



Volume One

# Operating Budget

City of Scottsdale, Arizona  
Adopted FY 2014/15 Budget



## INSTRUCTIONS FOR NAVIGATING IN ANNUAL BUDGET PDF FILES

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





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Operating Budget  
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Photo by Bill Timmerman

# The City of Scottsdale

A report to our citizens - Fiscal Year 2013/2014



## About Scottsdale

The voters elect a mayor and six council members to govern Scottsdale. The Mayor is W.J. "Jim" Lane and City Council members are Suzanne Klapp, Virginia Korte, Robert Littlefield, Linda Milhaven, Guy Phillips and Dennis Robbins. The City Council met 31 evenings during the year and decided on 576 items.

The City Council appoints six officers to advise them on policy issues and run day-to-day operations. They are City Manager Fritz Behring, City Attorney Bruce Washburn, City Auditor Sharron Walker, City Clerk Carolyn Jagger, Presiding City Judge Joseph Olcavage, and City Treasurer Jeffery M. Nichols.

The city employed 2,147 full-time and 299 part-time workers at the end of the year. There were two fewer full-time and 17 fewer part-time workers than the prior year. More than 4,000 residents volunteered 200,000 hours with the city. About 150 residents volunteer on the city's boards, commissions and task forces.

For more information about demographics, leadership, or a community profile, visit [www.ScottsdaleAZ.gov/about](http://www.ScottsdaleAZ.gov/about).

## What we accomplished: Highlights in Priority Areas



### Value Scottsdale's Unique Lifestyle and Character

- Completed multi-use Arizona Canal Path from 64th Street to Goldwater Boulevard
- Bil Keane's 'The Family Circus' cartoon commemorated in bronze statue at McCormick - Stillman Railroad Park



### Support Economic Vitality

- The 275,000 square foot Tony Nelssen Equestrian Center expansion opened at WestWorld in January
- Negotiated operating agreement and identified funding to build Scottsdale's Museum of the West



### Enhance Neighborhoods

- Used federal grants to upgrade 266 street lights to LED energy efficient lighting in four neighborhoods
- Rehabilitated eight-unit housing complex on Belleview Street in partnership with Habitat for Humanity



### Preserve Meaningful Open Space

- Added 2,365 acres to the McDowell Sonoran Preserve assisted by state grants
- Opened Brown's Ranch trailhead (pictured above) and the first phases of Granite Mountain and Fraesfield trailheads



### Seek Sustainability

- All three major credit rating agencies affirmed the city's "AAA" bond rating – the highest possible rating
- Refinanced \$106 million of city bonds, saving \$7.5 million of debt service over the life of the bonds



### Advance Transportation

- Completed Northsight extension, Hayden roundabout and the Rawhide Wash bridge on Scottsdale Road
- Added fuel-efficient trolleys to the neighborhood and downtown routes

Note: These are selected accomplishments grouped by strategic goal. The strategic goals are the major divisions of the voter-approved 2001 General Plan.

## How Our Residents Rate Scottsdale

Percent "excellent" or "good"

### Quality of life



### As a place to live



### Appearance



### City services



### City employees



### Value of services for taxes paid

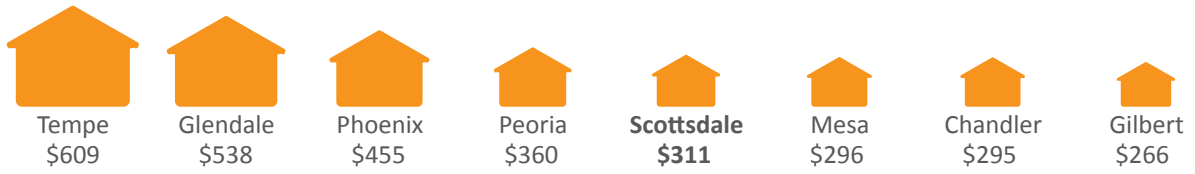


Complete survey results online at [www.ScottsdaleAZ.gov/CitizenSurvey](http://www.ScottsdaleAZ.gov/CitizenSurvey)

## How do we compare with our neighbors?

Scottsdale is part of the Phoenix metropolitan area, and taxes and rates vary across the eight largest cities. Scottsdale's rates are lower than all but two or three of the largest cities. Scottsdale's values are shown along with the high and low city in the region.

**Estimated City Property Tax on a \$250,000 House**  
Source: City budget offices. Based on adopted FY 2014/15 rates.



**Estimated City Sales Tax on a \$25,000 Car**  
Source: Arizona Department of Revenue As of Aug. 1, 2014

















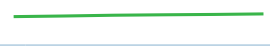





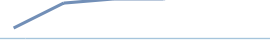
**Monthly Residential Utility Bill**  
Source: City of Tempe. Typical water, garbage and sewer charges as of July 2014



## How are we doing?

This is a snapshot of a few indicators tracked over time. More performance measures are in the budget book.

### Scottsdale Statistics Fiscal Year Ending June 30

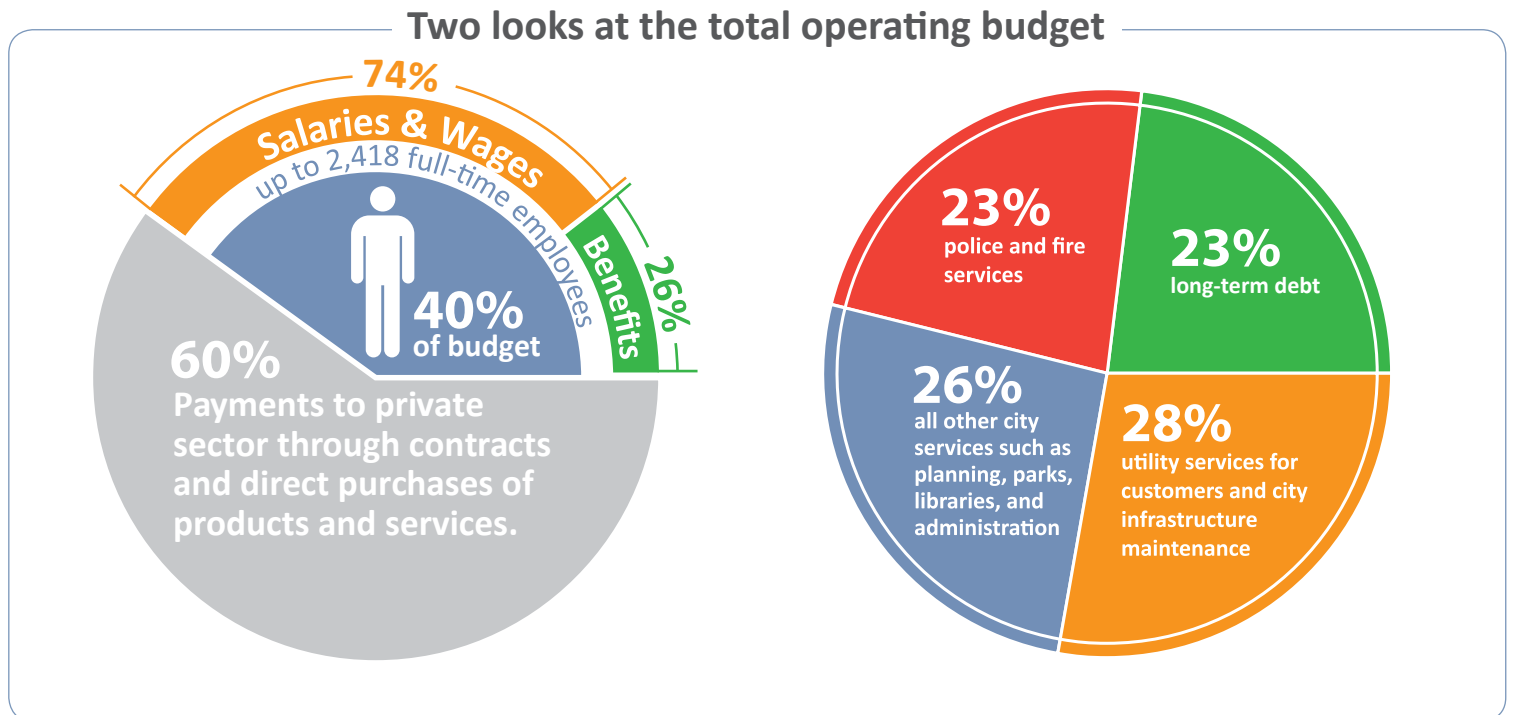
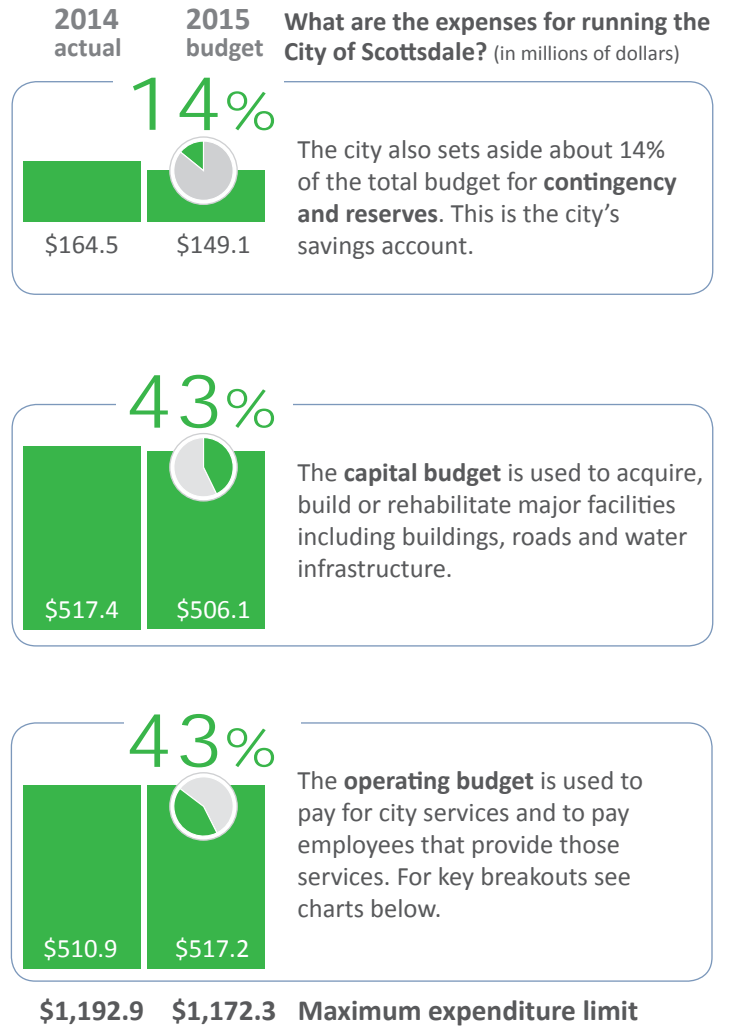
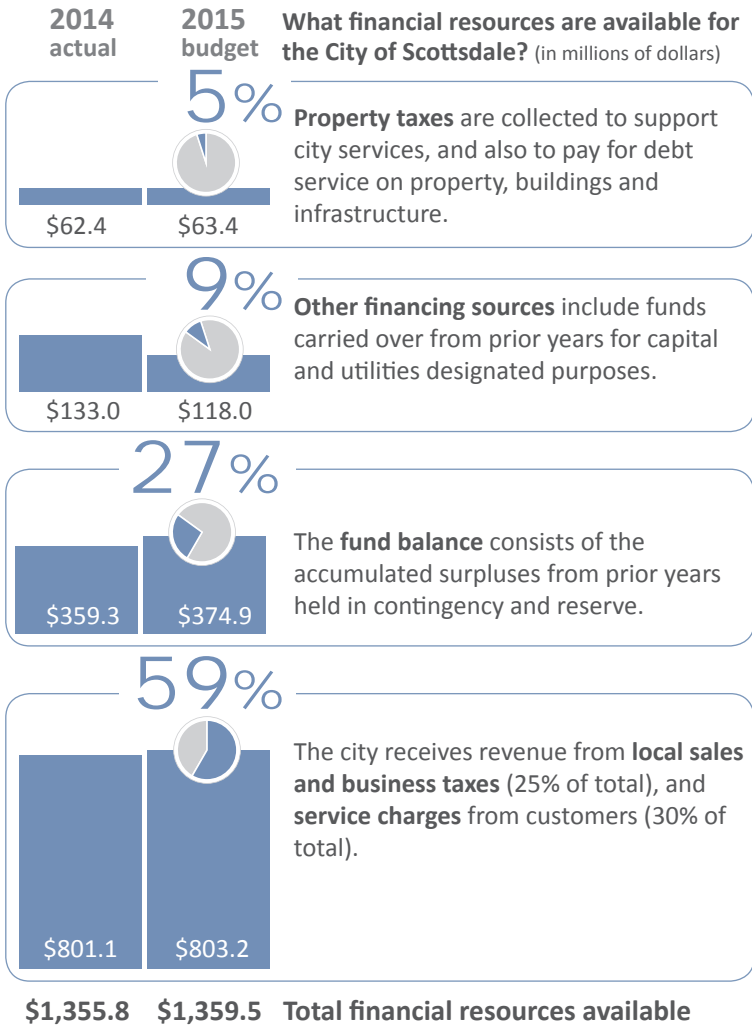
	2009	5-Year Trend	2014
 Acres of land acquired for the McDowell Sonoran Preserve	25		2,365
 Annual attendance at parks, community centers and libraries (in millions)	8.7		7.8
 Total number of filed charges heard and resolved by the City Court	137,887		83,441
 Responses by the Fire Department to calls for emergency services	23,953		28,544
 Average Fire Dept. travel time to calls for emergency services (in minutes)	4:23		4:27
 Total crimes per thousand (Scottsdale Uniform Crime Report, Part 1) *	34.3		27.8
Average Police Department response time to emergency calls (in minutes)	5:07		5:04
Drinking water supplied (million gallons per day)	69.4		70.2
Homes serviced by residential trash and recycling collections	78,607		80,354
New jobs created in targeted industries	394		1,069
Average hotel occupancy rate	59%		66%
Total citywide transit ridership (in millions)	3.5		2.6
Scottsdale Airport takeoffs & landings	169,972		142,248
Maintained landscaped medians and rights of way (in millions of square feet)	17.0		22.5
Maintained city facilities (in millions of square feet)	2.3		3.3

\*For the preceding calendar year.

Additional statistics are available in the division section of the operating budget and in the Comprehensive Annual Financial Report

# What does it cost to run the city and how are those costs paid for?

Scottsdale is required by law to adopt a budget each year, and cannot spend more than that total amount. This includes all city funds for the fiscal year ending June 30.



Note, these numbers are as adopted by the City Council in June 2014. The city's financial statements are audited annually by an independent auditor. The most recent audit for 2013 received a clean opinion. Complete financial information can be found at [www.ScottsdaleAZ.gov/finance](http://www.ScottsdaleAZ.gov/finance).



### Challenges Moving Forward

The fiscal year 2014/15 budget is balanced and it includes the priorities and policy direction given by the city council. When developing the budget, we focused on spending money smarter, making city government leaner and more efficient. The economy continues its slow recovery, while the city's budget also must reflect rising operating costs.

General fund revenues are projected to increase by \$9.1 million – about 4 percent. Some of the increase will be used to cover increasing operating expenses. These increased expenses include the maintenance and replacement of city vehicles, computers and equipment, and employee health care and retirement rate increases.

Spending was reduced by \$2.7 million and 18 fulltime positions were eliminated in the general fund. This permitted 3 percent of payroll to be set aside for salary increases for high performing employees, consistent with council's goal of reinvesting in a high performance organization.

In addition, \$13 million will be transferred from the general fund to the Capital Improvement Program (CIP) for critical infrastructure projects. We project to spend \$230 million on capital projects in the next fiscal year.

Finally, consolidating city staff into other facilities will allow the sale of excess city buildings. Proceeds from those sales (when they happen) will contribute one-time money to the CIP, return property to the tax rolls and reduce ongoing maintenance costs.

Please contact us if you have comments or suggestions on how we can improve this report. In addition, please let us know if you like this report, or if you would like to see other information included next year. Please contact the City Manager's Office to provide your comments.

Scottsdale's City Manager's Office  
3939 N. Drinkwater Blvd.  
Scottsdale, AZ 85251  
480-312-2800  
feedback@ScottsdaleAZ.gov

## What are our priorities for Fiscal Year 2014/15?

The Scottsdale City Council adopted a new mission statement and priorities in December, and reviewed progress and reaffirmed the priorities at a strategic planning workshop in April.

Mission Statement: Simply better service for a world-class community.

City Council priorities:

- Partner with residents and businesses to revitalize the McDowell Road corridor
- Provide strategic support for tourism and visitor events
- Create and adopt a comprehensive economic development strategy
- Develop a transportation strategy that anticipates future needs
- Prepare and adopt fiscally sustainable operating and capital budgets
- Reinvest in a high performance organization and work culture

In addition, a list of key objectives to advance each strategic goal are developed by staff.



### Preserve Meaningful Open Space

- Acquire two properties near Pima and Dynamite for future Preserve trailhead and wash protection



### Enhance Neighborhoods

- Redesign ScottsdaleAZ.gov website to accommodate tablets and mobile phones
- Double wireless capacity at public libraries in response to continued increases in customer demand
- Purchase land and begin design of a permanent location for Fire Station 613 near Scottsdale and Jomax



### Seek Sustainability

- Increase residential recycling diversion rate from 28 percent to 35 percent or greater by the year 2020
- Ensure water supply sustainability by increasing stored water credits for drought reserve
- Initiate education campaign on salinity to reduce salt in wastewater and environment
- Upgrade treatment technology at Chaparral Water Treatment Plant to meet stricter regulations



### Support Economic Vitality

- Coordinate with Scottsdale Convention & Visitors Bureau to host 2015 Super Bowl events in Scottsdale
- Complete construction and open the Scottsdale Museum of the West
- Complete renovations to the TPC Scottsdale clubhouse and Stadium Course



### Advance Transportation

- Improve traffic signal performance by repair, replacement or upgrade of equipment and signal timing
- Begin construction of transit improvements and roundabout adjacent to Mustang Library
- Improve storm drainage north of Shea between 90th and 96th and along Granite Reef south of Chaparral



### Value Scottsdale's Unique Lifestyle and Character

- Begin construction of a multi-use path along the Arizona Canal from Chaparral Road to McDonald Drive
- Add bicycle and pedestrian capacity to the McDowell Road bridge over the Indian Bend Wash Greenbelt
- Complete bicycle lanes and pedestrian amenities on Thomas Road from Scottsdale Road to Indian Bend Wash

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

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

This report prepared according to AGA citizen centric reporting standards.





