-	4.00	12.00	12.00	12.00
09200 Water Quality					
Water Quality Director	1	1	1	1	1
Water Quality Sampler	1	1	1	1	1
Water Quality Specialist	1			2	2
Water Resources Analyst	1	2	2	2	2
Total Full-time	4	4	4	6	6
Total FTE	4.00	4.00	4.00	6.00	6.00
09210 Wastewater Quality					
Water Quality Sampler		1	1	1	1
Water Quality Specialist	1	1	1	1	1
Water Resources Analyst	1	1	2	1	1
Total Full-time	2	3	4	3	3
Total FTE	2.00	3.00	4.00	3.00	3.00
09240 Engineering - Water					
Administrative Secretary	1	1	1	1	1
Water Quality Engineering Technician	1	1	1	1	1
Water Resources Engineer	3	3	3	3	3
Total Full-time	5	5	5	5	5
Total FTE	5.00	5.00	5.00	5.00	5.00
09260 Water Laboratory					
Inorganic Chemist		-	2	2	2
Laboratory Manager		-	1	1	1
Microbiologist		-	1	1	1
Organic Chemist		-	2	2	2
Quality Assurance Officer		-	1	1	1
Water Quality Compliance Lab Technician		-	-	2	2
Total Full-time	-	-	7	9	9
Total FTE	-	-	7.00	9.00	9.00
09270 Wastewater Laboratory					
Water Quality Compliance Lab Technician				1	1
Total Full-time	-	-	-	1	1
Total FTE	-	-	-	1.00	1.00
Department Total Full-time	**78**	**95**	**119**	**126**	**126**
Department Total Part-time*	**1**	**1**	**1**	**1**	**1**
Department Total FTEs	**78.70**	**95.80**	**119.75**	**126.75**	**126.75**

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
MUNICIPAL SERVICES					
10000 Municipal Services Administration					
Administrative Secretary	1	1	1	1	1
Department Advisor	1	1	1	1	1
General Manager Municipal Services	1	1	1	1	1
Water Campus Project Director	1	1	1	1	1
Total Full-time	4	4	4	4	4
Total FTE	4.00	4.00	4.00	4.00	4.00
10200 Capital Project Management					
Asset Management Coordinator	1	1	1	1	1
Asset Management Specialist	1	1	1	1	1
Capital Project Management Director		-	1	1	1
Citizen Service Representative	1	1	1	1	1
Civil Designer	1	1	1	1	1
Civil Engineer	1	1	1	1	1
Construction Coordinator	1	1	1	1	1
Project Budget Analyst	1	1	1	1	1
Project Manager	6	6	6	6	6
Public Worker Inspector				3	3
Public Works Project Coordinator	3	3	2	2	2
Right-of-Way Agent	1	1	1	1	1
Senior Project Manager	3	3	3	3	3
Senior Right-of-Way Agent	1	1	1	1	1
Right-of-Way Agent*				1	1
Secretary*				1	1
Total Full-time	21	21	21	24	24
Total Part-time	-	-	-	2	2
Total FTE	21.00	21.00	21.00	25.50	25.50
10300 Solid Waste Management Administrative Services					
Administrative Secretary	1	1	1	1	1
Citizen Service Representative	2	2	2	3	3
Solid Waste Director	1	1	1	1	1
Total Full-time	4	4	4	5	5
Total FTE	4.00	4.00	4.00	5.00	5.00
10310 Residential Collection Services Administration					
Equipment Operator I	10	10	9	10	10
Equipment Operator II	8	8	8	9	9
Equipment Operator III	23	23	23	24	26
Solid Waste Program Representative	3	3	3	3	3
Solid Waste Service Coordinator	3	3	3	3	3
Solid Waste Systems Coordinator	2	1	1	1	1
Equipment Operator I*	3	3	3	3	3
Solid Waste Program Representative*	1				
Total Full-time	49	48	47	50	52
Total Part-time*	4	3	3	3	3
Total FTE	52.30	50.30	49.25	52.25	54.25
10320 Support Services Administration					
Container Repairer	2	2	2	2	2
Equipment Operator III	3	3	3	3	3
Solid Waste Service Coordinator		1	1	1	1
Total Full-time	5	6	6	6	6
Total FTE	5.00	6.00	6.00	6.00	6.00

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
10330 Commercial Collection Services Admin					
Equipment Operator III	9	9	9	9	9
Solid Waste Service Coordinator	1	1	1	1	1
Total Full-time	10	10	10	10	10
Total FTE	10.00	10.00	10.00	10.00	10.00
10400 Field Services Administration					
Citizen Service Representative	1	1	1	1	1
Field Services Manager	1	1	1	1	1
Total Full-time	2	2	2	2	2
Total FTE	2.00	2.00	2.00	2.00	2.00
10410 Traffic Signals					
Field Services Manager	1	1	1	1	1
Maintenance Technician I	2	1	1	1	1
Traffic Signal Electronic Technician		2	2	3	3
Traffic Signal Technician I	5	5	6	6	6
Traffic Signal Technician II	2	2	2	2	2
Traffic Signals Supervisor	1	1	1	1	1
Total Full-time	11	12	13	14	14
Total FTE	11.00	12.00	13.00	14.00	14.00
10420 Signs and Markings					
Maintenance Supervisor	1	1	1	1	1
Maintenance Technician I	2	2	2	2	2
Maintenance Worker II	5	5	5	5	5
Total Full-time	8	8	8	8	8
Total FTE	8.00	8.00	8.00	8.00	8.00
10430 Street Cleaning					
Equipment Operator III	1	1	1	1	1
Motor Sweeper Operator	6	6	6	6	6
Total Full-time	7	7	7	7	7
Total FTE	7.00	7.00	7.00	7.00	7.00
10440 Asphalt and Maintenance					
Contracts Coordinator	1	1	1	1	1
Maintenance Worker II	4	4	4	3	3
Public Works Inspector				1	1
Total Full-time	5	5	5	5	5
Total FTE	5.00	5.00	5.00	5.00	5.00
10450 Shoulder and Drainage					
Equipment Operator II	1	1	1	1	1
Equipment Operator III	6	6	6	6	6
Maintenance Supervisor	1	1	1	1	1
Total Full-time	8	8	8	8	8
Total FTE	8.00	8.00	8.00	8.00	8.00
10600 Fleet Management Administration					
Buyer		1	-	-	-
Citizen Service Representative	1	1	1	1	1
Fleet Coordinator	1	1	1	1	1
Fleet Management Director	1	1	1	1	1
Fleet Supervisor	1	1	1	1	1
Total Full-time	4	5	4	4	4
Total FTE	4.00	5.00	4.00	4.00	4.00

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
10606 Fleet Management Day Shift					
Equipment Mechanic	8	8	8	9	10
Equipment Service Worker	1	1	1	1	1
Equipment Service Writer	1	1	1	1	1
Fleet Supervisor	1	1	1	1	1
Total Full-time	11	11	11	12	13
Total FTE	11.00	11.00	11.00	12.00	13.00
10607 Fleet Management Weekend Shift					
Equipment Mechanic	7	7	8	8	8
Equipment Service Worker	1	1	1	1	1
Fleet Supervisor	1	1	1	1	1
Total Full-time	9	9	10	10	10
Total FTE	9.00	9.00	10.00	10.00	10.00
10609 Fleet Management Night Shift					
Equipment Mechanic	8	10	9	9	9
Equipment Service Worker	3	1	1	1	1
Fleet Supervisor	1	1	1	1	1
Total Full-time	12	12	11	11	11
Total FTE	12.00	12.00	11.00	11.00	11.00
10610 Fleet Management Parts Supply					
Equipment Parts Specialist	4	4	4	4	4
Senior Equipment Parts Specialist	1	1	2	2	2
Total Full-time	5	5	6	6	6
Total FTE	5.00	5.00	6.00	6.00	6.00
Department Total Full-time	**175**	**177**	**177**	**186**	**189**
Department Total Part-time*	**4**	**3**	**3**	**5**	**5**
Department Total FTEs	**178.30**	**179.30**	**179.25**	**189.75**	**192.75**

		Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
GRANT FUNDED POSITIONS						
POLICE						
36027	Police Lieutenant	1	1	1	1	1
36516	Police Officer		1	-	-	-
36517	Police Officer	6	6	-	-	-
36529	Police Officer	5	5	6	6	6
36532	Police Officer		5	6	6	6
36532	Police Sergeant		2	-	-	-
36533	Police Officer		1	-	-	-
36533	Police Crisis Intervention Specialist		1	-	-	-
36533	Prosecutor I		1	-	-	-
36536	Police Aide		3	-	-	-
36536	Police Teleserve Specialist		2	-	-	-
36543	Police Officer		-	11	11	-
36544	Police Analyst		-	1	-	-
36545	Police Analyst		-	1	-	-
36545	Police Logistics Technician			1	-	-
36551	Crime Scene Supervisor				1	-
36551	Police Officer				1	-
36552	Police Aide				6	-
36556	Police Officer				11	11
36557	Police Officer				10	10
38066	Police Forensic Photo Lab Technician				1	1
	Subtotal Grant Funded Full-time	12	28	27	54	35
COMMUNITY SERVICES						
32535	Grant Programs Specialist	1	1	1	1	1
32598	Administrative Secretary	1	1	1	1	1
32598	Community Assistance Manager	1	1	1	1	1
32598	Senior Grant Program Specialist	2	3	2	2	2
34000	Grant Programs Specialist	3	3	3	3	3
34000	Housing Coordinator			1	1	1
34000	Secretary		-	1	1	1
34000	Section 8 Contract Technician	1	1	1	1	1
38046	Facilities Management Coordinator	1	1	1	-	-
38046	Maintenance Technician II	1	1	2	2	2
38046	Machinist	1	1	-	-	-
34000	Family Self-Sufficiency Specialist*		1	1	1	1
38046	Railroad Engineer*	3			4	4
38046	Recreation Leader I*	1			5	5
38046	Recreation Leader II*	1	4	4	1	1
38046	Recreation Leader III*		1	1	1	1
38047	Recreation Leader II*	1	1	1	1	1
36901	Home Meals Coordinator*	1	1	-	-	-
36901	Information/Referral Worker*	1	1	-	-	-
	Subtotal Grant Funded Full-time	12	13	14	13	13
	Subtotal Grant Funded Part-time*	8	9	7	13	13
Total Grant Funded Full-time		**24**	**41**	**41**	**67**	**48**
Total Grant Funded Part-time*		**8**	**9**	**7**	**13**	**13**
Total Grant Funded FTE		**28.20**	**45.20**	**43.76**	**72.91**	**53.91**