Photo by Ken Greshowak

# Guiding Scottsdale Forward

An Introduction to Our Leadership

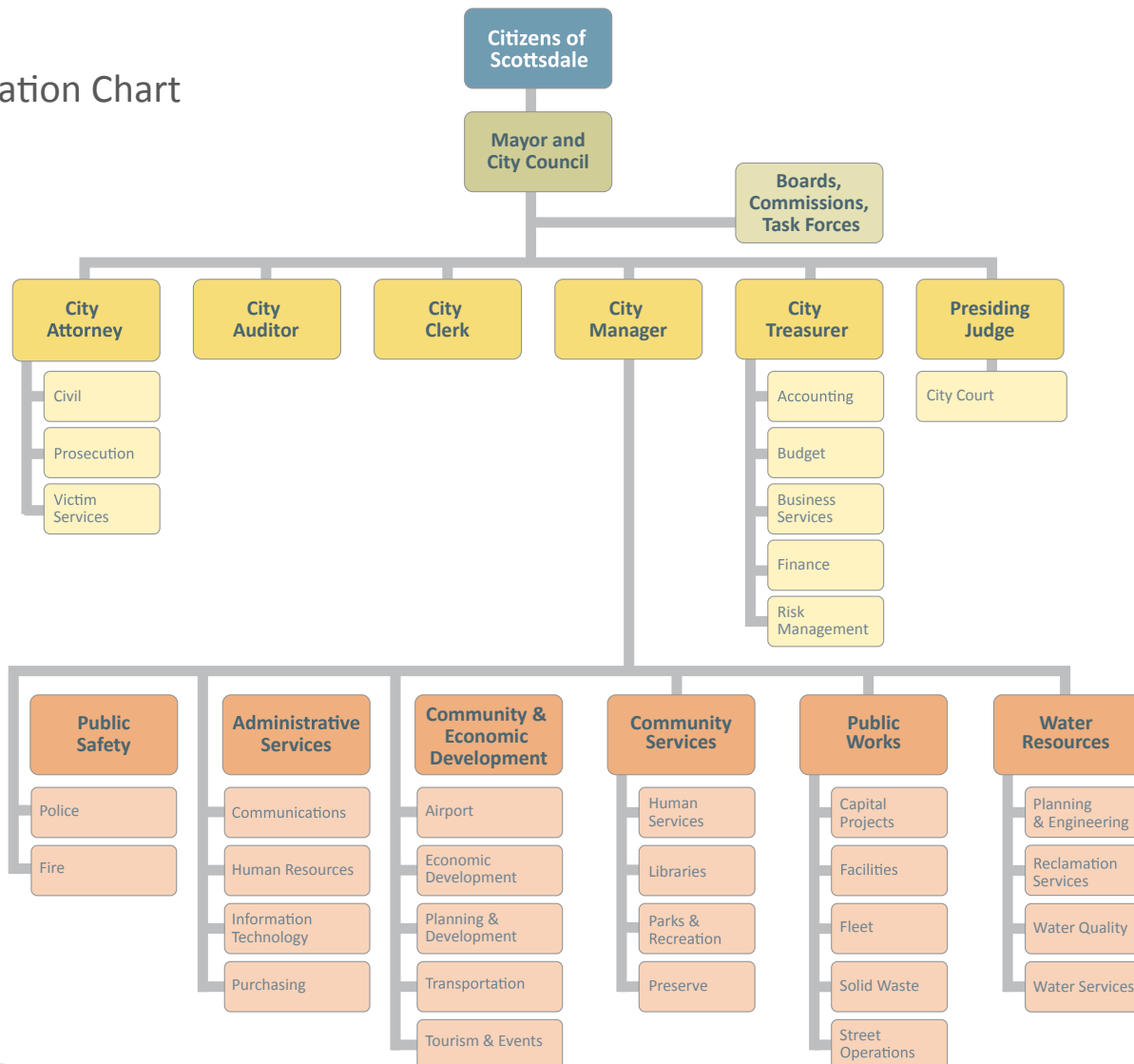
## About Scottsdale

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

The City Council hires six officers to advise them on policy issues and run day-to-day operations. They are collectively known as the charter officers, because their positions are spelled out in the City Charter, a voter-approved document which describes the organization and authority of city government in Scottsdale. These positions are the city attorney, city auditor, city clerk, city manager, city treasurer and presiding city judge.

## Organization Chart

July 2014





# Scottsdale City Council



## Mayor W. J. "Jim" Lane

Mayor W. J. "Jim" Lane served for four years on the Scottsdale City Council beginning in June 2004, and began his first term as Mayor in January 2009. He was re-elected to the Mayor's Office in 2012 and began his second term in January of 2013. Mayor Lane currently represents the city as a member of the Flinn Foundation's Arizona Bioscience Roadmap Steering Committee. He is the immediate past president and a member of the Arizona Municipal Water Users Association, and a member of the Executive Committee of the League of Arizona Cities and Towns. He is treasurer of the Maricopa Association of Governments Regional Council, a member of the Executive Committee, Economic Development Committee, and past Chair and member of the Transportation Policy Committee. Mayor Lane also serves on the boards of Scottsdale Leadership, Health Records Banking Alliance, the Rio Salado Foundation, and the Scottsdale Convention and Visitor's Bureau. He is a Governor's Appointee to the Arizona Game and Fish Appointment Recommendation Board, and a member of the Municipal Tax Code Commission. Mayor Lane has owned and operated businesses in construction, mining, computer technology, telecommunications, regional aviation and financial consulting. Mayor Lane was also an Adjunct Professor of Business and Accounting at Scottsdale Community College. He holds a Bachelor of Science degree in Accounting from Saint Joseph's University in Philadelphia.

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



## Councilwoman Virginia Korte

Councilmember Virginia Korte began her first term on the Scottsdale City Council in January 2013. She has an extensive background in business and non-profit management as well as community service. In 1981 she joined her family business (Ray Korte Chevrolet) to work with and learn from her father where she served in various roles until becoming general manager and dealer in 1991. In 1996, Virginia was named to the Board of Directors of the Scottsdale Area Chamber of Commerce, and in 2002, she was hired as President and CEO. Virginia left the Chamber in 2008 to take on another challenge as President and CEO of Scottsdale Training and Rehabilitation Services (STARS), where she works today. STARS is Scottsdale's premier provider of programs and work opportunities for individuals with developmental disabilities. Throughout her time in Scottsdale, Virginia has also served on a wide variety of volunteer boards and committees focused on serving the community.

[vkorte@ScottsdaleAZ.gov](mailto:vkorte@ScottsdaleAZ.gov), 480-312-7456



## Councilman Guy Phillips

Councilman Guy Phillips began his first term on the Scottsdale City Council in January 2013. Councilman Phillips was raised in Phoenix where he graduated from Camelback High School in 1977. He moved to Scottsdale in 1994. He attended Maricopa Community College and subsequently started the air conditioning contracting business that he still owns and operates today. He is also a general contractor whose business was one of the first to implement Scottsdale's Green Building Program. In addition to being a licensed contractor, Councilman Phillips is a licensed realtor. He is a member of the Better Business Bureau, the Arizona Small Business Association, the North Scottsdale Chamber of Commerce, the Heritage Foundation, the National Rifle Association, and the Arizona Archaeological Society. Scottsdale is where Guy Phillips met his wife Cora, and together they raised a family of five children who all attended Scottsdale public schools.

[gphillips@ScottsdaleAZ.gov](mailto:gphillips@ScottsdaleAZ.gov), 480-312-2374





**Councilwoman  
Suzanne Klapp**

Councilwoman Suzanne Klapp began her first term on the Scottsdale City Council in January 2009, and was re-elected to a second term which began in January 2013. She has 37 years of broad management experience in manufacturing, distribution and retail operations. She began her career with the Whirlpool Corp. where she worked for 14 years in a variety of staff

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

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



**Councilman  
Robert W. Littlefield**

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

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

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



**Councilwoman  
Linda Milhaven**

Councilwoman Linda Milhaven began her first term on the Scottsdale City Council in January 2011. She has served in numerous volunteer capacities including Chair of the Board of Trustees of the Scottsdale Cultural Council, Chair of the Board of the Scottsdale Area Chamber of Commerce and Chair of the Board of the Better Business Bureau. She was a member of Class VIII of

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

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



**Councilman  
Dennis Robbins**

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

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

**drobbins@ScottsdaleAZ.gov, 480-312-2468**



# Charter Officers



**Fritz Behring**  
City Manager  
fbehring@ScottsdaleAZ.gov  
480-312-2800



**Bruce Washburn**  
City Attorney  
bwashburn@ScottsdaleAZ.gov  
480-312-2659



**Sharron Walker**  
City Auditor  
swalker@ScottsdaleAZ.gov  
480-312-7867



**Carolyn Jagger**  
City Clerk  
cjagger@ScottsdaleAZ.gov  
480-312-2411



**Jeff Nichols**  
City Treasurer  
jenichols@scottsdaleaz.gov  
480-312-2364



**Joseph Olcavage**  
Presiding Judge  
jolcavage@ScottsdaleAZ.gov  
480-312-7604







# Welcome to Scottsdale, Arizona

*A world-class community*

Located in the beautiful Sonoran Desert, Scottsdale is nestled between Paradise Valley and the McDowell Mountains. Scottsdale is a premier community known for a high quality of life with attractive residential, working and shopping areas. It is an internationally recognized visitor destination and a thriving location for business.

Scottsdale consistently ranks among the nation's best places to live, with top-rated schools, award-winning parks, low crime and a vibrant economy. Downtown Scottsdale is home to more than 20 hotels, 90 restaurants, 320 retail shops and 80 art galleries. Scottsdale's McDowell Sonoran Preserve, in the city's northern reaches, is the largest urban wilderness area in the United States. There are recreational opportunities for everyone with many golf courses, tennis courts, parks, pools, bike paths and trails.

Scottsdale was founded by Army Chaplain Winfield Scott in 1888, but was not incorporated until 1951 when Scottsdale was a small community of 2,000 residents situated on about two square miles of land. In 2014, Scottsdale has almost 225,000 residents spread across 185 square miles.







## All work and all play

### Business

Scottsdale is one of the state's leading job centers with a diverse economy built on medical research, high-tech innovation, tourism and corporate headquarters. The Scottsdale Airport and the surrounding commerce Airpark is home to nearly 2,500 businesses and more than 48,000 jobs. The high-tech innovation center SkySong, located just a few miles from Downtown, is designed to help companies grow through a unique partnership with nearby Arizona State University. Downtown is an emerging center for high-tech businesses. Farther north, the Scottsdale Cure Corridor is a partnership of premier health care providers and biomedical companies seeking to advance medicine and patient care through cutting-edge research.

### Tourism

With great weather, fantastic scenery and a calendar full of special events, Scottsdale is among the most popular tourist destinations in Arizona. More than 8 million people visit Scottsdale annually. The city boasts more than 70 hotels and resorts, 600 restaurants and 50 spas. That activity adds up to big business. The annual economic impact of Scottsdale visitors is estimated at \$2.9 billion. Annual tax revenue generated by visitors is \$35.4 million – representing about one in every five city tax dollars.

### Special Events

Every January through March, Scottsdale captures the national spotlight with an eclectic mix of sport and cultural events that draw thousands of spectators and millions of television viewers. Scottsdale resorts annually host both Fiesta Bowl teams and the city's Downtown becomes the focal point for pep rallies and fan parties. The Barrett-Jackson Collector Car Auction headlines a week of local automotive attractions and becomes the star of more than 40 hours of live TV coverage. The Waste Management Phoenix Open unfolds at the Scottsdale Tournament Players Club, featuring more national TV coverage and the largest, loudest galleries in golf. The All Arabian Horse Show – among the largest horse shows in the nation – and Scottsdale's festive Parada del Sol Parade and Rodeo follow later. In March, Major League Baseball takes center stage. Downtown Scottsdale serves as the spring home of the San Francisco Giants and makes the city a headquarters for visiting fans and media from across the nation.





# Scottsdale's Top Destinations



WestWorld



Pinnacle Peak Park



TPC Scottsdale



Preserve Gateway



Scottsdale Airport / Airpark



Taliesin West



Scottsdale Fashion Square



McCormick-Stillman Railroad Park



Downtown Scottsdale



Indian Bend Wash Greenbelt



Scottsdale Stadium



SkySong the ASU Scottsdale Innovation Center





## What others are saying

Scottsdale is consistently rated as one of the top places to live in the nation, and has been ranked among the best-run cities in the nation. Scottsdale's strong tourism industry keeps taxes low and city service levels high. Scottsdale is one of only a handful of cities nationwide to enjoy a "AAA" bond rating from all major financial rating organizations. Here is what other people are saying about Scottsdale:

"The city packing the heaviest post-65 punch in America sits just off the northeastern fringe of Phoenix, luring newcomers -- or retaining longtime locals -- with plenty of play and rays." - **MSN Money**

"Scottsdale bills itself as "The West's Most Western Town." It's also a richer, safer sister to Arizona's capital, Phoenix. Scottsdale residents earn almost \$40,000 more in median household income. They can spend that money in the seven small districts of Scottsdale's downtown area, which house more than 80 art galleries." - **Bloomberg Businessweek**

"Now if you are looking for the best of everything, then Scottsdale is your city... It is home to top rated spas, resorts, restaurants and an amazing selection of retail stores. Along with having the best of everything, you will be impressed with how safe you will feel in Scottsdale." - **AreaVibes**

"Come playtime, Scottsdale shines. Indian Bend Wash, a 7½-mile greenbelt, links five community parks; McDowell Sonoran Preserve, a 16,000-acre sanctuary, is open for hiking, biking, and horseback riding." - **Sunset Magazine**

"Scottsdale's climate attracts full-time residents and visitors, and the city's web-savvy businesses are connecting tourists and locals alike with the area's outdoor activities, restaurants and shops." - **Google eCity**

"The city's high rating is primarily based on the city's large and diverse tax base, high wealth indices, and overall rebounding economy that has regained strength. Also, the city has a history of strong fiscal management even through the downturn." - **Moody's**

"The city has a growing and diversified local economic base, low unemployment rates, and wealth levels that are well above state and national averages. Long term regional economic prospects remain positive." - **FitchRatings**

"Sunny Scottsdale was able to vault to the number one spot... You could take the kids to a tournament at TPC Scottsdale; or perhaps, even play it... One thing that separates adults from children is their affinity for mud. Mighty Mud Mania is an annual event in Chaparral Park." - **MyLife.com**

"Scottsdale's best features are its beautiful natural environment and its arts and cultural amenities. The charm of old town, the uniqueness of its southwestern heritage, the trolley system, well-maintained parks, art events and diverse businesses have "something for everyone" which appeals to residents and tourists alike. The sense of community, safe neighborhoods and quality roads add to its appeal." - **Future Leaders Town Hall**

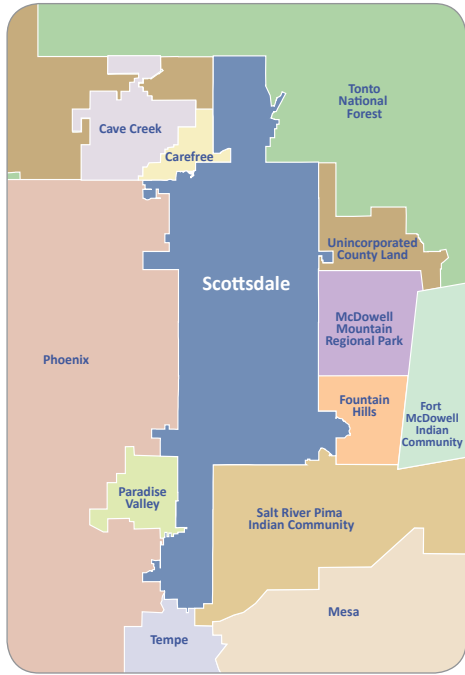
"Scottsdale's become synonymous with swank, but the town's Western, outdoorsy roots are still alive and kicking." - **Sunset Magazine**





# Scottsdale By The Numbers

A Demographic Summary

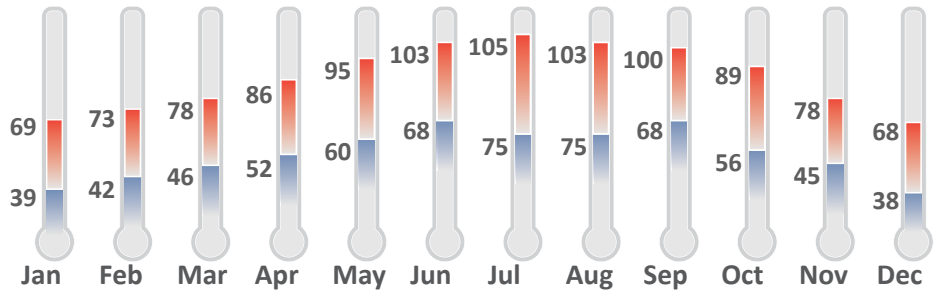


## Location

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

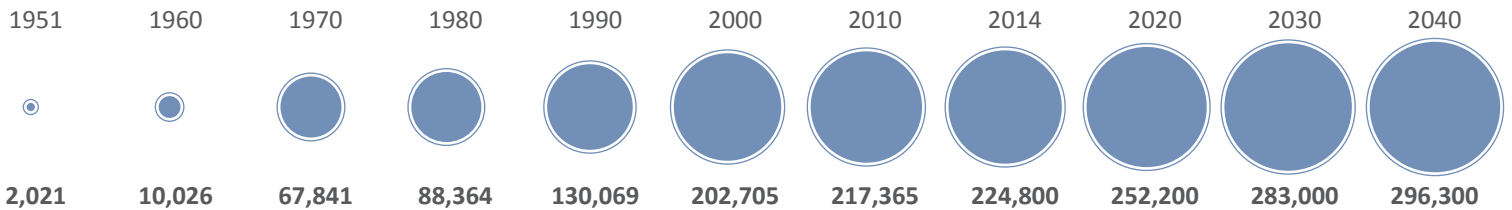
Scottsdale is also bordered by the Tonto National Forest and unincorporated county land, including the McDowell Mountain Regional Park. Scottsdale's elevation varies from a low of 1,150 feet to 4,877 feet, and at Scottsdale Airport is 1,510 feet above sea level.