Authorized Personnel Positions

	Actual 1996/97	Actual 1997/98	Adopted 1998/99	Adopted 1999/00	Approved 2000/01
MISCELLANEOUS POSITIONS					
RECLAIMED WATER DISTRIBUTION SYSTEM					
57990 Water Resources Engineer	1	1	1	1	1
57991 Water Maintenance Technician I	1	1	1		-
57994 Water Maintenance Technician I				-	1
Total Full-time	2	2	2	1	2
Total Reclaimed Water Distribution System	**2**	**2**	**2**	**1**	**2**
SCOTTSDALE WATER SERVICE CO., INC.					
57999 Citizen Service Representative	1	1	2	2	2
57999 Process Control Analyst		1	1	1	1
57999 Senior Water Maintenance Technician	1	1	1	1	1
57999 Water Plant Lab Tech/Operator	1	1	1	1	1
57999 Water/Wastewater Treatment Plant Oper.	5	4	3	3	3
Total Full-time	8	8	8	8	8
Total Scottsdale Water Service Co, Inc.	**8**	**8**	**8**	**8**	**8**
Total Miscellaneous Full-time	**10**	**10**	**10**	**9**	**10**

Appendix

This section includes results of the Citizen Survey considered key input to the development of the City's budget. Also included are the Council approved budget ordinance, details of City expenditures funded by grants and trusts and a glossary of terms to assist you.

The Scottsdale Citizen Survey is conducted annually to gain insight into trends in citizen satisfaction with the services the city provides, as well as how citizens feel the City is doing in general, what they like most about living here, and what they like least about living here. The results are used to assist in organizational performance assessment, help establish budget priorities, and as a guide for ongoing strategic planning efforts.

Results of the overall survey are valid at the 96% confidence level, meaning that if the survey were conducted 100 times, the same results would occur 96 times. The sampling error is plus or minus 4%, meaning if 96% indicated satisfaction, the actual percentage ranges between 92% and 100%.

The survey was conducted by O'Neil Associates, Inc., under the direction of Michael J. O'Neil, Ph.D. Dr. O'Neil has considerable experience in designing, conducting, and analyzing survey research projects, and has overseen hundreds of research projects in Arizona for a wide range of clients.

Overall Satisfaction with Services

Survey respondents were asked "Overall, do you think the City is doing a very good, good, poor, or very poor job of providing services to you?" The results, compared to prior years are:

Rating	1994	1995	1996	1997	1998
Very Good	36%	41%	38%	32%	31%
Good	61%	57%	57%	63%	65%
Total	97%	98%	95%	95%	96%
Poor/Very Poor	2%	2%	4%	4%	3%
Don't Know	1%	0%	1%	1%	1%

Ratings of Selected City Services

Citizens were then asked to rate specific services using the same scale - very good, good, poor or very poor. The total percentages of those responding very good and good are tabulated below and compared to prior years.

City Service	1994	1995	1996	1997	1998
Libraries	98%	99%	98%	100%	98%
Recreation Programs	96%	96%	96%	98%	98%
Emergency Medical	98%	99%	97%	98%	98%
Fire Services	98%	98%	98%	99%	99%
Parks/Open Space	96%	97%	96%	94%	95%
Planning/Zoning	74%	71%	63%	52%	55%
Police	91%	95%	94%	97%	94%
Water and Sewer	85%	85%	89%	92%	95%
Drainage Control	69%	78%	78%	77%	82%
Residential Refuse/Garbage Collection	94%	95%	92%	92%	93%
Traffic Flow/Signalization	64%	68%	61%	55%	49%
Bus/Dial-A-Ride	48%	62%	46%	29%	48%
Street Maintenance	81%	87%	87%	85%	83%
Community Arts/Cultural Programs	97%	95%	95%	96%	95%
Recycling Services	56%	44%	79%	88%	86%
Redevelopment	n/a	n/a	n/a	n/a	70%
Citizen Communication	n/a	n/a	n/a	n/a	82%

The 1998 survey results continue to show that citizens are generally satisfied with city provided services. Since the sampling error is + or - 4%, only variations of 4% or more from the previous year are considered true indications of a change in satisfaction.

Of particular note, 1998 satisfaction with bus/dial-a-ride service shows a 19% increase when compared to 1997; however, 1997 results may have been influenced by the publicity surrounding a proposed sales tax increase that, if passed, would have resulted in a higher level of service. The measure was defeated, and the 1997 survey was taken after the vote.

What People Like Most About Living in Scottsdale

Citizens were asked to identify what they like most about living in Scottsdale. This was an open-ended question, with no topic suggested by the interviewer. Summarized responses, compared to prior years were:

Characteristic	1995	1996	1997	1998
Weather/climate	9%	7%	16%	16%
Location/convenience	17%	17%	15%	16%
Cleanliness	14%	21%	13%	13%
Atmosphere/ambiance	18%	8%	9%	10%
Parks/Open Space/Libraries/Arts	10%	10%	8%	8%
Friendly people/Community	8%	9%	7%	6%
Safe Environment	10%	5%	7%	6%
Everything	0%	3%	6%	5%
All Others/no response	14%	20%	19%	20%

Future Issue Impacting Quality of Life

This year for the first time, citizens were asked to identify the City's most critical issue which, in their view, will impact the quality of life for future generations living in Scottsdale. Nine percent of the sample had no opinion. Of those who did respond, nearly 80% expressed concern with growth and development's future long term environmental impact especially as it relates to traffic, air quality, future water supply and preservation.

What People Like Least About Living in Scottsdale

Citizens were also asked what they consider to be the major problem facing the City today. This was also an open-ended question. Summarized responses, compared to prior years were:

Characteristic	1995	1996	1997	1998
Growth/Development	28%	33%	35%	44%
Traffic Flow	24%	24%	25%	25%
Planning/Zoning	6%	8%	8%	5%
Crime/Safety	8%	8%	6%	4%
Transit/Bus Service	3%	4%	8%	<1%
Environmental	5%	2%	2%	<1%
All Others/None mentioned	26%	21%	16%	20%

Scottsdale as a Place to Raise a Family

Another new survey question this year rated citizens satisfaction with Scottsdale as a place to raise a family. 94% of the sample rated Scottsdale as "very good" (51%) or "good" (43%), while 5% responded "poor", and less than 1% "very poor". Demographics of the sample indicate high satisfaction from all parts of the city.

Neighborhoods

Respondents were then asked to think about the neighborhood in which they live, and rate the quality of life as "better", "about the same" or "worse" over the past year. Those indicating that the quality of life had gotten better or worse were then asked what they attribute the change to. The chart shows a comparison of the results over the past four years.

Demographics of the sample show that of the 13% (78 respondents) who in 1998 said the quality of life in their neighborhood had gotten worse, a higher percentage (24%) occurred in the area north of Bell Road, and a lower percentage (7%) occurred between Camelback Road and Shea Boulevard.

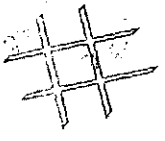
Characteristic	1995	1996	1997	1998
Better	22%	22%	19%	15%
About the same	64%	61%	64%	72%
Worse	14%	17%	17%	13%

Demographics

The survey is based on a sample of 597 adult City of Scottsdale residents selected by employing a random digit dialing sampling. Each respondent was interviewed during the period September 17-24, 1998. Following is the composition of the sample.

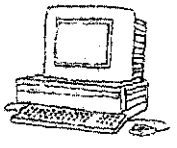
Registered to Vote

82% Yes
18% No



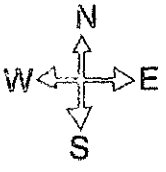
Number of Years in Scottsdale

29% Less than 5
34% 5-14 Year
38% 15 Years or more



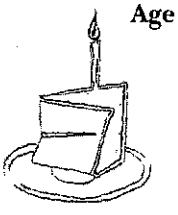
Own a Personal Computer

66% Yes
34% No



Geographical Location

34% South of Camelback
30% Camelback to Shea
23% Shea to Bell Road
13% North of Bell Road

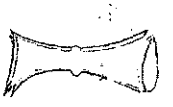


Age

9% 18-30 years
25% 31-45 years
33% 46-64 years
34% 65 or older

Own or Rent

83% Own home
17% Rent home



Education

18% High School or less
26% At least 2 years of college
35% College graduate
21% Post graduate degree

Gender

49% Male
51% Female

Race/Ethnic Background

95% White
3% Hispanic
1% African American
1% Asian American

ORDINANCE NO. 3238

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, 1999, AND ENDING JUNE 30, 2000, 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 17101, 17102, 17103, and 17104, A.R.S., the City Charter, and Ordinances of the City of Scottsdale, the Mayor and Council did, on May 17, 1999, 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, 1999, 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, 1999, 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. 42-17051, and

WHEREAS, the Mayor and Council have appeared and filed with the City Clerk said Tentative Budget for the fiscal year beginning July 1, 1999, and ending June 30, 2000, 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 1999/00.

SECTION 2. Upon the recommendation of the City Manager, and with the approval of the Mayor and Council, expenditures may be made from the appropriation for contingencies. The transfer of sums within any expenditure appropriation may be made upon approval by the City Manager. At fiscal year-end any unencumbered appropriation balance or portion thereof may be transferred between departments to offset budget variances upon approval of the City Manager.