## Average Daily Maximum and Minimum Temperatures

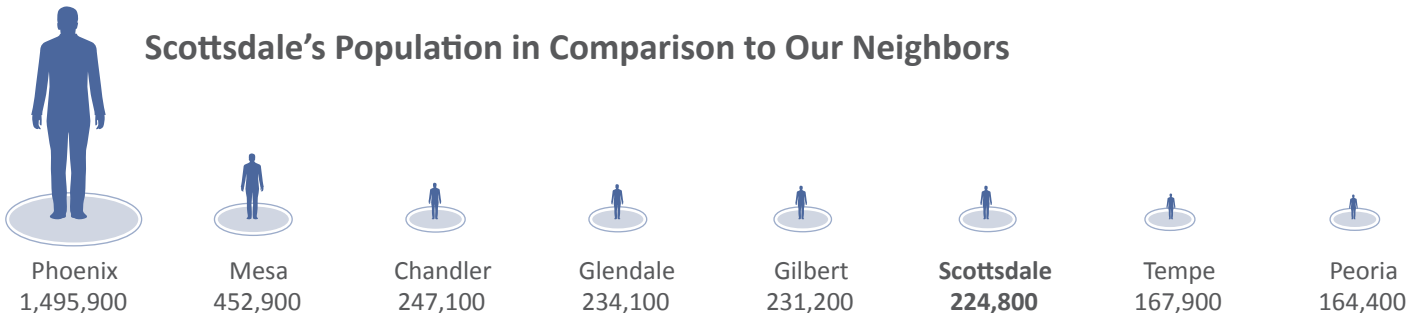


Source: The Weather Channel, weather.com, July 2014

## Scottsdale's Population Growth



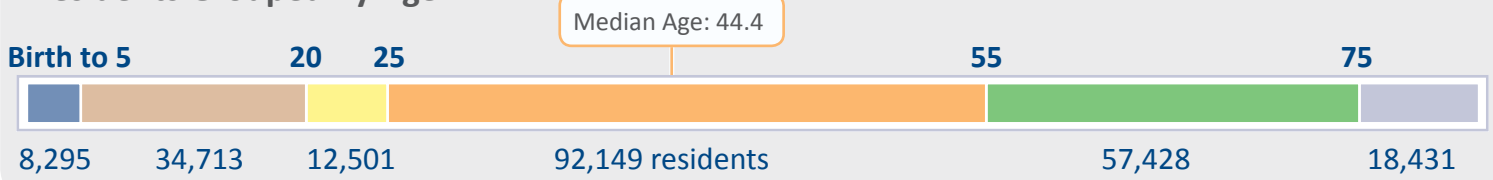
## Scottsdale's Population in Comparison to Our Neighbors



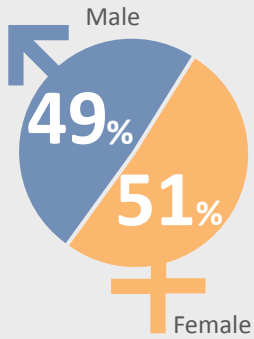
Source: U.S. Census, Population Division, Arizona Office of Employment and Population Statistics and Maricopa Association of Governments

# Scottsdale's Residents

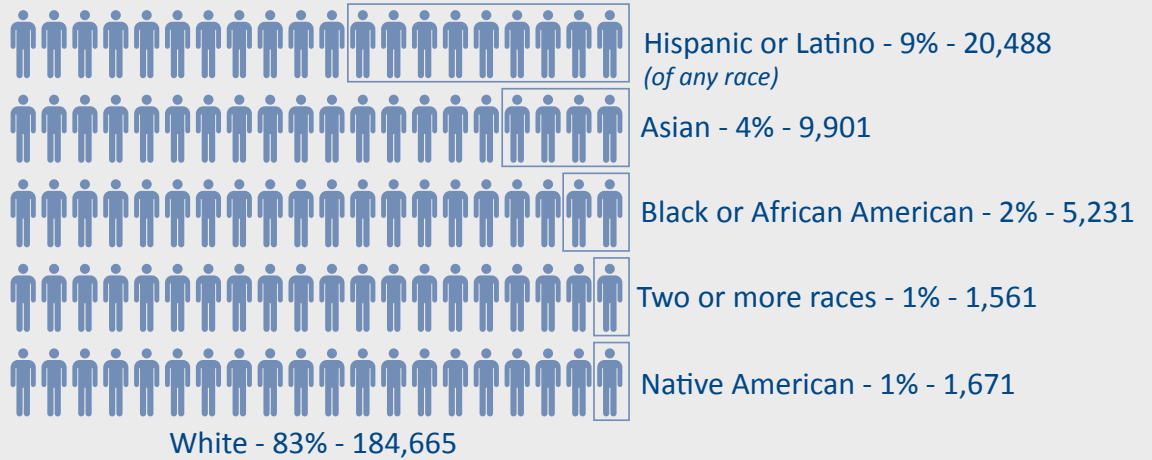
## Residents Grouped By Age



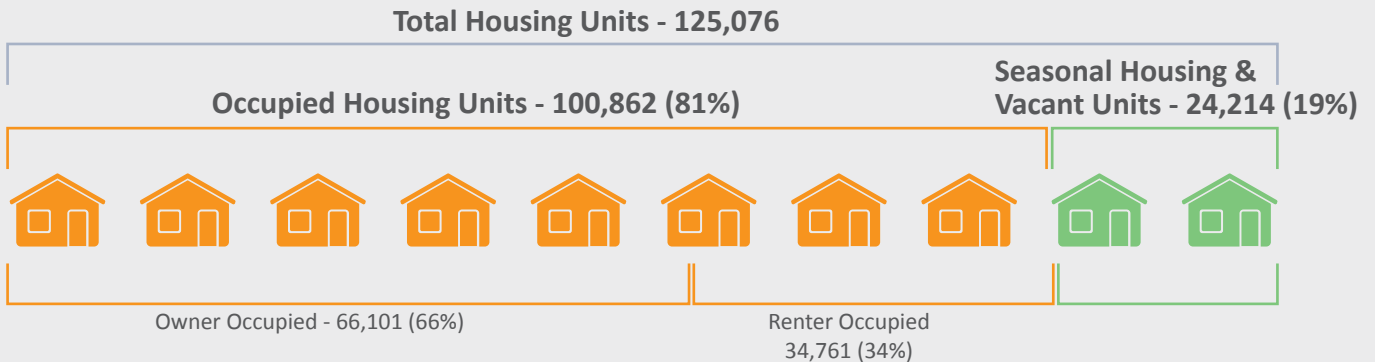
## Sex



## Race and Ethnic Origin



## Housing Occupancy

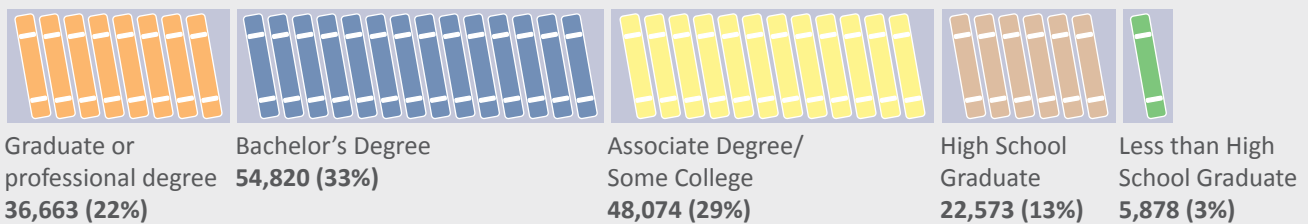


Homeowner vacancy rate 2%

Rental vacancy rate 10%

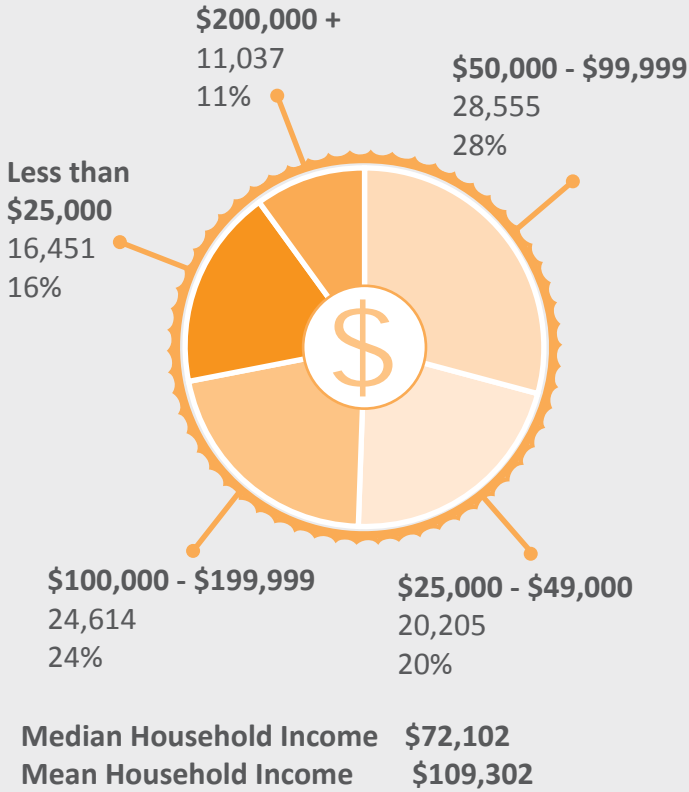
## Educational Attainment

168,008 (Population 25 years and older)



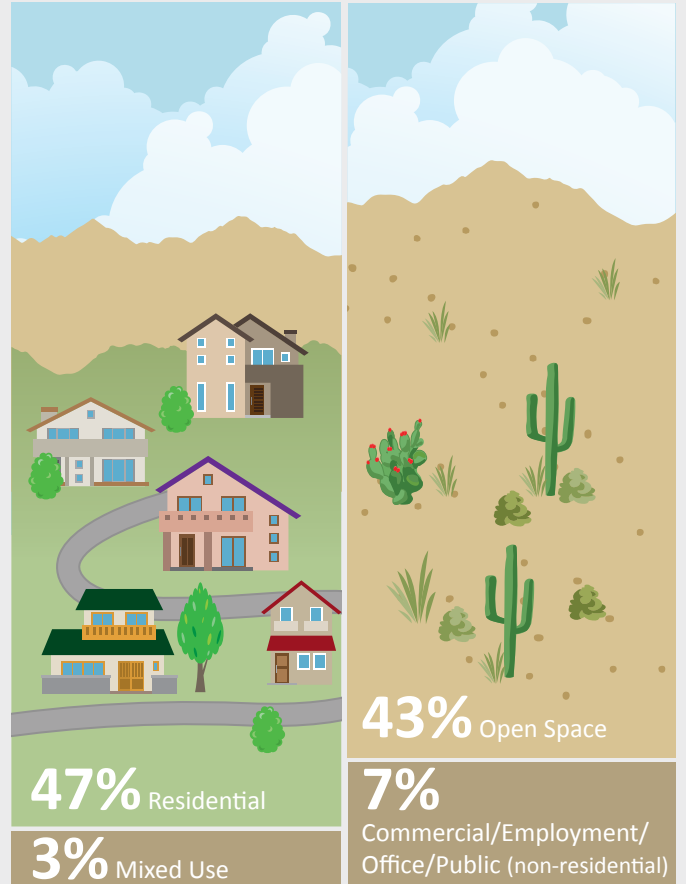


## Household Income Distribution



## General Plan Land Use

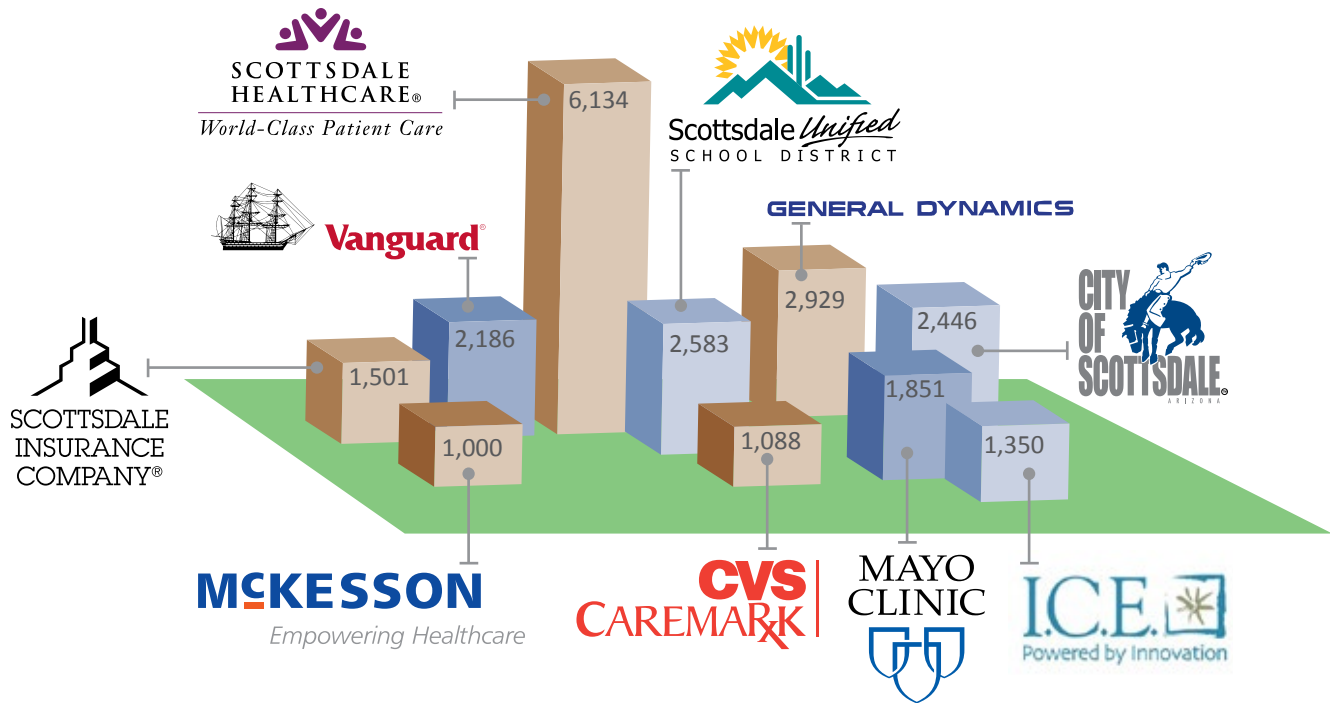
Source: City of Scottsdale



## Median Housing Value



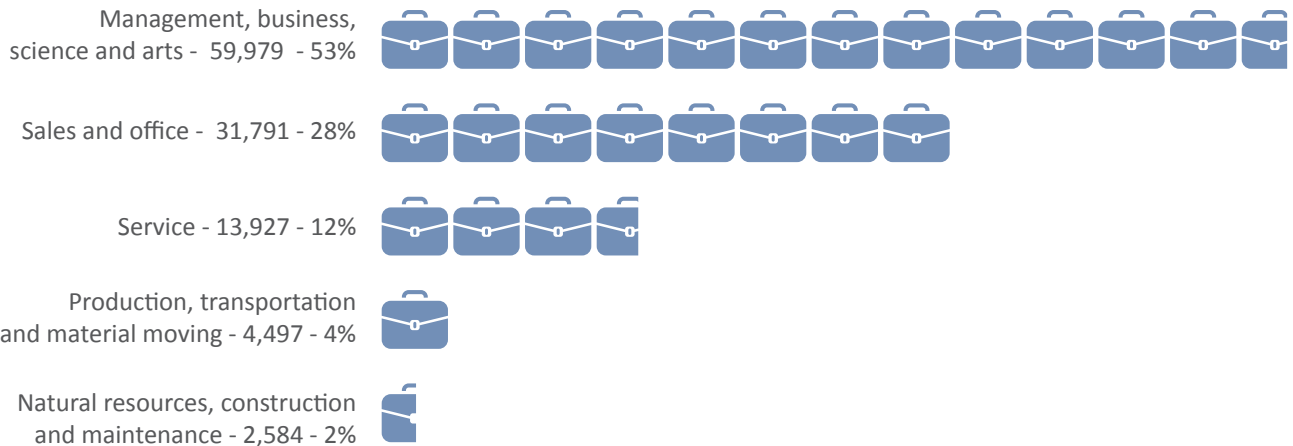
## Major Employers by Number of Employees



Total Annual Employment 113,444 in June 2014

## Occupational Composition

Civilian employed population 16 and over: 112,778

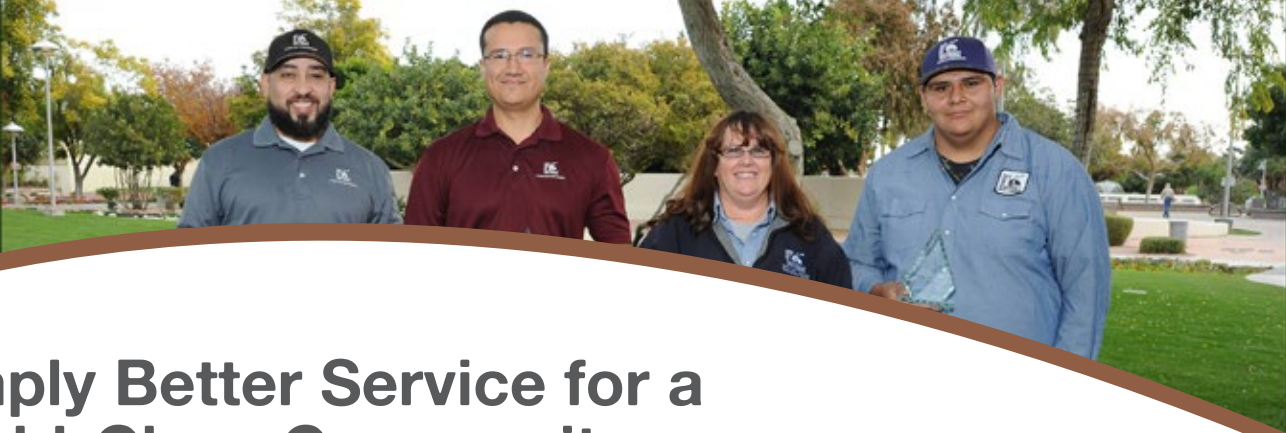


Source: Except as noted, all information in this report is from the U.S. Census Bureau 2012 American Community Survey, 1-year estimate

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

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





# Simply Better Service for a World-Class Community

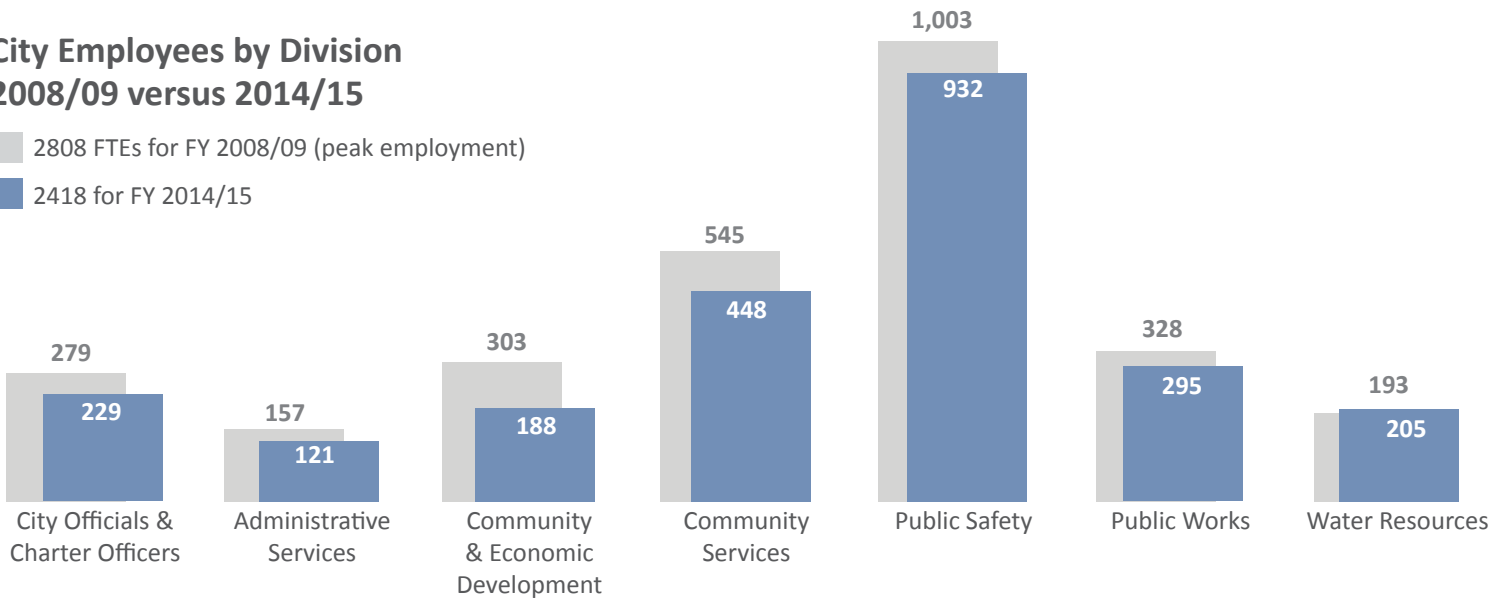
## People who provide the service

The city employed 2,147 full-time and 299 part-time workers at the end of the year. There were two fewer full-time and 17 fewer part-time workers than the prior year. More than 4,000 residents volunteered 200,000 hours with the city. About 150 residents volunteer on the city's boards, commissions and task forces.