SECTION 3. Money from any fund may be used for any of these appropriations, except money specifically restricted by State law or City Ordinances and Resolutions.

SECTION 4. Schedule A of the Adopted Budget follows:

City of Scottsdale
Specific Budget Appropriations
Fiscal Year 1999/00

	Operating Budget	Capital Budget	Other Fiscal Activity	Total Activity
Operating Budget				
General Government	$ 15,881,687	$ -	$ -	$ 15,881,687
Police	39,619,268	-	-	39,619,268
Financial Services	12,975,263	-	-	12,975,263
Transportation	9,437,034	-	-	9,437,034
Community Services	38,019,889	-	-	38,019,889
Information Systems	6,640,865	-	-	6,640,865
Planning & Development	19,955,277	-	-	19,955,277
Fire	14,371,862	-	-	14,371,862
Water Resources	34,044,505	-	-	34,044,505
Municipal Services	32,682,425	-	-	32,682,425
Internal Service Fund Offsets	(15,897,676)	-	-	(15,897,676)
Operating Contingency	2,332,197	-	-	2,332,197
Debt Service	84,975,724	-	-	84,975,724
Reserves/Carryover	22,000,000	-	-	22,000,000
Capital Improvements				
Capital Improvements	-	389,644,700	-	389,644,700
CIP Contingency	-	5,889,800	-	5,889,800
Other Fiscal Activity				
Grants	-	-	12,828,334	12,828,334
Designated Funds	-	-	6,212,980	6,212,980
Groundwater Treatment Facility	-	-	2,863,163	2,863,163
Reclaimed Water Distr System	-	-	1,869,577	1,869,577
Inlet Golf Course Irrigation	-	-	76,159	76,159
WestWorld Golf Course	-	-	-	-
Recharge/Recovery	-	-	136,000	136,000
Total Fiscal Activity	$ 317,038,320	$ 395,534,500	$ 23,986,213	$ 736,559,033

ORDINANCE NO. 3169

AN ORDINANCE OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF SCOTTSDALE, SUBJECT TO TAXATION OF CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS ($100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES; ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 2000.

WHEREAS, by the provisions of the City Charter and State law, an ordinance is required to set the property tax levy for fiscal year 1999/00.

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, 2000, and the allowable tort liability claims. The estimate of the maximum allowable levy is $12,271,505. 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 $20,543,316 for the purpose of providing a bond interest and redemption fund for General Obligation Bond debt service for the fiscal year ending June 30, 2000.

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.

Grant Funds – are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Grant funds are budgeted in aggregate under "Other Fiscal Activity". Following is a listing of the estimated amounts to be expended during the biennial budget cycle. Budgeted activity may include grants not yet awarded.

Grant Name	Purpose	Proposed 1999/00	Proposed 2000/01
Airport Design	Provide advanced design work for construction projects	225,000	225,000
Airport Maintenance Facility	Construction of airport maintenance facility	-	463,500
Airport Rescue/Firefighting Facility	Construction of airport rescue and firefighting facility	-	728,000
Az Auto Theft Task Force	To fund participation of Scottsdale officer in state-wide vehicle theft taskforce	60,000	60,000
Brave Taxiway Extension	Construction of airport taxiway improvements	-	379,800
Cholla Hangar Infrastructure	Construction of airport hangar improvement	430,000	-
CJEF Remote Alarm System	Purchase of equipment for alarm system	25,000	-
Contingency	To provide contingent budget authority	2,000,000	4,000,000
COPS More	Purchase of computer equipment for patrol officers	85,336	-
COPS More '98	Purchase of computer equipment for patrol officers	100,000	100,000
COPS Universal Hiring	Salaries and benefits for officers	507,558	571,496
COPS Universal Phase II	Provide salaries and benefits for middle school resource officers	100,000	-
COPS Universal Phase III	Provide salaries and benefits for community policing effort	300,000	-
Cross Site Assessment Proj	To fund outside evaluator of burglary prevention efforts	25,000	-
DEA Task Force	Fund overtime for officers assigned to DEA Task Force	7,000	7,000
FTA Bus Stop Impr X042	Construction of bus stop shelters	33,600	33,600
FTA Bus Stop Impr X045	Construction of bus stop shelters	32,500	32,500
FTA Bus Stop Impr X049	Construction of bus stop shelters	22,772	22,772
Gang Task Force	To fund gang taskforce and personnel	150,000	150,000
Investigative Taskforce	Provide funding for overtime expenditures to form police investigative task force	5,000	5,000
Land Acquisition	Purchase of airport property	1,900,000	-
Land Acquisition - Keekor Parcel	Purchase of airport property - Keekor parcel	-	4,325,000
Links Fund	Provide staffing for recreational activities	7,280	10,000
LLEBG '98	Provide funding to supplement various law enforcement programs	100,000	100,000
Loop 101 Park & Ride	Construction of park and ride facility	130,000	1,300,000
NASA II	Provide funding for Remote Sensing project	200,000	200,000
Pavement Preservation	Provide funding for pavement maintenance	360,000	450,000
Police UPH4 Deployment	Salaries and benefits for officers	314,670	314,250
Runway Improvements	Construction of various airport runway improvements	60,000	200,000
Runway Lighting	Construction of airport lighting improvements	325,000	975,000
Shea Sidewalk Construction	Construction of sidewalk & amenities	50,000	450,000
State Grant in Aid 2000	Library staff training	-	2,500
Victims Assistance - ACJC	To construct upgraded traffic control system	21,000	22,500
Victims Assistance - AG	To fund participation of Scottsdale officer in state-wide vehicle theft taskforce	28,700	30,900
Victims Assistance - VOCA	Provide funding to entities affected by Victim's Rights legislation	37,550	41,000
Total Grant Activity		**$ 7,642,966**	**$ 15,199,818**