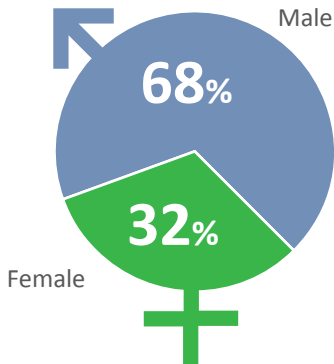
### City Employees by Division 2008/09 versus 2014/15

■ 2808 FTEs for FY 2008/09 (peak employment)  
■ 2418 for FY 2014/15

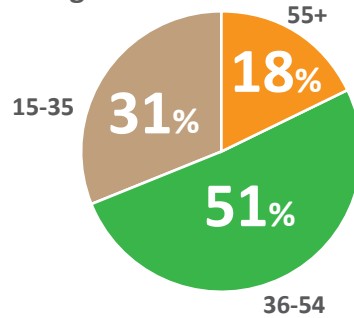


### Workforce Statistics

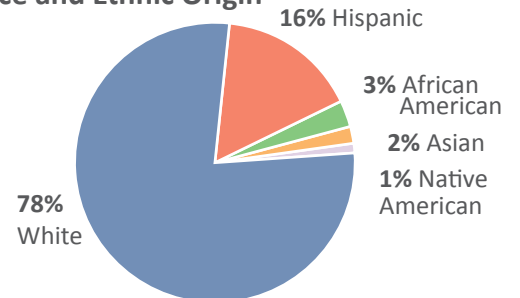
#### Sex



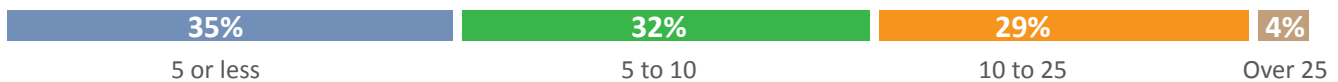
#### Age



#### Race and Ethnic Origin

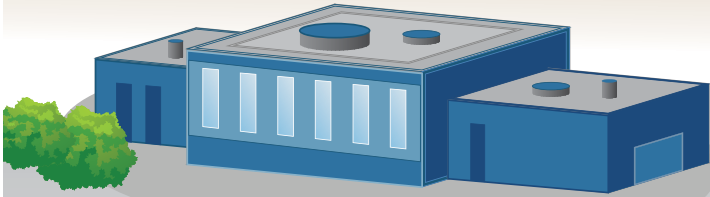


#### Years of Service

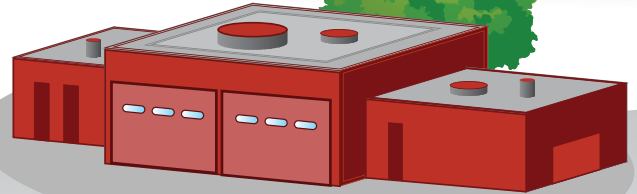


# Simply Better Service - Keeping the Community Safe

**4 POLICE STATIONS**



**15 FIRE STATIONS**



**359 POLICE VEHICLES**



**13 engine COMPANIES**

**10,874 FIRE HYDRANTS**



**297 TRAFFIC SIGNALS**

**4 Ladder Companies  
4 BRUSH TRUCKS  
1 Hazardous Material Response Vehicle  
1 Airport Rescue Fire Fighting Vehicle**

**2,947 equivalent 12' wide lane miles of road**

**2,079 miles of water mains**



**1,429 miles of sanitary sewers**



**188 miles of storm sewers**





30,165 acres OF PRESERVE LAND

42 PARKS

975 TOTAL acres

4 URBAN Lakes

11 TRAILHEADS and 115 MILES OF NON-MOTORIZED TRAILS

70 ATHLETIC FIELDS

40 BASKETBALL COURTS 30 VOLLEYBALL COURTS

45 MILES OF PAVED PATHWAYS

4 FITNESS FACILITIES

4 AQUATIC FACILITIES

6 COMMUNITY CENTERS

7 SPRAY PADS

36 PLAYGROUNDS

1 RAILROAD PARK

2 SKATE PARKS

55 TENNIS COURTS 2 TENNIS CENTERS

5 LIBRARIES

3 OFF-LEASH AREAS

3 EQUESTRIAN FACILITIES

2 SENIOR CENTERS

# World Class Community - Arts, Culture and Tourism

As the West's Most Western Town, our roots are reflected in the arts, culture and events in Scottsdale. There are more than 70 public art works in Scottsdale. Here are some of our favorite equine sculptures in the public art collection.



**Passing the Legacy**  
by Herb Mignery



**Bronze Horse Fountain**  
by Bob Parks



**The Yearlings**  
by George-Ann Tognoni



**Jack Knife**  
by Ed Mell



**Water Mark**  
by Laura Haddad and Tom Drugan

## Tony Nelssen Equestrian Center

The expanded Tony Nelssen Equestrian Center at WestWorld opened in January 2014 as a flexible space for a wide variety of events and shows.

At 63 feet, it's taller than a five-story building.

You could fit a football field with 12 rows of bleachers and a press box inside the North Hall -- but your punts might hit the ceiling

It covers more than 257,000 square feet about the same floor area as a typical 25-story building.

Two Boeing 747s could fit inside the North Hall... if you could get them through the door.

More than 70 events were booked at WestWorld in 2014 including horse shows, auto auctions, rodeos, bull riding, home shows, a pet expo and a circus.

Most of WestWorld, including the Tony Nelssen Equestrian Center, sits on federal land managed by the Bureau of Reclamation



City Manager

3939 N. Drinkwater Blvd.  
Scottsdale, AZ 85251

PHONE 480-312-2800  
FAX 480-312-9055  
WEB [www.ScottsdaleAZ.gov](http://www.ScottsdaleAZ.gov)

July 1, 2014

Honorable Mayor and City Council:

The Fiscal Year 2014/15 budget is balanced and incorporates the priorities and policy direction expressed by the city council over the previous year. Throughout the budget process we focused on spending money smarter, making city government leaner and more efficient. The economy continues its slow recovery, while the city's budget also must reflect rising operating costs.

In the next fiscal year, general fund revenues are projected to increase by \$9.1 million – about 4 percent. Some of this additional money must be used to cover increasing operating expenses. These expenses include an additional \$2.1 million for maintenance, operation and replacement of city vehicles, computers and equipment, and an additional \$2 million to cover rate increases for employee healthcare and retirement.

We reduced ongoing spending by \$2.7 million in the general fund and eliminated 18 fulltime positions (two non-general fund positions also were eliminated). These actions allow us to set aside 3 percent of payroll for salary increases for employees who perform well, consistent with council's goal to reinvest in a high performance organization.

In addition, \$13 million will be transferred from the general fund to the Capital Improvement Program (CIP) for critical infrastructure projects. We project to spend \$230 million on capital projects in the next fiscal year, highlights include:

- Complete Scottsdale's Museum of the West
- Complete renovations to the TPC Scottsdale clubhouse and Stadium Course
- Begin construction of a multi-use path along the Arizona Canal from Chaparral Road to McDonald Drive
- Add bicycle and pedestrian capacity to the McDowell Road bridge over the Indian Bend Wash Greenbelt
- Begin construction of a multilane roundabout and transit improvements at 90<sup>th</sup> Street and Shea Boulevard adjacent to Mustang Library
- Complete bicycle lanes and pedestrian amenities on Thomas Road from Scottsdale Road to the Indian Bend Wash Greenbelt bridge
- Purchase land and begin design of a permanent location for Fire Station 613 (near Scottsdale and Jomax roads)
- Upgrade treatment technology at Chaparral Water Treatment Plant to meet stricter regulations
- Complete storm drainage improvements for the Upper Camelback Wash Watershed (from Shea Boulevard to Sweetwater Avenue, 90<sup>th</sup> Street to 96<sup>th</sup> Place)
- Begin storm drainage improvements in the Granite Reef Watershed (from Chaparral Road to the Salt River, Granite Reef Road to Pima Road)



Additionally, consolidating city staff into other facilities will allow the sale of excess city buildings. Proceeds from those sales (when they happen) will contribute one-time money to the CIP, return property to the tax rolls and reduce ongoing maintenance costs.

This budget provides the financial resources and policy direction to achieve the new city mission adopted by the City Council in December 2013: Simply Better Service for a World Class Community.

Sincerely,

Fritz Behring  
City Manager



**City Manager**

3939 N. Drinkwater Blvd.  
Scottsdale, AZ 85251

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

March 18, 2014

Honorable Mayor and City Council:

The proposed Fiscal Year 2014/15 budget is balanced, sustainable and incorporates the priorities and policy direction expressed by the city council over the past several months.

This budget incorporates \$2.7 million in spending cuts in the general fund. This is achieved primarily through the elimination of 22 positions (the net reduction is 14 positions because eight fire fighters were added during FY 2013/14). Many of these positions are vacant, but some are filled. We will attempt to place these employees elsewhere in the organization if possible.

In addition, Palomino library, on the campus of Desert Mountain High School, is proposed to close to the public and remain available as a high school library with annual savings of about \$400,000.

The budget also does not increase the primary property tax amount, which is used for ongoing operating costs. This will be the fourth consecutive year the city does not increase by the two percent allowed. The only increase will be to include new construction from the past year.

By reducing ongoing spending in the general fund, we can pay for salary increases for employees who perform well, consistent with council's goal to reinvest in a high performance organization.

Organizational changes will eliminate unnecessary structure and focus on council priority areas. Some notable changes are noted below. Each will report directly to the city manager:

- Tourism & Events will "spin-off" of Economic Development as a new department that includes support and liaison activity including downtown and WestWorld
- Economic Development will be free to focus on business attraction and retention
- Transportation will be an independent department

Increased funding in the Capital Improvement Program (CIP) will pay for critical projects in the next fiscal year. Additionally, consolidating city staff into other facilities will allow the sale of excess city buildings. Proceeds from those sales (when they happen) will contribute additional one-time money to the CIP, return property to the tax rolls and reduce ongoing maintenance costs.

This proposed budget is a starting-off point for additional discussions among the citizens and elected leaders of Scottsdale. The city's professional staff looks forward to those discussions and to providing additional information as we move through the FY 2014/15 budget process.

Sincerely,

A handwritten signature in black ink, appearing to read "Fritz Behring".

Fritz Behring, City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Scottsdale  
Arizona**

For the Fiscal Year Beginning

**July 1, 2013**

Executive Director

### **Budget Award for Fiscal Year 2013/14 Budget**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to the City of Scottsdale, Arizona for its annual budget for fiscal year beginning July 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operating guide, and as a communications device.

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





*Leaders at the Core of Better Communities*

This  
Certificate of Excellence

is presented to

*Scottsdale, AZ*

for exceeding the standards established by the ICMA Center for Performance Analytics™ in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance management in the organization's culture.

Presented at the 100th ICMA Annual Conference  
Charlotte/Mecklenburg County, North Carolina  
15 September 2014

ROBERT J. O'NEILL JR.  
ICMA EXECUTIVE DIRECTOR

SIMON FARBROTHER  
ICMA PRESIDENT

RANDALL H. REID  
DIRECTOR OF PERFORMANCE INITIATIVES  
ICMA CENTER FOR PERFORMANCE ANALYTICS



FY 2014/15 Adopted Budget



## Executive Summary

The City of Scottsdale's two budget volumes provide a comprehensive picture of the city's financial plan for FY 2014/15. This Executive Summary complements that information, highlighting items, issues and trends that shaped the budget.

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

---

The following are the major policy items included in the city's adopted FY 2014/15 budget. Each of these items was discussed during City Council's public budget review sessions:

- \$5.8 million, or the equivalency of 3 percent of payroll, for a pay program designed to reward employee performance and address other pay issues
- No increase to property tax resulting from increasing taxes by the legally allowed maximum of two percent over the prior fiscal year's primary levy
- A 3.3 percent healthcare premium rate increase and increases to certain co-pays (employees and applicable spouses can earn an incentive payment of up to \$240 by completing a wellness exam and health risk assessment)
- This budget incorporates \$2.7 million in spending cuts in the general fund. This is achieved primarily through the elimination of 18 general fund positions (two non-general fund positions also were eliminated). Many of these positions are vacant, but some are filled.
- Selling excess city buildings and transferring the \$3.5 million of one-time proceeds along with \$7.0 million of accumulated prior year surpluses to the Capital Improvement Plan for improvement for the upkeep of the city's infrastructure.
- Water Rate and Charges
  - No overall rate increase
  - Service charge adjustments adopted to meet cost recovery requirements for various services
- Water Reclamation Rate and Charges
  - No overall rate increase
  - Elimination of the Customer Service Charge of \$1.35 per month, per user
  - Implementation of a base fee determined by meter size
  - Reduction in volumetric charges as an offset to revenues generated on base fees
- Rate/fee adjustments for City Attorney, City Court, Community and Economic Development, Community Services, Public Safety – Fire and Public Safety – Police



## **How the adopted budget will affect citizens' property tax rates**

The FY 2014/15 adopted primary property tax levy will be used to support General Fund activities such as police and fire protection, operation and maintenance of parks and libraries, and other general governmental functions. The primary property tax levy also includes a repayment to the Self-Insurance Fund reserve of \$2.1 million for tort liability claim payments made during calendar year 2013.

For FY 2014/15, the city's total adopted primary property tax levy of \$27.82 million is an increase of \$2.17 million over the prior year levy (the total increase is the result of new growth on the tax roll and the tort recovery). In addition, the levy reflects the Council's direction to staff to not take the statutorily allowed "2 percent maximum increase" in the primary levy. The prior year primary property tax rate of \$0.5342 cents increased by \$0.0238 to \$0.5580 cents per \$100 of assessed valuation in FY 2014/15 (the rate increased due to the increased tort levy).

For FY 2014/15, the city's adopted secondary property tax levy is slightly decreasing over the FY 2013/14 adopted budget by approximately \$1.1 million to \$35.6 million. The prior year secondary tax rate of \$0.7604 decreased by \$0.0735 to \$0.6869 per \$100 of assessed valuation in FY 2014/15 (mainly due to the 7.2 percent increase in the city's secondary assessed valuations and the \$1.4 million decrease in the levy).

The combined tax levy is the aggregate of the primary (limited) and secondary (unlimited) levies. For FY 2014/15, the city's total adopted combined property tax levy increased over FY 2013/14 by approximately \$1.0 million.

In FY 2014/15, citizen tax bills will reflect an estimated combined property tax rate of \$1.2449 which is \$0.0497 less than the adopted combined FY 2013/14 rate of \$1.2946. The management of the combined property tax rate is included in the city's adopted financial policies for debt management, which states that the combined tax rate will not exceed \$1.50 per \$100 of assessed value. Based on this combined rate, an owner of a home with a County Assessor's real property value of \$100,000 will pay approximately \$129.46 in city property taxes, applying the proposed combined property tax rate. The Maricopa County Assessor's Office, not the City of Scottsdale, determines real property values used to calculate property tax bills.

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

Compensation and benefits – The budget includes \$5.8 million (\$4.6 million General Fund) for a pay program designed to reward employee performance and address other pay issues.

Additionally, the amounts that the city and employees will pay for health insurance premiums and retirement benefits have increased. The city will pay an additional \$0.8 million (all funds) for health insurance premiums and an additional \$1.5 million (all funds) in retirement contributions for FY 2014/15.

Staffing Changes – Approximately 18.0 full-time equivalents (FTE) in the General Fund, 20.0 FTEs all funds have been eliminated to achieve \$2.7 million in spending cuts. These actions allow us to provide salary increases up to 3 percent for employees who perform well, consistent with council's goal to reinvest in a high performance organization.

With these additions, the city's total FTE count will be 2,418. This total is 14 percent lower than the city's peak authorized staffing of 2,808 in FY 2008/09. These staffing changes are summarized in the following schedule, using full-time equivalent positions (FTEs).

## FTE Changes:

FY 2013/14 Adopted FTEs		2,429.72
FY 2014/15 Adopted FTEs:		
Administrative Secretary	(1.00)	
Auditor, Sr.	(1.00)	
Court Services Rep	(0.60)	
Customer Service Rep	(1.00)	
Financial Analyst, Sr.	(1.00)	
Firefighters	8.00 *	
Grant Program Specialist	(1.00)	
Human Resources Analyst, Sr.	(2.00)	
Human Resources Manager	(2.00)	
Human Resources Rep., Sr.	(0.50)	
Intern	0.47	
Library Aide	(0.62)	
Library Assistant	(0.75)	
Management Analyst	(1.00)	
Municipal Sec. Guard, Lead	(1.00)	
Personnel Supervisor	(1.00)	
Planner, Principle	(0.50)	
Recreation Leader I	(0.41)	
Recreation Leader II	(1.16)	
Secretary	(1.00)	
Service Support Worker	(1.00)	
Tax Audit Manager	(1.00)	
Tax Auditor, Sr.	<u>(1.00)</u>	
Net Change	(12.07)	
FY 2014/15 Adopted FTEs		2,417.65
Decrease		(0.5%)

\* Added by City Council during FY 2013/14.

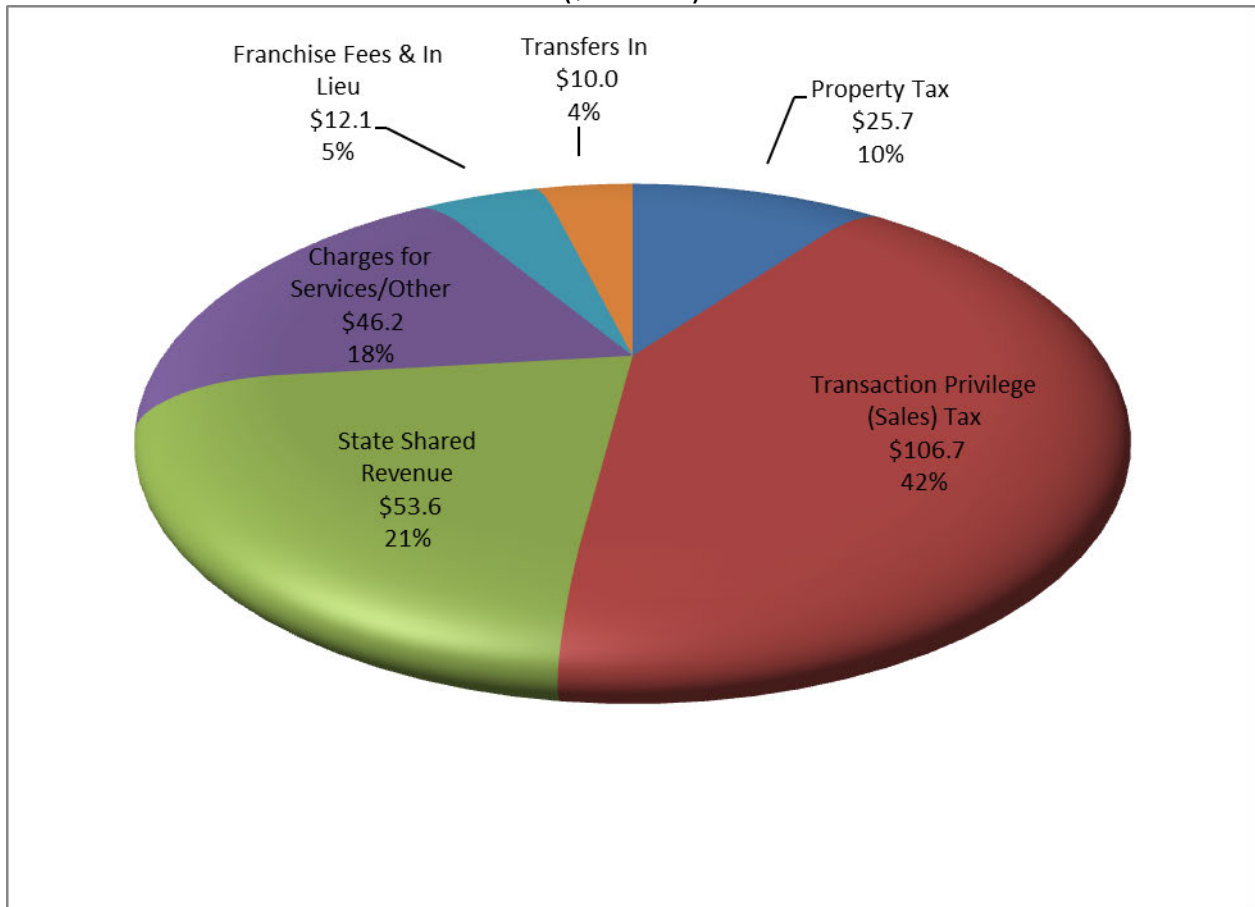
## Fund Highlights

The remainder of this Executive Summary highlights the key elements of each fund in the FY 2014/15 budget. Because of the size and importance of the General Fund, it is presented first and in more detail.