Trust and Agency Funds – are used to account for assets held by the City in a trustee capacity or as an agent for individuals, other government units, and other funds. These include expendable and non-expendable trusts. Trust and agency funds are budgeted in aggregate under "Other Fiscal Activity". Following is a listing of the estimated amounts to be expended during the biennial budget cycle.

Trust Name	Purpose	Proposed 1999/00	Proposed 2000/01
Adapted Recreation	To provide recreational programs and supplies for persons with disabilities	1,400	1,400
Charros/Park Improvements	Baseball facility improvements at Scottsdale Stadium and Indian School Park	20,000	20,000
Community Arts	Restoration of Loloma School, support of arts	5,000	5,000
Contingency	To provide contingent budget authority	1,300,000	1,300,000
Court Enhancement Fund	To enhance City Court facilities and operations	474,000	557,500
DARE	Donations to assist in anti-drug educational programs	5,000	5,000
Downtown Cultural Trust	To enhance cultural activities	230,000	200,000
Employee Activities	To fund employee activities	40,000	40,000
Energy Efficiency Imp.	To provide funding for energy efficiency improvements	37,950	47,950
EVSRC	To provide funding for recreation and other programs for disabled citizens	4,000	4,000
Fine Arts	Purchase of art for public places as part of municipal art collection	600,000	600,000
Harry L. Lazarus Memorial	To refurbish Civic Center library's periodical room and materials	2,000	2,000
Herbert Drinkwater Fund	To provide funding to youth programs	1,000	1,000
Human Svcs Emergencies	To assist social service agencies for Scottsdale residents	12,700	12,700
Kachina Junior Open	Sponsor tennis tournament, sanctioned by the USTA	5,000	5,000
Library Book Sales	To purchase library materials	90,000	100,000
Library Endowment Trust	Purchase of books, furniture, and equipment for library	20,000	20,000
Library Gifts Memorial	To purchase library materials, outside services	18,000	18,500
Maricopa Regional Network	To cover maintenance costs related to regional police radio network	350,000	-
Mayor's Commmittee	Programs & activities to promote employment of the handicapped	1,000	1,000
McCormick Endowment Fund	Park improvements and equipment	752,770	350,170
McCormick Park	To cover costs relating to the McCormick RR train and carousel operations	197,349	205,694
McCormick Park - Concession	To cover costs relating to the McCormick RR concession operations	144,000	149,000
McCormick RR Park	McCormick Railroad Park enhancement	60,000	66,000
McCormick RR Park	Maintenance of equipment at McCormick Railroad Park	15,000	-
McCormick Special Projects	To provide funding for special events at McCormick Park	70,000	10,000
McDowell Mountain CFD	To accumulate development fee credits to be used for CFD debt service	150,000	150,000
Newhall McDowell Arabian	To enhance the Arabian Library	8,000	8,000
Paiute Neighborhood Center	To assist in operations of Paiute Neighborhood Center	6,000	6,000
Paper To Trees	Purchase of trees for Scottsdale parks	2,000	2,000
Parks Enhancement	To fund parks enhancement	25,000	30,000
Partnership Funding	To provide funding to youth sports groups for field improvement projects	68,311	70,019
PASE Trust	To fund operations of the Professional Association of Scottsdale Employees	5,000	5,000
Police Donations	To defray costs of police operations	5,000	5,000
Police Training Facility	To purchase supplies for training facility from facility revenues	500	500
Pride in Scottsdale	To fund expenditures of "Take Pride in Scottsdale" program	1,000	1,000
RICO Funds - State & Federal	To purchase RICO materials used in operations	500,000	500,000
Scottsdale Cares	To raise and disperse funds for community support agencies	133,000	136,000
Senior Citizens	Provide funding for the operation of the Scottsdale Senior Center	14,000	16,000
Special Events	Assisting special event producers, providing services for traffic	1,100	1,100
SRP Desert Garden	Park improvements	300,000	300,000
Stadium Activities	To accumulate funding for activities held at Scottsdale Stadium	14,200	14,200
Tag a Tagger	To reward providers of information relating to graffiti and other vandalism	2,000	2,000
Via Linda Learning Center	To provide training to senior citizens	20,000	20,000
Via Linda Sr. Ctr	To enhance service improvements	700	700
Victims Assistance Program	To provide aid to victims of crime	1,000	1,000
Total Trust Activity		**$ 5,712,980**	**$ 4,990,433**

Actual - Actual, as used in the fund summaries and department and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a GAAP basis except that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds are budgeted as expense.