### General Fund - Sources

The General Fund supports core services and is the largest fund with the greatest potential for revenue fluctuations. Forecasted General Fund sources for FY 2014/15 are \$254.4 million, approximately \$15.6 million (6.5 percent) more than the FY 2013/14 adopted budget. The following chart summarizes the major revenues.

**General Fund Sources FY 2014/15: \$254.4**  
(\$ millions)



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

Transaction Privilege (Sales) Tax – Scottsdale’s total city sales tax rate is 1.65 percent. Of that amount, 0.55 percent is dedicated to the specific purposes related to transportation and preservation (which are accounted for in Special Revenue Funds discussed later) and 0.10 percent is dedicated to public safety (accounted for in the General Fund). The remaining 1.0 percent of the sales tax is also accounted for in the General Fund and is available to fund basic municipal services such as police, fire, libraries, and parks. This general-purpose sales tax is the city’s single largest revenue source and is susceptible to peaks and valleys, based on events in the national, state and local economies. Since FY 2007/08, this revenue source has been negatively impacted by the recession. Specifically, the FY 2014/15 forecast amount of \$106.7 million is about \$13.5 million or 11.2 percent less than the peak amount of \$120.2 million in FY 2006/07.

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



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

Franchise Fees/In-Lieu – This category represents revenues from the utility providers and is fairly constant from year-to-year.

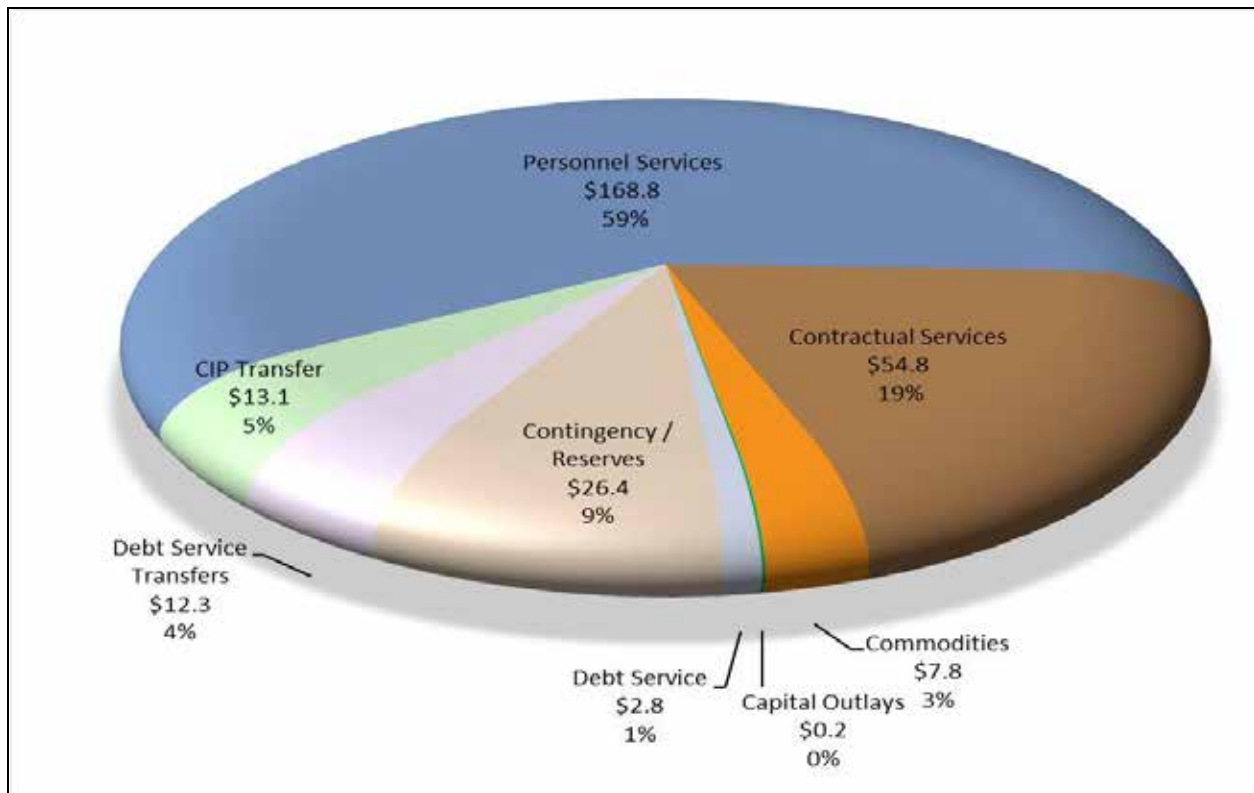
Transfers-In – This category represents authorized exchanges between funds, divisions, and/or capital projects. Enterprise in-lieu franchise fees of \$7.0 million account for 70 percent of the General Fund transfers-in.

Property Tax – For FY 2014/15, the city’s total adopted primary property tax levy of \$27.82 million is an increase of \$2.17 million over the prior year levy (the total increase is the result of new growth on the tax roll and the tort recovery). In addition, the levy reflects the Council’s direction to not take the statutorily allowed ‘2 percent maximum’ increase in the primary levy. The prior year primary property tax rate of \$0.5342 cents increased by \$0.0238 to \$0.5580 per \$100 of assessed valuation in FY 2014/15 (the rate increased due to the increased tort levy).

**General Fund - Uses**

The adopted FY 2014/15 General Fund uses budget is projected to be approximately \$286.4 million (including \$26.4 million in contingency and reserves) or \$7.7 million (2.8 percent) more than the FY 2013/14 adopted budget. The following chart provides a summary of the General Fund uses.

**General Fund Uses FY 2014/15: \$286.4**  
(\$ millions)



## General Fund Balances and Reserves

---

The FY 2014/15 budget includes the following:

General Fund Reserve – This reserve is budgeted to be \$23.4 million at June 30, 2015; or ten percent of annual General Fund operating expenses per City Council adopted financial policy. It is to be used to protect Scottsdale in times of emergency and to preserve Scottsdale's highest possible bond ratings from all three major rating agencies.

Operating Contingency – The budget includes a \$3.0 million operating contingency to meet unforeseen expenses during the year. The operating contingency can only be used with City Council approval and would only be requested after it was determined existing resources could not be used.

Unreserved Fund Balance – An unreserved fund balance of \$8.0 million is expected at June 30, 2015. The unreserved fund balance represents accumulated surpluses of prior years.

## Special Revenue Funds

---

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

The Transportation Fund accounts for Highway User Revenue Fund (HURF) dollars shared with cities from state gas taxes. The fund also includes revenues from the 0.20 percent local transportation transaction privilege tax (commonly referred to as the transportation sales tax). Total sources are expected to be about \$34.0 million.

Uses total about \$34.5 million; \$25.3 million represents operating expenses and \$9.2 million (50 percent of the sales tax revenue) funds transportation capital projects. The operating expenses are those necessary to operate and maintain the city's transportation system. The largest expenses include \$7.0 million for transit contracts (which includes an increase of \$0.4 million from the FY 2013/14 adopted budget related to the Intergovernmental Agreement with the City of Phoenix to restore pre-recession routes and expanded service with SkySong/Light Rail routes) and \$3.7 million for the street overlay program (which includes one-time funding of \$0.9 million for deferred street overlay work and concrete repair).

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

These sales tax revenues are forecasted to be \$33.3 million. Approximately \$32.7 million of this amount will be required for debt service payments for debt already issued for land purchases. The ending fund balance on June 30, 2015 is expected to be \$23.9 million. The timing and amount of any future preservation bond issuances depends on revenue and the availability and price for state lands.

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

The Tourism Development Fund is a special revenue fund created to account for transient lodging (bed) tax revenues, Princess Hotel lease payments and Trolley sponsorship revenues all of which are to be used for tourism related activities and General Fund support. Ordinance 4018, approved by Scottsdale City Council

in May 2012, identifies the authorized expenditures to be made from this fund. This fund became active after the start of FY 2012/13.

### **Debt Service Fund**

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Debt service funds are designated for payment of long-term debt not directly paid through the General, Enterprise or Special Revenue Funds. Total sources are \$83.7 million for FY 2014/15.

A total of about \$83.6 million is planned for debt service payments in FY 2014/15, which is relatively flat to the FY 2013/14 adopted budget.

### **Enterprise Funds**

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

Water Fund - Revenue requirements are significantly impacted by the long term capital and associated operating impacts of federal water quality regulations, i.e., arsenic and disinfection by-product regulations enacted by the U.S. Environmental Protection Agency (EPA). Other cost factors affecting the Water Fund revenue requirements over the five-year planning period include:

- Capital costs for rate-funded water distribution system improvements to address aging infrastructure replacement needs identified through the asset management program
- Operating cost increases for purchased water which includes price increase to purchase Central Arizona Project (CAP) water for fiscal year 2014/15 and beyond
- Operating cost increase for electricity rates
- Operating cost increases for compliance with federal regulations
- Operating cost decrease related to citywide indirect cost allocations

Sewer Fund – Revenue requirements for the Sewer Fund are significantly impacted by wastewater collection system maintenance and improvements which are essential to ensure regulatory compliance with new Capacity, Management, Operations and Maintenance (CMOM) regulations and minimize wastewater system overflows. Other cost factors affecting the sewer/water reclamation enterprise fund revenue requirements over the five year planning period include:

- Capital costs for rate-funded wastewater system improvements to address aging infrastructure replacement needs identified through the asset management program effort
- Capital projects related to the Multi-City Sub-regional Operating Group (SROG) 91st Avenue Water Reclamation Treatment Plant and collection system
- Operating cost increase for electricity rates
- Operating cost increases for compliance with federal and state regulations
- Operating cost decreases from the renegotiation of an effluent sales contract between the SROG and the Palo Verde Nuclear Generating Station
- Operating cost decrease related to city wide indirect cost allocations

Solid Waste Fund - Existing rates and fees are expected to generate sufficient revenue to cover forecasted FY 2014/15 costs for both the Residential and Commercial Solid Waste programs. Therefore, no adjustments were made to the solid waste rates and fees for FY 2014/15.



Aviation Fund estimates sufficient revenues to cover expenses and maintain an operating reserve; therefore, no rate or fee increases are included for FY 2014/15. Airport operating sources and uses are forecasted to remain stable. In addition, the fund established a land purchase reserve to provide a funding mechanism for future land purchases.

## **Internal Service Funds**

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

The Fleet Management Fund accounts for the costs of operating, maintaining, and acquiring all of the city's vehicles and other rolling stock. User divisions are assessed operating (\$7.9 million), replacement costs (\$7.2 million), and fuel costs (\$4.9 million). Fleet Management establishes, collects, and manages replacement funds to provide replacement of approved City of Scottsdale fleet assets based on life cycle cost analysis performed on each equipment class. Fleet Management, in cooperation with the using division, estimates the replacement for each individual asset based on condition, suitability for the service, current economy, the repair history, the actual utilization rate of each asset and other applicable factors. The fund balance of about \$7.6 million as of June 30, 2015 represents funds previously collected for maintenance/operations and vehicle replacements that will be expended in future years.

The PC Replacement Fund accounts for the expenditures associated with purchasing computers, monitors and printers. Replacement of computers, monitors and printers (hardware) is charged to the city divisions as internal operating costs to each program based on the quantity and type of hardware used. For FY 2014/15, user divisions are assessed estimated costs of \$1.0 million – leaving an ending fund balance of \$1.3 million on June 30, 2015.

The Risk Management Self-Insurance Fund accounts for the activity related to the city's property, liability, and workers compensation programs. User divisions are assessed estimated costs of \$9.2 million. The ending fund balance as of June 30, 2014 of about \$14.6 million is within the actuarial estimate of the reserves required to ensure the long-term sustainability of the fund.

The Healthcare Self-Insurance Fund accounts for the activity related to employee healthcare programs (medical and dental). The estimated \$27.4 million in healthcare costs is shared by the city, its employees and retirees. For FY 2014/15, there was a 3.3 percent overall healthcare premium rate increase for active employees and increases to certain co-pays (employees and applicable spouses can earn an incentive payment of up to \$240 to offset some of this increase by completing a wellness exam and health risk assessment). The ending fund balance as of June 30, 2015 of \$6.8 million is the actuarial estimate of the reserves required to ensure the long-term sustainability of the fund.

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

Each year the city receives Grant Funds from a variety of federal, state, regional and local agencies. Within the \$15.5 million total grants are two larger grants – Section 8 Housing at \$6.0 million and the Community Development Block Grants (CDBG) \$2.8 million. In addition to numerous identified smaller grants, the city includes \$4.8 million in the grant budget for unidentified future grants. This gives the City Council the budget authority to accept and spend grant funds that are not specifically known at the time the budget is adopted. This practice also allows the city to comply with state budget laws regarding annual expenditure limits. The ending fund balance of the individual grants is carried forward to future periods and is available to be spent solely for the intended purposes.

The Trust Fund consists solely of the Mayor's Committee for Employment of the Handicapped, which has FY 2014/15 revenues and expenditures of \$6,000. Revenues for this fund come from citizens and businesses and the proceeds are used to provide educational scholarships to handicapped individuals. The

goal is to provide the individuals with skills that increase their opportunities for future employment. The ending fund balance of the Trust Fund is carried forward to future periods and is available to be spent solely for the intended purposes.

A Special Districts Fund is used to account for the proceeds received from property owners in the city's 355 street light districts. The intention is that only the amount needed to provide the service is assessed to the customer. Revenues are estimated at \$0.5 million and expenditures are estimated at \$0.6 million for FY 2014/15. The ending fund balance of all Special Districts Fund is carried forward to future periods and is available to be spent solely for the intended purposes and could be used to lower assessments.

## Capital Improvement Plan

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

The CIP appropriations for FY 2014/15 total \$506.1 million and consist of the following:

\$367.5 million (or 73 percent of the total CIP budget) is needed for carryover re-authorization from prior years for projects not yet completed. Under Arizona law, the city must re-authorize a capital project's total budget until it is completed and capitalized.

\$138.6 million (or 27 percent of the total CIP budget) of new funding for new and existing projects.

Below is a brief summary of the \$506.1 million capital budget highlights by program, along with some notable examples in each capital program area:

Community Facilities (\$40.6 million) – this program focuses on providing parks, park improvements, multiuse paths, neighborhood enhancements, youth sports lighting, aquatic centers, library facilities and senior centers. Approximately 8.0 percent of the CIP addresses the needs of this program. Significant proposed Community Facilities projects include the completion of the Tony Nelssen Equestrian Center Expansion, the TPC Clubhouse and Stadium Course Renovations and the Scottsdale Museum of the West.

Preservation (\$174.9 million) – this program addresses the goal of preserving the character and environment of Scottsdale. This goal is met by land acquisition activities for the Scottsdale McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving native plants and wildlife, and providing public access to the McDowell Mountains and Sonoran Desert. Approximately 34.6 percent of the CIP addresses this program. Significant proposed preserve projects include the North Area Access Control and Stabilization, the North Area Trail Construction and the Pima/Dynamite Trailhead.

Drainage and Flood Control (\$13.2 million) – this program addresses flood plain mapping, meeting regulatory requirements, and identifying and correcting hazards to reduce future flood damage potential. This is accomplished through the use of detention basins, culvert and channel projects, and a program of neighborhood drainage improvements. Approximately 2.6 percent of the CIP addresses the drainage and flood control needs of the city. Major Drainage and Flood Control projects include Upper Camelback Wash Watershed and the Granite Reef Watershed.

Public Safety (\$9.6 million) – this program addresses the construction, acquisition, and purchase of capital assets for the Police and Fire Departments, such as fire and police stations, training facilities and automation systems related to fire and police operations. Approximately 1.9 percent of the CIP addresses the public safety needs of the city. The proposed Public Safety budget includes key projects such as the completion of the Special Investigations Building, Fire Radio Replacements and the design of the Relocation and Construction of Fire Station 613.

Service Facilities (\$13.0 million) – this program addresses the goal of coordinating land use and infrastructure planning. These programs achieve this goal through the renovation of current facilities and technology necessary for the efficient and effective operations of the city. Approximately 2.5 percent of the CIP addresses this program. Service Facilities projects include Facilities Repair and Maintenance Program, Network and Server Infrastructure replacement program and North Corporation Yard Compressed Natural Gas Compliance.

Transportation (\$114.3 million) – this program addresses the multi-modal transportation needs. Approximately 22.6 percent of the CIP addresses the transportation needs of the city. Significant proposed Transportation projects include a new maintenance facility at the Airport, a multi-use path along the Arizona Canal from Chaparral Road to McDonald Drive, the addition of a bicycle and pedestrian capacity to the McDowell Road Bridge over Indian Bend Wash and a multilane roundabout and transit improvements at 90<sup>th</sup> Street adjacent to Mustang Library.

Water Management (\$140.5 million) – this program focuses on the capital needs required to deliver safe, reliable water and providing wastewater services. This program also addresses the requirement to achieve federal and state regulations. Approximately 27.8 percent of the CIP addresses the water and wastewater needs of the city. Significant proposed projects such as Reclaimed Water Distribution System (RWDS), SROG Salt River Outfall/Southern Avenue Interceptor Odor Control and Chaparral Water Treatment Plant Pretreatment are included in the Water Management program.

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

The budget continues the practice of leveraging one-time elastic revenue from the General Fund (e.g., construction sales tax and development fees) to help pay for capital projects. The municipal bond rating agencies view this as a sound fiscal practice. The slower economy has greatly limited the amount of anticipated year-end General Fund resources available to transfer to the CIP fund. In FY 2014/15, the budget assumes the General Fund will transfer a total of \$5.5 million to the CIP.



## The City of Scottsdale's FY 2014/15 budget is comprised of two Volumes:

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

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

The **Budget by Fund and Divisions** sections of Volume One represent the core of the City of Scottsdale's FY 2014/15 adopted budget.

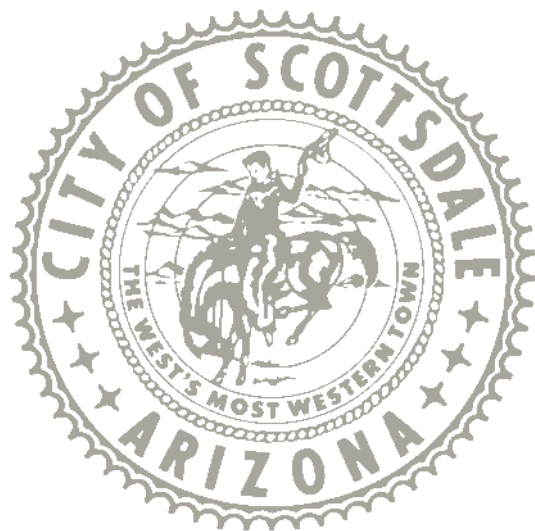
The first part of the **Budget by Fund** section, entitled *Fund Accounting-Fund Types* provides a description of the generic governmental fund types used by the city. The remainder of this section provides a fund summary and Five Year Financial Forecast as well as information on the sources and uses for each of the funds, including a *Five-Year Debt Service Schedule*, *Schedule of Long-Term Debt Outstanding*, and a *Computation of the Legal Debt Margin as of June 30, 2014*.

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

- A listing of all authorized personnel positions by division, program and title and the city's FY 2014/15 adopted classification / compensation schedule.
- Summaries of the operating budget by division, department and account category/funding source.
- A summary of each department's relationship with the city's strategic goals.
- Charted staffing and expenditure summaries, descriptions of services provided by each division and department, operating budgets by expenditure category and the applicable funding sources, current fiscal year priorities, as well as prior year achievements, significant changes, and performance measures.
- Department operating budgets and their relationship with the broad goals, General Plan and CityShape 2020.

Volume One concludes with the **Appendix**, which includes a list of operating projects. The Appendix concludes with a list of Acronyms and a Glossary of terms used throughout the city's budget along with the City Council's ordinances reflecting the adoption of the city's FY 2014/15 budget and property tax levy.

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



FY 2014/15 Adopted Budget

## City of Scottsdale's Budget Process

### Recommended Budget Practices

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

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

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

### Budget Definition

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

A good budget process is characterized by several essential features:

- Incorporates a long-term perspective

- Establishes linkages to broad goals
- Focuses budget decisions on results and outcomes
- Involves and promotes effective communication with stakeholders

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

### Mission of the Budget Process

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

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

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

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

The importance of this aspect of the budget process cannot be overstated. Regular and frequent reporting is

necessary to provide accountability and educate and inform stakeholders. Communication and involvement are essential components of every aspect of the budget process.

## Principles and Elements of the Budget Process

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

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

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

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

## Budget Roles and Responsibilities

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

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

The *program manager* is responsible for preparing an estimate of cost requirements and revenues, if applicable, for the current fiscal year, projecting the base budget requirements for the next fiscal year, and developing other requests that change or revise the program so that it will be more effective, efficient, productive, and economical.

The city divisions have *budget liaisons* that coordinate the day-to-day budget management within their



respective divisions along with the budget staff. The budget liaisons serve as the vital communication link between their city division and the Budget Office on matters related to their specific operating budget. Budget liaisons are responsible for revenue and expenditure forecasts, monthly expenditure and revenue variance analysis, calculating user fees, monitoring the budget, support to the Accounting Office in the Comprehensive Annual Financial Report preparation, and preparing budget review materials for the city treasurer, division directors, city manager, City Council, media and citizens.

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

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

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

The *senior budget analysts* are responsible for preparing the multi-fund short-range and long-range revenue and expenditure forecasts, coordinating with budget liaisons in calculating user fees, calculating the indirect cost rate, developing the process and related forms for preparing and monitoring the budget, coordinating the compilation of budget data, analyzing operating and capital budget requests, supporting the Accounting Office in the Comprehensive Annual Financial Report preparation, asset monitoring, evaluating and summarizing budget requests from divisions and preparing budget review materials for the city treasurer, division directors, city manager, City Council, media and citizens.

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

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

The *Mayor and City Council* set the direction for staff related to the forthcoming budget by establishing broad goals for the organization to serve as a basis for decision-making. The City Council reviews key aspects of the city manager's proposed budget such as -- the city's multi-year financial plan including an examination of the revenue forecast and related assumptions, employee compensation including healthcare and retirement costs, changes to rates and fees, comprehensive financial policies, debt schedules, property tax rate and the capital budget. The budget process culminates in late spring with the Mayor and City Council holding public budget

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

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

### **Needs Assessment and Financial Capacity Phase**

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

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

### **Policy/Strategy Development and Prioritization Process Phase**

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

### **Budget Development and Prioritization Process Phase**

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

Later in the fall after the CIP is underway, the city staff update their proposed performance measurements. The

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

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

### **City Management Review and Modification Phase**

In the early winter, the divisions submit their proposed operating budget and capital project budget requests to the Budget Office. The initial multi-faceted review focuses on ascertaining the divisions complied with the Budget Office's budget instructions, reviewing the mathematical accuracy and logic of the divisional base budget and capital project requests, and any evaluation decision packages. The review also includes a broader assessment of whether the divisional budget proposals address City Council's broad goals, strategic directives,

and service needs while maintaining a citywide perspective ensuring the fiscal integrity of the city (not exceeding forecasted resources/limits).

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

### **City Council Budget Review and Adoption Phase**

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

The City Council holds public meetings to review key operating and capital budget policy items. The discussions also focus on the city's five-year financial plans and how the divisions' program operating and capital budgets address citizens' priorities and City Council's broad goals. Additionally, the City Council holds meetings to review rates and fees, financial policies and compensation, including benefits.

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

Under the City Charter, final adoption of the budget must

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

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

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

Under Arizona state law “all-inclusive” means if an item is not budgeted (i.e. does not have an appropriation), it cannot legally be spent during the fiscal year. Therefore, the budget must include sufficient appropriation and contingency provisions for expenditures related to revenues (e.g., possible future grants) that cannot be accurately determined or even anticipated when the budget is adopted in June. This budgetary flexibility allows the city to comply with the Arizona state law and to pro-actively pursue emerging revenue sources as the budget year unfolds. Expenditures (i.e., appropriations) associated with items such as possible future grants/revenues may not be spent without City Council’s prior approval at a public meeting.

Arizona State Revised Statutes only requires communities to prepare budgets for two funds — the General Fund (ARS 42-17101) and Highway User Fund (ARS 28-6533) (See the Transportation Fund). In addition to these two funds the city prepares budgets and requests legal appropriation for the following funds — Special Revenue, Debt Service, Enterprise, Internal Service, Grants, and Capital Improvement Plan Funds. The ordinance adopting the annual budget requires City Council authorization for expenditures from the

aforementioned funds, which in the aggregate constitute the city’s total operating, capital budget and contingency/reserves for purposes of complying with the state’s balanced budget and legal maximum appropriations requirements.

## Implementing, Monitoring, and Amending the Budget Phase

In July, the city staff begins the process of implementing the newly adopted budget and is accountable for budgetary control throughout the fiscal year. Sources and uses patterns are examined, compared to budget plans, and corrective action, if necessary, is taken during the fiscal year. Members of the City Treasurer’s Office staff and divisional budget liaisons meet every month to review current demographic, economic and financial trends, which may impact the city, and to plan strategy to ensure the city’s fiscal integrity. City management and City Council are also provided monthly financial updates and reports disclosing actual revenue, expenditure, and fund balance performance as compared to the budget plan.

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

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

The staff of every city program is expected to conduct self-assessments and develop cost and quality measures of efficiency and effectiveness. Internal performance measurements are developed and reviewed on a periodic basis by program managers. Scottsdale’s culture, along with the city value of “listen, communicate, and take

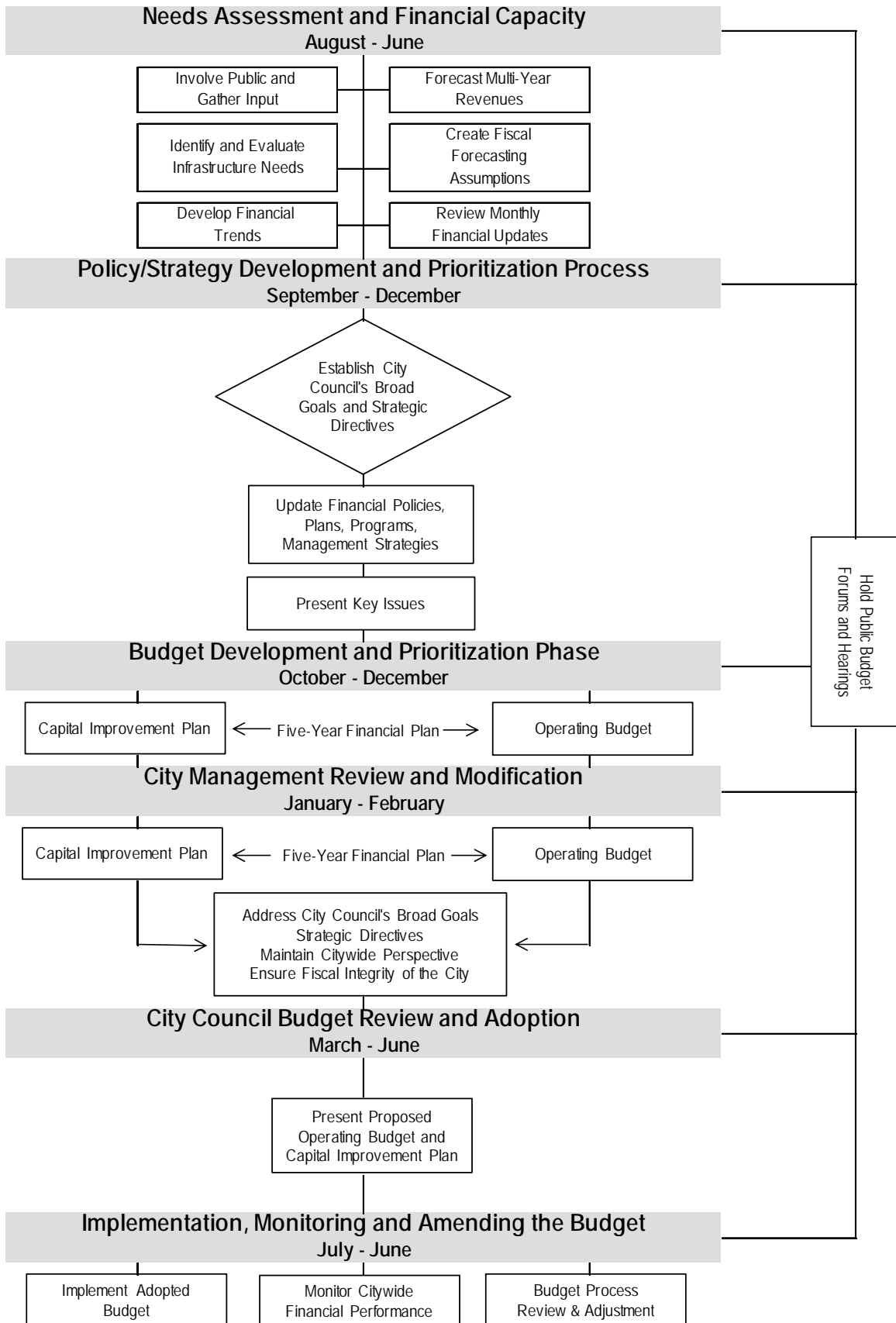


action” stresses open communication and stakeholder involvement determining satisfaction with programs and in identifying areas needing additional attention.

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

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

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



## Use of Contingency/Reserve Funds

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

## Budgetary and Accounting Basis

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

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

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

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

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

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

## Operating and Capital Budget Relationship

The City of Scottsdale's Budget for FY 2014/15 is comprised of two volumes:

*Volume One – Operating Budget* includes the City Council's mission statement and broad goals, the city manager's transmittal letter, executive summary, and adopted financial policies. Volume One also contains a budget by fund section which includes five-year financial forecasts that cover the period FY 2014/15 through FY 2018/19. This section also provides five-year historical summaries for revenues and expenditures by fund. A

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

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

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

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

expenditures in each period, creating a fund balance as cash accumulates each year for planned larger capital expenditures in later fiscal years.

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

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

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

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

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



pending legislative changes all intended to avoid subjecting citizens to wide or irregular fluctuations in rates/fees and service levels.

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

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

## Revenue Forecasting

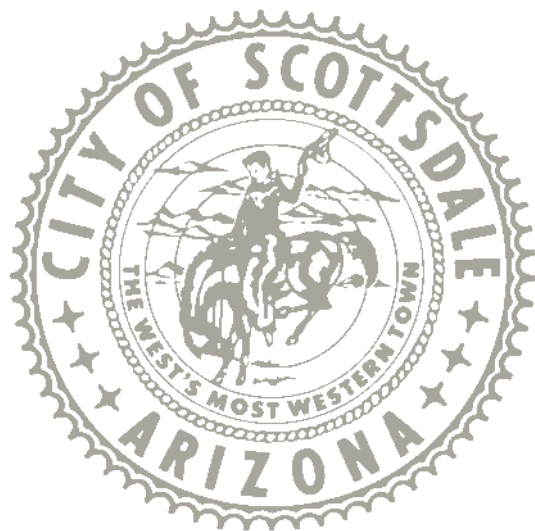
The City of Scottsdale uses both qualitative and quantitative methods for forecasting revenues, blending various techniques to develop conservative and prudent revenue projections. Qualitative revenue forecasting methods used by staff to develop multi-year financial plans include consensus, judgmental,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

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

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

## Expenditure and Year-End Savings Forecasting

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



FY 2014/15 Adopted Budget

**BUDGET PLANNING AND DEVELOPMENT  
FISCAL YEAR 2014/15 CALENDAR**

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

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

Mayor & City Council .....	Rachel Smetana	Administrative Services .....	Jennifer Jensen*
City Attorney .....	Jane Callahan*	Community Services .....	Bryan Bundy/Tim Barnard*
City Auditor .....	Sharron Walker	Community & Economic Development...	Dan VandenHam*
City Clerk .....	Karen Dingman	Public Safety – Fire .....	Teresa Martin
City Court.....	Ken Kung*	Public Safety – Police .....	Christy Alonzo*
City Manager .....	Brent Stockwell	Public Works .....	Monica Staats*
City Treasurer .....	Ryan Fielder*	Water Resources .....	Gina Kirklin/Ron Dolan*



### Operating Management

1. All divisions will participate in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources and future service requirements. In order to ensure compliance with policy, sunset provisions will be required on all grant program initiatives and incorporated into other service plans, as appropriate.
2. The budget process is intended to weigh all competing requests for city resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process will be discouraged.
3. Annual budgets shall include documentation that programs met intended objectives ("effectiveness criteria") and provide value in terms of dollars allocated ("efficiency criteria").
4. The budget shall be considered balanced if all sources of revenue, as estimated, are equal to, or exceed, the total of amounts proposed to be used in the operating budget for the current fiscal year, by fund. To the extent unencumbered balances from the preceding fiscal year are required to achieve a balanced budget, use of unencumbered balances from the preceding fiscal year will be only as authorized by City Council.
5. The full City Council will solicit citizen input and review the operating and capital budget recommendations from a divisional, program, and goals perspective.
6. Revenues will not be dedicated for specific purposes, unless approved by City Council or required by law. All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process.
7. A diversified and stable revenue system will be developed to protect City services from short-term fluctuations in any single revenue source.
8. Balanced revenue and expenditure forecasts will be prepared annually and include a five-year plan for each fund to demonstrate the City's ability to adapt to forecast changes in the economy, service demands, and capital improvements.
9. Enterprise (Water, Water Reclamation, Solid Waste Management, and Aviation) user fees and charges will be examined annually to ensure that they recover all direct and indirect costs of service, debt service, provide adequate funding for future capital needs and be approved by the City Council. Any unfavorable balances in cost recovery will be highlighted in budget documents. Rate adjustments for enterprise operations will be developed pursuant to a multi-year financial plan that levels the impact of user rate changes.
10. All other user fees and charges will be examined periodically to determine the direct and indirect cost of service recovery rate, excluding voter-approved debt service. The acceptable recovery rate and any associated changes to user fees and charges will be approved by the City Council.
11. Development impact fees, as permitted by state law, for capital expenses attributable to new development will be reviewed annually to ensure that fees recover all direct development-related expenses and be approved by City Council. Any unfavorable balances in cost recovery will be highlighted in budget documents.
12. The use or replacement of Fleet and Information Technology (PC, phones and copier systems) will be accounted for through the use of a direct or a "rental" rate structure. The rates will be revised annually to ensure that charges to operating divisions are sufficient for operation and replacement of vehicles and other equipment. Replacement costs will be based upon equipment lifecycle financial analysis.
13. Grant funding will be considered to leverage City funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs. Programs financed with grant monies will be budgeted in separate cost centers, and the service program will be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources will be substituted

- only after all program priorities and alternatives are considered during the budget process.
14. Alternative means of service delivery will be evaluated to ensure that quality services are provided to our citizens at the most competitive and economical cost. Divisions, in cooperation with the City Manager, City Auditor and City Treasurer, will identify activities or services that could be provided over the long-term more efficiently or effectively by another source and review options/alternatives to current service delivery. The review of service delivery alternatives and the need for the service will be performed on a reasonably periodic or on an "opportunity" basis.
  15. Cash and Investment programs will ensure that proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.
  16. Uncollectible accounts will be no more than 0.5 of one percent (1%) of revenue on an annual basis unless otherwise approved by City Council.
  17. Any year-end General Fund operating surpluses not needed to restore contingency reserves or cover unforeseen shortfalls in the budget, but in no case less than twenty-five percent (25%) of construction privilege tax revenues, will be transferred to the General Fund Capital Improvement Program in the following fiscal year unless otherwise directed by City Council.
  18. Addition of personnel will only be requested to meet program initiatives and policy directives; after service needs have been thoroughly examined and it is substantiated that additional staffing will result in increased net revenue or enhanced operating efficiencies. To the extent feasible, personnel cost reductions will be achieved through attrition.
  19. Benefits and compensation will be administered in accordance with policy given by City Council. As part of a cost-containment strategy, total costs for health insurance premiums will be shared between the employer, employees and retirees. Total premiums will be evaluated on an annual basis to ensure they are reasonable and competitive and that total premiums are expected to provide adequate funding of anticipated claims and a reasonable level of loss reserves.
  20. Property tax will be levied to recover: (1) general obligation debt service and (2) revenues required for the General Fund equal to (a) the prior year's revenue plus (b) the prior year's tort liability payments as approved by City Council. Council may also approve the legally allowable maximum over the previous year's primary levy.
  21. (21A.) One hundred percent (100%) of the transient lodging (bed) taxes received by the City shall be deposited into the Special Revenue Fund for Tourism Development. Additionally, the Special Revenue Fund for Tourism Development shall receive one hundred percent (100%) of Princess Hotel lease revenues.
 

As approved by the voters, fifty percent (50%) of the transient lodging (bed) tax revenues will be used for tourism-marketing. Use of the remaining Special Revenue Fund for Tourism Development revenues will be allocated annually as follows:

    - \$1,500,000 for the General Fund;
    - \$1,200,000 for Events and Event Development;
    - \$500,000 for tourism-related administration and research;
    - \$500,000 for one-time commitments to capital projects, events and event development, or administration and research;
    - The balance for tourism-related capital projects, in the form of one-time commitments or multi-year annual commitments, not to exceed \$600,000 per project.

At the end of each fiscal year, any unused funds in the Special Revenue Fund for Tourism Development will be available for use in following years for any of the non-marketing tourism categories (except the general fund category) and

may be allocated without limitations, except that they may be leveraged for multi-year annual commitments, such as debt service payments.

### Capital Management

22. A five-year Capital Improvement Plan will be developed and updated annually, including anticipated spending as well as funding sources. Capital improvement projects are defined as purchases or construction of infrastructure or equipment which results in a capitalized asset costing more than \$25,000 and having a useful (depreciable) life of five years or more. No funding commitments will be made for any project in the CIP unless the project has sufficient budget authority in the current budget year to meet the entire amount of the commitment. For each year of the CIP, total anticipated expenditures and commitments will not exceed projected starting fund balance plus total anticipated revenues for that year.
23. Pay-as-you-go Capital Improvement Plan financing should account for a minimum of twenty-five percent (25%) of all capital improvement projects, excluding Preservation and Enterprise, for each five-year planning period. Pay-as-you-go financing is defined as all sources of revenue other than City debt issuance, i.e., fund balance contributions, developer contributions, grants, endowments, etc.
24. Proposed capital projects will be reviewed and prioritized by a cross-divisional team regarding accurate costing (design, capital, and operating), prevention of existing infrastructure deterioration before the addition of new infrastructure and overall consistency with the City's General Plan and City Council's goals and objectives.
25. Future operating and maintenance costs associated with new capital improvements will be forecast and included in the Operating Budget and five-year financial plan.
26. Dedicated two tenths of percent (0.2%) privilege tax revenue for transportation improvements will be restricted to funding the planning, design, construction and acquisition costs associated with

building, renovating, or enhancing capital projects for streets, highways, traffic control, and transit; and for transportation improvement operating expenses. No more than fifty percent (50%) of the privilege tax revenue for transportation improvements will be allocated to transportation improvement operating expenses.