Adopted - Adopted, as used in the fund summaries and department and division summaries within the budget document, represents the budget as approved by the City Council.

Appropriation – An authorization made by the City council which permits the City to incur obligations and to make expenditures of resources.

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 mathematical confirmation of your suspicions. A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative, or whether it has been approved by the appropriating body.

Budget Target - Budget Targets are prepared for each department based upon a five-year revenue forecast, availability and use of reserves, current service level costs conservatively adjusted for salary and benefit increases, commodity costs adjusted for inflation and expected operating cost impacts of new capital project infrastructure. Departments are then required to prepare five-year expenditure and biennial budget plans not to exceed the forecasted targets.

Biennial Budget - A budget plan for two consecutive years. Arizona Statute requires and annual budget adoption; consequently, the second year of the City of Scottsdale's Biennial Budget will be reviewed and a formal adoption made in the second year.

Budgetary Basis - Budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) except that 1) encumbrances are considered to be an expenditure chargeable to appropriations; 2) no depreciation is budgeted for in proprietary funds; and 3) bond principal in the enterprise funds is subject to appropriation.

Capital Outlay - Items costing more than $5,000 and having a useful life of more than one year are defined as capital outlay.

Capital Improvement Plan (CIP) - A capital improvements plan is a comprehensive plan which projects the capital needs of the community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvements plans are essential to sound infrastructure and financial planning. The annual capital budget is derived from the long-term CIP.

Carryover - Carryover represents encumbered and committed funds carried forward to the next fiscal year budget.

Commodities - Commodities are consumable goods such as office supplies, small tools, fuel, etc., that are used by the City.

Community Facilities Districts (CFD) - CFDs are special purpose public improvement districts. By utilizing a variety of public funding options such as bonds, special assessments, taxes and user fees, CFDs provide a mechanism to finance public infrastructure, the operation and maintenance of public infrastructure, and enhanced municipal services in qualifying areas.

Contracts Payable - Contracts payable represents a liability reflecting amounts due on contracts of goods or services furnished to the City.

Contractual Services - Contractuals are services such as rentals, insurance, maintenance, etc., that are purchased by the City.

Court Enhancement Fund – A fund to accumulate fees imposed by the City Court on fines, sanctions, penalties and assessments for the purpose of enhancing the technological, operational and security capabilities of the City Court.

Debt Service - Debt service is the amount of money necessary to pay interest and principal on outstanding debt.

Department - A department is the combination of divisions of the City headed by a general manager with a specific and unique set of goals and objectives, e.g., Police, Fire, Financial Services, Water Resources, etc.

Encumbrance - Encumbrance includes obligations in the form of purchase orders, contracts, or other commitments. They cease to be encumbrances when paid, canceled, or when the actual liability is set up.

Encumbrance Rebudgets - The balance of unliquidated purchase commitments brought forward from the previous fiscal year.

Ending Balance - The residual non-restricted funds that are spendable or available for appropriation at the end of the fiscal year.

Enterprise Fund - An enterprise fund is established to account for operations financed and operated in a manner similar to private business enterprises, i.e., where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. Examples of enterprise funds are those for the water and sewer utility, airport, and solid waste.

Equipment Rental - Equipment rental represents fees charged to other areas of the City for the maintenance, repair, and replacement of City vehicles. The fee for these charges is returned to the fleet management internal service fund as revenue.

Estimated - Estimated, as used throughout the budget document, represents the original adopted budget plus any approved changes and anticipated year-end savings.

Excise Debt - Excise debt is debt that is repaid by excise taxes. In this case, the excise taxes used to fund the debt service payments are a portion of the transaction privilege (sales) tax and transient occupancy tax.

Expenditures - Expenditures are decreases in net financial resources. They include current operating expenses which require the current or future use of net current assets, debt services, and capital outlays.

Fees - Fees are charges for specific services.

Five-Year Financial Plan - An estimation of revenues and expenses required by the City to operate for the next five-year period.

Franchise Fee - The franchise fee charged to the water and sewer utility fund is a reimbursement to the general fund for the utility's use of City streets and rights-of-way.

Full Time Equivalent (FTE) - A calculation used to convert part time hours to equivalent full time positions. Full time employee salaries are based on 2,080 hours per year. The full time equivalent of a part time employee is calculated by dividing number of hours budgeted by 2,080.

Full Time Staffing Equivalent (FTSE) - A more comprehensive calculation than FTE including contractual hours and staff overtime.

Fund - A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources together with all related liabilities and residual equities or balances and changes therein which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance - The balance of net financial resources that are spendable or available for appropriation.

Fund Summary - A fund summary, as reflected in the budget document, is a combined statement of revenues, expenditures, and changes in fund balance for the prior year's actual, adopted, and estimated budgets, and the current year's adopted budgets.