### Debt Management

27. General Obligation debt, which is supported by property tax revenues and grows in proportion to the city's assessed valuation and/or property tax rate increases, will be utilized only as authorized by voters. Other types of voter-approved debt may also be utilized only when they are supported by dedicated revenue sources.
28. General Obligation debt issuances (excluding Preserve General Obligation debt) will be managed on an annual basis to match funds to Capital Improvement Plan cash flow requirements. The City will not exceed \$1.50 combined property tax per \$100 assessed value unless otherwise directed by City Council.
29. Non-voter approved debt, will be utilized only when a dedicated revenue source (e.g., facility revenue and bed tax) can be identified to pay, or reimburse the city for paying, debt service expenses. City Debt Service (excluding enterprise, general obligation and preservation) costs (Municipal Property Corporation, Revenue Bond, and Contractual Debt) should not exceed five percent (5%) of the city's current or future annual operating revenue in order to control fixed costs and ensure expenditure flexibility. The following considerations will be made to the question of pledging of project (facility) revenues towards debt service requirements:
  - a. The project requires monies not available from other sources.
  - b. Matching fund monies are available which may be lost if not applied for in a timely manner.
  - c. Catastrophic conditions.
  - d. The city shall not give or loan its credit in aid of, nor make any donation, grant or payment of any public funds, by subsidy

or otherwise, to any individual, association, or corporation, except where there is a clearly identified public purpose and the city either receives direct consideration substantially equal to its expenditure or provides direct assistance to those in need.

30. McDowell Sonoran Preservation debt service will be funded by the dedicated 0.35% privilege tax. The city's privilege taxes to revenue bond debt service goal will be at least 1.5:1 for senior lien debt to ensure the city's ability to pay for preserve debt from this elastic revenue source.

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

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

b. Community Facility District debt will be permitted only when the full cash value of the property, as reported by

the Assessor's Office, to debt ratio (prior to improvements being installed) is a minimum of 3/1 prior to issuance of debt and 5/1 or higher after construction of improvements. In addition, the city's cumulative facility district debt will not exceed 5 percent of the city's secondary assessed valuation. The landowner/developer shall also contribute \$0.25 in public infrastructure improvement costs of each dollar of public infrastructure improvement debt to be financed by the district.

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

33. While considering the bond rating impacts, the effect on short-term user rates and the level of cash reserves, the Water and Sewer Enterprise Funds will use long-term debt when prudent to achieve a ratio of long-term debt to tangible fixed assets (capital assets net of depreciation plus equity in joint venture) of no more than fifty percent (50%).

#### Reserve Management

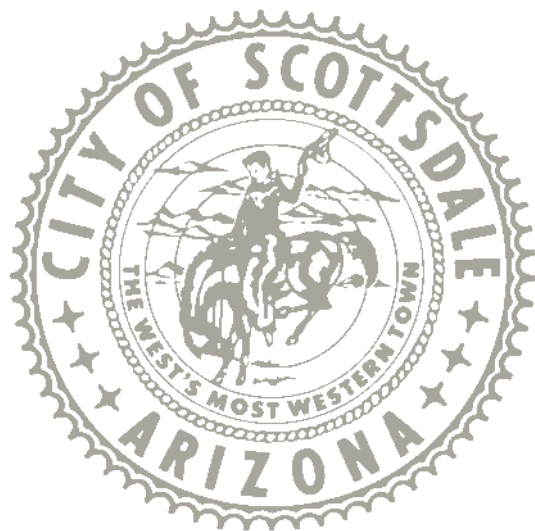
34. All fund designations and reserves will be evaluated annually for long-term adequacy and use requirements in conjunction with development of the city's balanced five-year financial plan.

35. The following stabilization reserves will be maintained for unforeseen emergencies or catastrophic impacts to the City:

- a. General Fund Stabilization Reserve of 10 percent of annual General Fund operating expenditures;
- b. Transportation Fund Stabilization Reserve of 10 percent of annual Transportation Fund operating expenditures.



36. Debt Service Reserve will be funded with secondary property taxes, levied by City Council, sufficient to pay the bonded indebtedness for General Obligation bond principal and interest. A debt service sinking fund will be maintained to account for these restricted revenues and debt payments, as well as any additional debt amounts deemed to be advisable and necessary for any public or municipal purposes.
  37. A privilege tax debt reserve will be funded at no less than the annual debt service for all currently outstanding one percent (1%) privilege tax supported debt to be temporarily used for unforeseen emergencies or catastrophic impacts to the city.
  38. Contingency Reserves for each fund to be established annually will be maintained to offset unexpected expenditure increases. Contingency reserves may also be used for unanticipated and/or inadequately budgeted events threatening the public health or safety. Use of contingency funds should be utilized only after all budget sources have been examined for available funds, and subject to City Council approval.
  39. Separate Operating Fund Reserves will be maintained for the City's Water, Sewer, Solid Waste Management, and Aviation Enterprise Funds. Such reserves shall be funded between 60 and 90 days of budgeted operating expenditures, excluding expenditures for debt service. Operating Fund Reserves shall be maintained to provide contingency funding and expenditure flexibility in the event of unexpected declines in revenue or increases in costs.
  40. Replacement and Extension Reserves will be maintained by the Water and Sewer Enterprise Funds to ensure adequate resources for replacement of water and sewer infrastructure. Such reserves shall equal two percent (2%) of the gross book value of all tangible fixed assets of the system and shall be utilized only to provide contingency funding and expenditure flexibility during times of unusual circumstances.
  41. Self-Insurance Reserves will be maintained at a level, which, together with purchased insurance policies, will adequately indemnify the City's property, liability, and health benefit loss exposures. An independent actuarial firm shall be retained on an annual basis to develop appropriate reserve levels, which will be considered when establishing such reserve.
  42. The Fleet Fund and PC Replacement Fund will be maintained to ensure adequate funding for systematic replacement and operational needs.
  43. Any intentional drawdown of fund reserves requires City Council approval.
- ### Financial Reporting
44. The city's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB). The City Treasurer shall issue timely monthly financial reports to City Council.
  45. Prior to the end of each fiscal year the Council shall designate certified public accountants who, shall perform an independent audit of the city's annual financial statements in accordance with generally accepted government auditing standards. The certified public accountants shall be independent of the city government, having no personal interest, direct or indirect, in the fiscal affairs of city government or any of its officers. The certified public accountants shall submit their reports to the Council. All such audit reports shall be a matter of public record.
  46. Financial systems will maintain internal controls to monitor revenues and expenditures on an ongoing basis.



FY 2014/15 Adopted Budget

## Fund Accounting Structure

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

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

### General Fund

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

## Special Revenue

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

### Debt Service

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

### Enterprise

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

### Internal Service

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

## Trust Fund

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

## Capital Improvement Funds

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

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

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

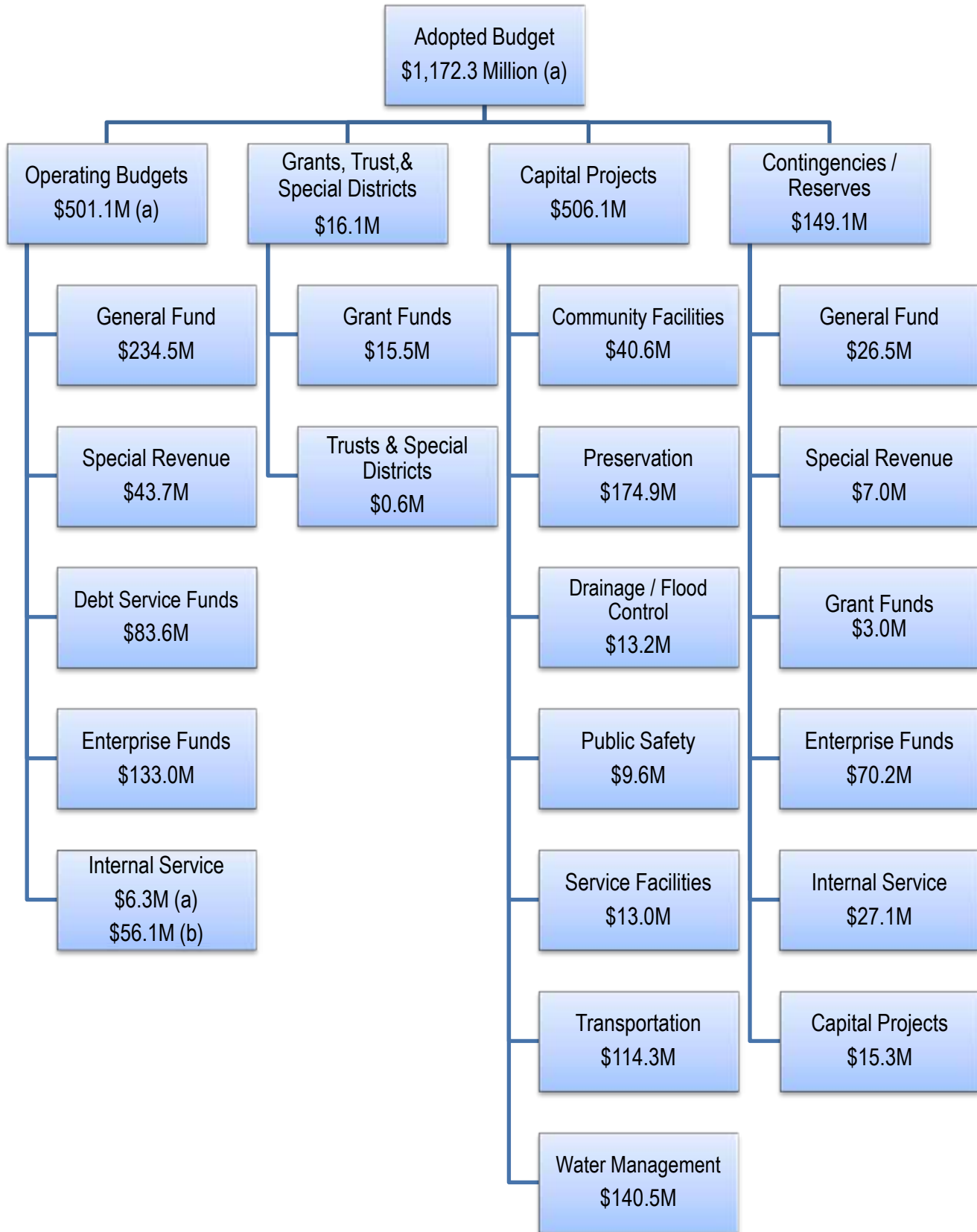
*Enterprise Capital Funds* – used to account for utility rates and development fees for specific projects.

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



FY 2014/15 Adopted Budget



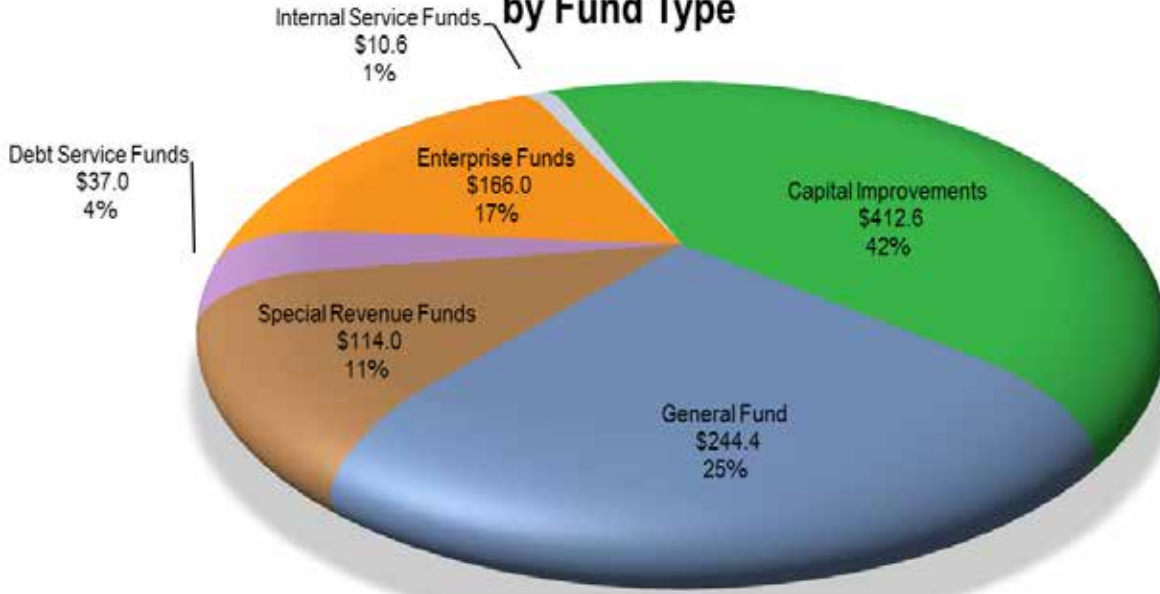


(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$49.8M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$49.8M

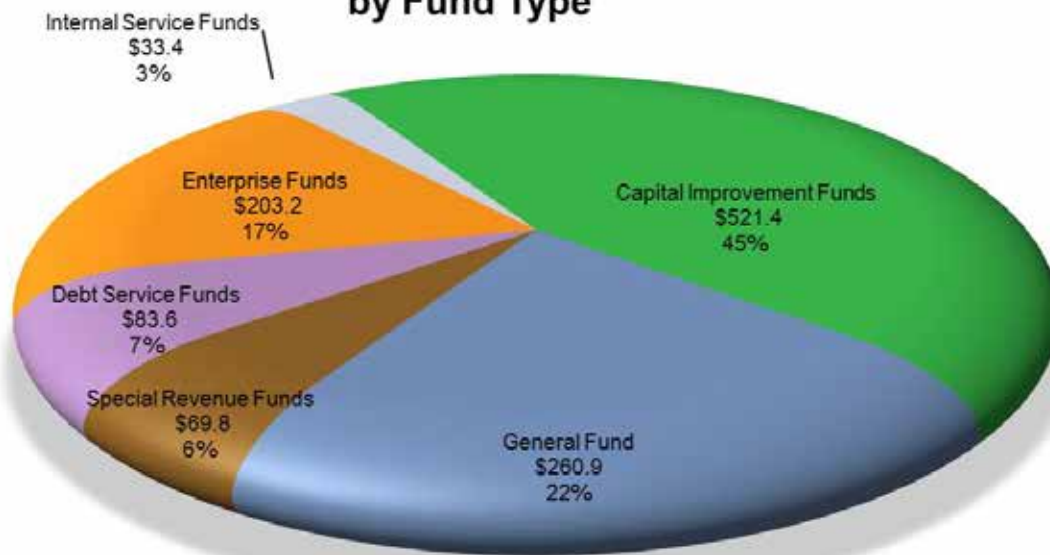
The total Scottsdale budget consists of \$984.6 million in revenue, \$274.0 million in prior year CIP unexpended funds, \$118.0 million in anticipated bond proceeds, \$63.4 million in property taxes, and \$529.2 million in operating, capital, and contingent revenues. A complete detail of sources can be found on the Total Budget Appropriation schedule. Below is the sources breakdown by fund type.

### Revenue \$984.6 Million by Fund Type



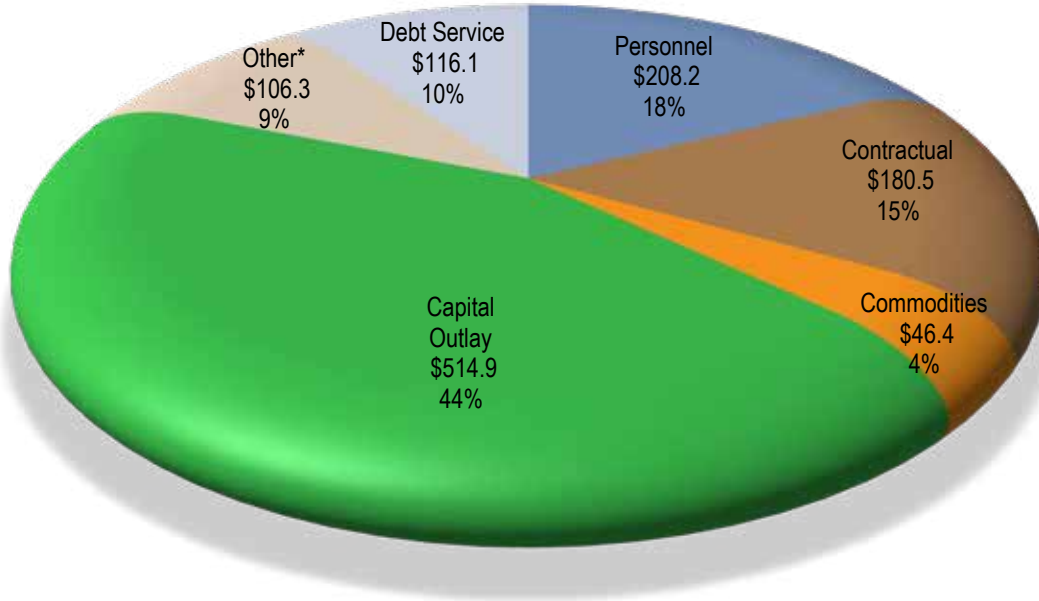
The total Scottsdale adopted budget appropriates \$1,172.3 in uses, with the Capital Improvement Funds accounting for the largest portion of the annual budget appropriation. This is a decrease of approximately \$21 million or 2 percent from the FY 2013/14 adopted budget.

### Total Budget Appropriation \$1,172.3 Million by Fund Type



The largest expense category in the FY 2014/15 budget is for Capital Outlay. Expenses for Personnel, Contractual, and Commodities together account for \$435.1 million, or approximately 37 percent of the total authorized budget.