GAAP Adjustments – Differences arising from the use of a basis of accounting for budgetary purposes that differs from the basis of accounting applicable when reporting on operations in conformity with Generally Accepted Accounting Principles (GAAP). For example, depreciation and amortization in Enterprise Funds are not considered expenses on the budget basis of accounting, but are considered expenses on the GAAP basis.

General Fund - The general fund is used to account for all financial resources except those required to be accounted for in another fund.

General Long-term Debt - General long-term debt represents any unmatured debt not considered to be a fund liability.

General Obligation Bonds (G.O. Bonds) - General obligation bonds are bonds which are secured by the full faith and credit of the issuer. G.O. bonds issued by local units of government are secured by a pledge of the issuer's property taxing power (secondary portion). They are usually issued to pay for general capital improvements such as parks and roads.

Generally Accepted Accounting Principles (GAAP) - GAAP are the uniform minimum standards of and guidelines to financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures. GAAP provide a standard by which to measure financial presentations.

Grant - A grant is a contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function, e.g., education or drug enforcement, but it is sometimes for general purposes.

Golf Course Surcharge – A $1.00 per nine hole surcharge established in 1994 for all City owned golf courses. Revenue collected from this source is used for capital improvements, debt service on capital improvements, silt management, catastrophic flood funding, and support of the Phoenix Open golf tournament.

Highway User Fuel Tax - Highway user fuel tax is gasoline tax shared with municipalities; a portion is distributed based upon the population of the city and a portion is distributed based upon the origin of the sales of the fuel. The Arizona state constitution requires that this revenue be used solely for street and highway purposes.

Improvement Districts - Improvement districts are formed consisting of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property. Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Indirect Cost Allocation - Indirect cost allocation is funding transferred to the general fund from enterprise funds for specific central administrative functions which benefit those funds, e.g., City Manager, Financial Services department, Human Resources, Legal, etc.

In Lieu Property Tax - The in lieu property tax is a charge to the enterprise funds which compensates the general fund for the property tax that would have been paid if the utilities were for-profit companies.

Intergovernmental Revenues - Revenues levied by one government but shared on a predetermined basis with another government or class of governments.

Internal Service Fund - An internal service fund is used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government, or to other governments on a cost-reimbursement basis.

Municipal Property Corporation (MPC) - The Municipal Property Corporation is a non-profit corporation established to issue bonds to fund City capital improvements projects.

Needs Assessment - The Needs Assessment is the foundation for determining what City customers feel is needed. Market surveys, public hearings, and boards and commission surveys are conducted.

Operating Budget - The operating budget is the plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is required by law in Arizona and is a requirement of Scottsdale's City Charter.

Ordinance - An ordinance is a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Other Fiscal Activity – Other fiscal activity refers to various trust and agency funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, other governmental units, and other funds.

Outstanding Debt - The balance due at any given time resulting from the borrowing of money or from the purchase of goods and services.

Pay-as-you-go Capital Improvement Projects (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.

PC Replacement Fund – The Personal Computer (PC) Replacement Fund was established to centralize the responsibility for personal computer service and maintenance of computer and printer inventories. Departments are assessed an annual fee based upon their inventory of PCs and printers in use. The charge is accumulated in the PC Replacement Fund and used to replace printers, and desktop/laptop computers on a standard replacement schedule.

Preserve Bonds – Preserve bonds are excise tax revenue bonds. The bonds are special revenue obligations of the Scottsdale Preserve Authority payable solely from and secured by a 0.2% sales tax approved by City voters. The bonds are issued for the purpose of acquiring land for the McDowell Sonoran Preserve.

Property Tax - Property tax is based according to value of property and is used as the source of monies to pay general obligation debt (secondary property tax) and to support the general fund (primary property tax).

Primary Property Tax - Primary property taxes are levied for the purpose of funding general government operations. Annual increases are limited to 2% of the previous year's maximum allowable primary property tax levy plus allowances for new construction and annexation of new property and tort litigation settlements.

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.

RICO Funds - Racketeered Influenced and Corrupt Organizations (RICO) Funds are funds obtained from an anti-racketeering revolving fund maintained by either the Federal or State government as a result of asset forfeitures from criminal enterprises, and are allocated to municipalities for approved non-recurring public safety expenditures.

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.

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.

Street Light Districts - Street light improvement districts are formed to provide a means for properties within a district to maintain street lights within their boundaries. A street light tax is levied against the property owner to cover the cost of electrical billings received and paid by the City.

Taxes - Taxes are compulsory charges levied by a government for the purpose of financing services performed for common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

Tax Rate - The tax rate is the amount of tax levied for each $100 of assessed valuation.

Transfers - Transfers are the authorized exchanges of cash or other resources between funds.

Trust Fund - A trust fund consists of resources received and held by the government unit as trustee, to be expended or invested in accordance with the conditions of the trust.

Volunteer Time Staffing Equivalent - Volunteer time invested represents the amount of time volunteered to our organization by unpaid individuals and groups.