### Total Budget Appropriation \$1,172.3 million by Expense Type



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

	Sources			Uses					Ending Balance	
	Beginning Balance	Revenue	Transfers In	Personnel	Contractual & Debt Service	Commodities	Capital Outlay	Other*		Transfers Out
<b>General Fund</b>	\$ 39,988,808	244,405,209	9,990,042	\$ 168,756,715	57,678,844	7,819,636	210,324	26,446,552	25,460,876	\$ 8,011,112
<b>Special Revenue Funds</b>										
Transportation	\$ 8,297,131	33,973,267	-	\$ 5,862,461	18,477,487	865,067	85,300	3,029,032	9,256,133	\$ 4,694,918
Grants	\$ -	18,477,620	-	\$ 762,373	14,056,892	653,555	-	3,000,000	4,600	\$ 200
Special Districts	\$ 68,314	533,043	-	\$ -	599,654	-	-	-	-	\$ 1,703
Preservation	\$ 23,323,667	33,296,678	-	\$ -	2,200	-	-	-	32,689,178	\$ 23,928,967
Special Programs	\$ 6,500,055	10,271,355	60,000	\$ 1,866,800	4,062,852	1,418,527	184,000	1,500,000	1,074,601	\$ 6,724,630
Tourism Development	\$ 7,619,146	17,414,500	-	\$ 170,757	10,273,623	2,620	425,000	2,500,000	8,900,300	\$ 2,761,346
<b>Debt Service Funds</b>	\$ 16,472,642	37,030,180	46,682,377	\$ -	83,567,557	-	-	-	-	\$ 16,617,642
<b>Enterprise Funds</b>										
Water/Water Reclamation	\$ 82,902,115	142,285,121	16,001,422	\$ 18,480,871	59,463,961	26,616,889	126,475	67,590,834	63,107,320	\$ 5,802,308
Solid Waste	\$ 11,742,082	20,139,178	-	\$ 6,904,410	11,545,742	757,928	-	6,781,927	303,600	\$ 5,587,653
Aviation	\$ 3,635,096	3,554,161	430,000	\$ 1,139,703	885,243	75,455	56,590	2,817,824	133,020	\$ 2,511,422
<b>Internal Service Funds</b>										
PC Replacement	\$ 824,679	-	-	\$ -	-	-	551,467	(546,384)	-	\$ 819,596
Fleet	\$ 8,337,244	372,600	-	\$ 3,361,775	1,535,145	7,852,211	7,168,626	(14,167,041)	609,400	\$ 2,349,728
Risk	\$ 8,633,952	2,401,849	-	\$ 776,721	7,398,442	94,038	-	5,262,100	4,500	\$ (2,500,000)
Health Self Insurance	\$ 6,331,715	7,823,472	-	\$ 112,046	27,054,512	210,000	-	(13,221,368)	-	\$ (3)
<b>Trusts</b>	\$ 3,121	16,000	-	\$ -	6,000	-	-	10,000	-	\$ 3,121
<b>Capital Improvements</b>	\$ 150,181,223	412,604,399	87,854,309	\$ -	-	-	506,110,100	15,250,000	19,474,622	\$ 109,805,209
<b>Total All Funds</b>	<b>\$ 374,860,990</b>	<b>\$ 984,598,632</b>	<b>\$ 161,018,150</b>	<b>\$ 208,194,632</b>	<b>\$ 296,608,154</b>	<b>\$ 46,365,926</b>	<b>\$ 514,917,882</b>	<b>\$ 106,253,476</b>	<b>\$ 161,018,150</b>	<b>\$ 187,119,552</b>

Total Budget Appropriation\*\* \$1,172,340,070

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

\*\*Total Budget Appropriation excludes Transfers Out

# Budget by Fund

# Total Appropriation

	General	Special Revenue	Debt Service	Enterprise	Internal Service	Trusts	Capital	Total
Beginning Fund Balance	39,988,808	45,808,313	16,472,642	98,279,293	24,127,590	3,121	150,181,223	374,860,990
<b>Revenues</b>								
Taxes - Local								
Privilege Tax (1.0%)	97,214,941							97,214,941
Privilege Tax - Transportation (.20%)		18,413,065						18,413,065
Privilege Tax - McDowell Preserve (.20%)		18,982,541						18,982,541
Privilege Tax - Preservation (.15%)		14,236,906						14,236,906
Privilege Tax - Public Safety (.10%)	9,491,270							9,491,270
Property Tax	25,744,348		35,567,691		2,076,849			63,388,888
Transient Occupancy Tax		15,794,000						15,794,000
Electric & Gas Franchise	8,443,750							8,443,750
Cable TV License Fee	3,395,000							3,395,000
Salt River Project Lieu Tax	267,000							267,000
Stormwater Water Quality Charge	897,600							897,600
Taxes - From Other Agencies								
State Shared Sales Tax	19,642,557							19,642,557
State Revenue Sharing	26,314,255							26,314,255
AZ STA/MCSD Revenue			1,317,489					1,317,489
Transportation								
Highway User Revenue Tax		12,944,922						12,944,922
Auto Lieu Tax	7,686,538							7,686,538
Proposition 400 Regional Sales Tax		675,539					12,361,600	13,037,139
Internal Service Charges								
Fleet Management					19,784,952			19,784,952
PC Replacement Charges					1,046,384			1,046,384
Self-Insurance					37,465,240			37,465,240
Licenses, Permits & Fees								
Building Permit Fees & Charges	12,332,184							12,332,184
Recreation Fees	3,537,796							3,537,796
WestWorld	3,920,520							3,920,520
Fire Service Charges	664,400							664,400
Business Licenses & Fees	1,805,192							1,805,192
City Attorney Service Enhancement Fee	300,000							300,000
Fines & Forfeitures								
Court Fines	4,528,736							4,528,736
Photo Enforcement	2,110,289							2,110,289
Parking Fines	237,528							237,528
Library Fines & Fees	369,468							369,468
Interest Earnings/Property Rental								
Interest Earnings	574,573	77,231		508,683			652,633	1,813,120
Property Rental	1,836,120	1,600,000						3,436,120
Utilities & Enterprises								
Water Charges				91,692,000				91,692,000
Effluent Sales				10,398,600				10,398,600
Sewer Charges				37,877,000				37,877,000
Refuse/Recycling				19,254,497				19,254,497
Airport				3,528,531				3,528,531
Other Revenue								
Indirect/Direct Cost Allocation	6,439,205	524,741						6,963,946
In-Lieu Fees							110,000	110,000
Grant & Trust		16,877,620				6,000	6,766,200	23,649,820
Streetlight Districts		533,043						533,043
Intergovernmental Revenue	1,024,105						400,000	1,424,105
Miscellaneous	4,380,669	35,500		2,719,149			297,010	7,432,328
Reimbursements	1,247,165							1,247,165
Special Programs Revenue		8,771,355						8,771,355
Bond Proceeds/MPC							118,045,000	118,045,000
Spring Exhibition Surcharge			145,000					145,000
CIP Unexpended Year End							273,971,956	273,971,956
Less Internal Service Funds Offset					(49,775,504)			(49,775,504)
<b>Subtotal</b>	<b>244,405,209</b>	<b>109,466,463</b>	<b>37,030,180</b>	<b>165,978,460</b>	<b>10,597,921</b>	<b>6,000</b>	<b>412,604,399</b>	<b>980,088,632</b>
Transfers In								
Operating Transfers								
From General Fund		60,000	12,284,874				13,116,002	25,460,876
From Special Revenue Funds	3,036,176		34,397,503				17,534,333	54,968,012
From Enterprise Funds	6,953,866						56,590,074	63,543,940
From Internal Service Funds							613,900	613,900
From Capital Improvement Fund				16,431,422				16,431,422
<b>Subtotal</b>	<b>9,990,042</b>	<b>60,000</b>	<b>46,682,377</b>	<b>16,431,422</b>	<b>-</b>	<b>-</b>	<b>87,854,309</b>	<b>161,018,150</b>
Other Activity								
Reserve Appropriations								
Operating Contingency / Reserves		4,500,000				10,000		4,510,000
<b>Subtotal</b>	<b>-</b>	<b>4,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>4,510,000</b>
<b>Total Sources</b>	<b>254,395,251</b>	<b>114,026,463</b>	<b>83,712,557</b>	<b>182,409,882</b>	<b>10,597,921</b>	<b>16,000</b>	<b>500,458,708</b>	<b>1,145,616,782</b>

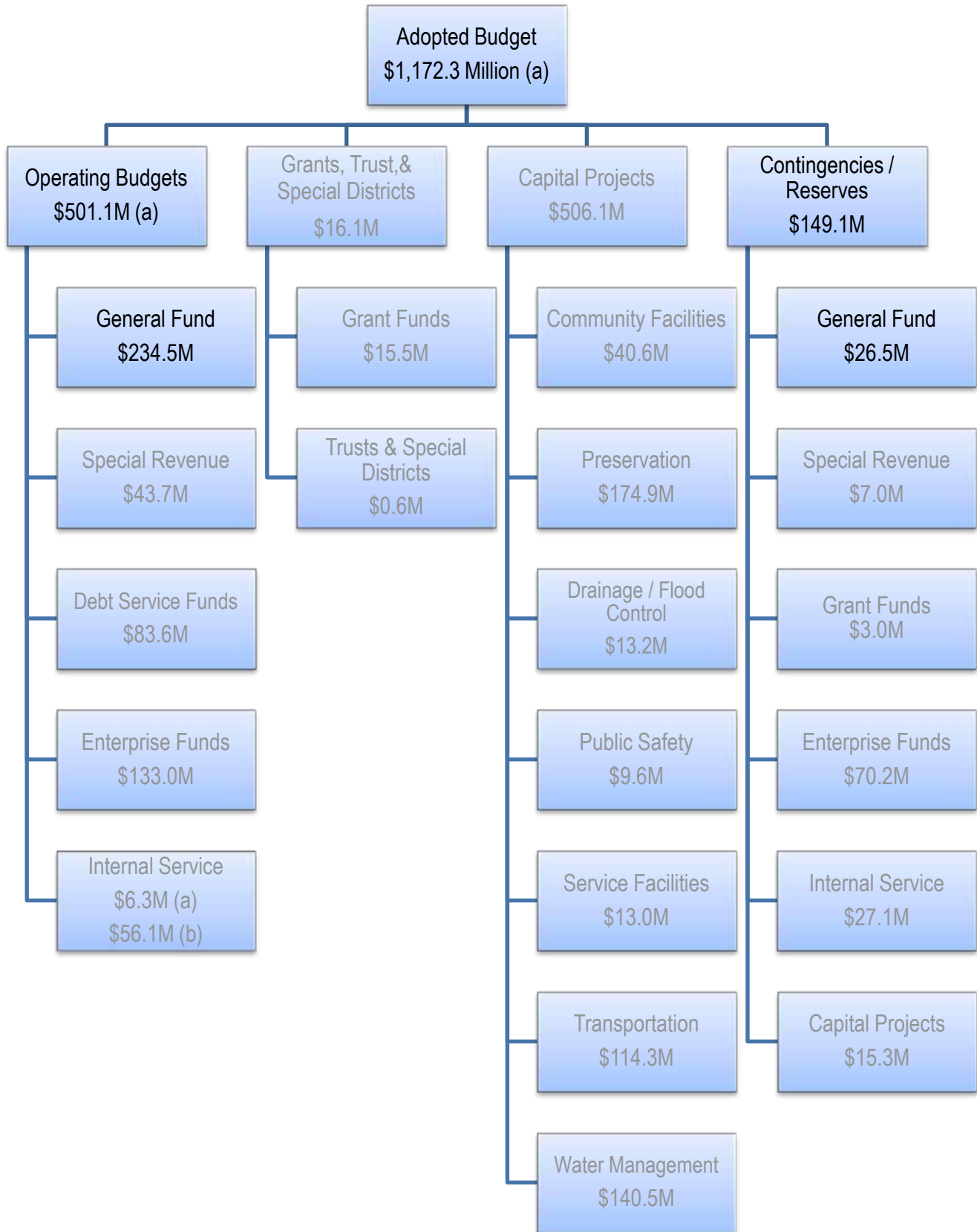


# Budget by Fund

# Total Appropriation

	General	Special Revenue	Debt Service	Enterprise	Internal Service	Trusts	Capital	Total
<b>Expenditures</b>								
<b>Divisions</b>								
Mayor and City Council	761,731	75,000		110,000				946,731
City Attorney	5,923,923							5,923,923
City Auditor	848,781							848,781
City Clerk	1,000,448							1,000,448
City Court	4,044,001	1,864,970						5,908,971
City Manager	1,046,891							1,046,891
City Treasurer	5,314,877			3,033,588	8,268,900			16,617,365
Administrative Services	15,358,147				27,904,701			43,262,848
Community and Economic Development	23,252,414	21,026,545		2,126,575				46,405,534
Community Services	34,039,350	3,794,489						37,833,839
Public Safety - Fire	32,036,337	2,300						32,038,637
Public Safety - Police	87,013,834	1,611,712						88,625,546
Public Works	18,308,732	15,217,341		18,125,935	19,993,143			71,645,151
Water Resources				72,316,076				72,316,076
Planning, Neighborhoods, & Transportation								-
Economic Vitality		-						-
One Time Public Safety Compensation								-
Leave Accrual Payments	1,900,000	49,900			33,200			1,983,100
Estimated Personnel Savings from Vacant Positions	(3,800,000)	(156,300)			(199,500)			(4,155,800)
Citywide Pay Program	4,585,954	228,628		679,155	114,539			5,608,276
Indirect/Direct Cost Allocation				6,963,946				6,963,946
Less Internal Service Fund Offsets					(49,775,504)			(49,775,504)
<b>Subtotal</b>	<b>231,635,420</b>	<b>43,714,585</b>	<b>-</b>	<b>103,355,275</b>	<b>6,339,479</b>	<b>-</b>	<b>-</b>	<b>385,044,759</b>
<b>Grant and Trust Activity</b>								
Grants		15,452,729						15,452,729
Trust and Special Districts		599,654				6,000		605,654
<b>Subtotal</b>	<b>-</b>	<b>16,052,383</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,000</b>	<b>-</b>	<b>16,058,383</b>
<b>Capital Improvements</b>								
Community Facilities							40,596,000	40,596,000
Preservation							174,906,300	174,906,300
Drainage / Flood Control							13,158,600	13,158,600
Public Safety							9,640,700	9,640,700
Service Facilities							13,001,500	13,001,500
Transportation Improvements							114,268,300	114,268,300
Water and Wastewater							140,538,700	140,538,700
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>506,110,100</b>	<b>506,110,100</b>
<b>Debt Service</b>								
Misc Operating Expenses			-					-
General Obligation Bonds			35,567,691					35,567,691
General Obligation Bonds-Preserve			24,211,105					24,211,105
Preserve Authority Revenue Bonds			6,478,073					6,478,073
Revenue Bonds				4,540,288				4,540,288
MPC Bonds			17,310,688	25,121,650				42,432,338
Certificates of Participation - Radio Financing	2,548,679							2,548,679
Contracts Payable	281,420	2,200						283,620
<b>Subtotal</b>	<b>2,830,099</b>	<b>2,200</b>	<b>83,567,557</b>	<b>29,661,938</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>116,061,794</b>
<b>Other Activity</b>								
Reserve Appropriations								
Operating Contingency	26,446,552	10,029,032				10,000	15,250,000	51,735,584
Solid Waste				5,135,663				5,135,663
Aviation				2,365,027				2,365,027
Self-Insurance					27,102,811			27,102,811
Water/Sewer				62,725,949				62,725,949
<b>Subtotal</b>	<b>26,446,552</b>	<b>10,029,032</b>	<b>-</b>	<b>70,226,639</b>	<b>27,102,811</b>	<b>10,000</b>	<b>15,250,000</b>	<b>149,065,034</b>
<b>TOTAL BUDGET</b>	<b>260,912,071</b>	<b>69,798,200</b>	<b>83,567,557</b>	<b>203,243,852</b>	<b>33,442,290</b>	<b>16,000</b>	<b>521,360,100</b>	<b>1,172,340,070</b>
<b>Transfers Out</b>								
Capital Improvement Program	13,116,002	14,491,133		56,590,074	613,900		3,043,200	87,854,309
Operating Transfers								
To General Fund		3,036,176						3,036,176
To Special Revenue Fund	60,000							60,000
To Debt Service Fund	12,284,874	34,397,503						46,682,377
To Enterprise Fund							16,431,422	16,431,422
Enterprise Transfers								
Franchise Fee				6,953,866				6,953,866
<b>Subtotal</b>	<b>25,460,876</b>	<b>51,924,812</b>	<b>-</b>	<b>63,543,940</b>	<b>613,900</b>	<b>-</b>	<b>19,474,622</b>	<b>161,018,150</b>
<b>Total Uses</b>	<b>286,372,947</b>	<b>121,723,012</b>	<b>83,567,557</b>	<b>266,787,792</b>	<b>34,056,190</b>	<b>16,000</b>	<b>540,834,722</b>	<b>1,333,358,220</b>
Ending Fund Balance*	8,011,112	38,111,764	16,617,642	13,901,383	669,321	3,121	109,805,209	187,119,553

\* Assuming Use of Reserve Appropriations



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$49.8M

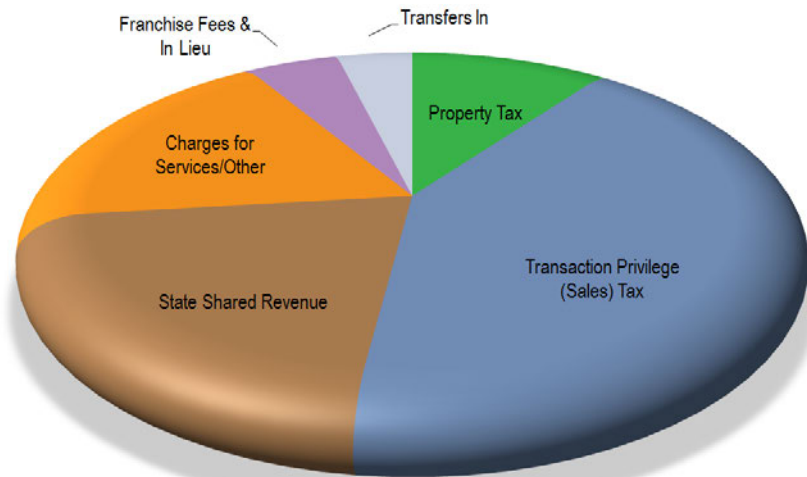
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$49.8M

**Fund Purpose**

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

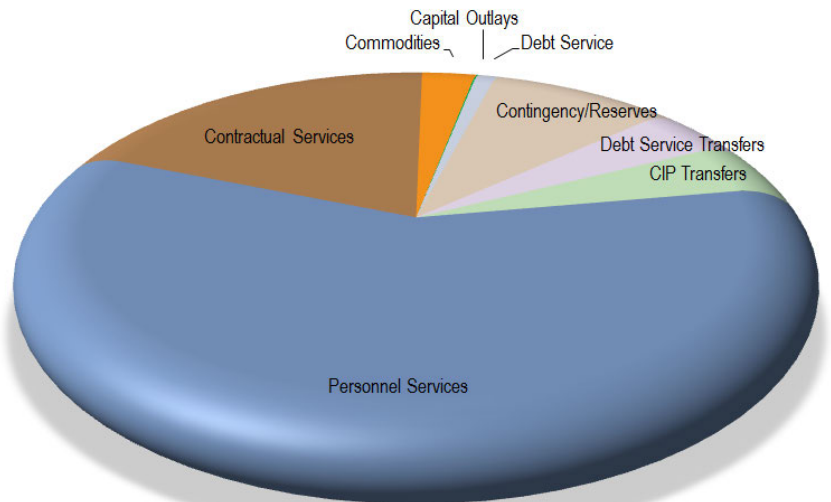
**General Fund Sources (in millions)**

Property Tax	\$ 25.7	10%
Transaction Privilege (Sales) Tax	106.7	42%
State Shared Revenue	53.6	21%
Charges for Services/Other	46.2	18%
Franchise Fees & In Lieu	12.1	5%
<b>Total Revenue</b>	<b>\$ 244.4</b>	
Transfers In	10.0	4%
<b>Total Sources</b>	<b>\$ 254.4</b>	



**General Fund Uses (in millions)**

Personnel Services	\$ 168.8	59%
Contractual Services	\$ 54.8	19%
Commodities	\$ 7.8	3%
Capital Outlays	\$ 0.2	0%
Debt Service	\$ 2.8	1%
Contingency/Reserves	\$ 26.4	9%
<b>Adopted Budget</b>	<b>\$ 260.9</b>	
Transfers Out		
Debt Service Transfers	12.3	4%
CIP Transfers	13.1	5%
Other Transfers	0.1	0%
<b>Total Uses</b>	<b>\$ 286.4</b>	



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

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance</b>				
General Fund Reserve	23,711,113	24,298,045	24,133,333	25,507,420
TPC Debt Reserve	-	-	-	-
Operating Contingency	5,000,000	5,000,000	5,000,000	3,000,000
Unreserved Fund Balance	16,073,841	12,572,586	13,812,604	11,481,388
<b>Total Beginning Fund Balance <sup>(a)</sup></b>	<b>44,784,954</b>	<b>41,870,631</b>	<b>42,945,937</b>	<b>39,988,808</b>
<b>Revenues</b>				
<b>Sales Taxes</b>				
1.00% General Purpose Sales Tax	89,002,477	91,547,240	94,820,595	97,214,941
0.10% Public Safety Sales Tax	8,678,567	8,934,324	9,256,350	9,491,270
<b>State-Shared Revenues</b>				
State Shared Sales Tax	17,793,363	18,783,710	18,783,710	19,642,557
State Revenue Sharing	22,205,411	24,252,542	24,252,593	26,314,255
Auto Lieu Tax	7,272,993	7,246,102	7,246,102	7,686,538
<b>Charges for Services/Other</b>				
<i>Taxes - Local</i>				
Stormwater Water Quality Charge	838,117	894,540	894,540	897,600
<i>Licenses, Permits &amp; Fees</i>				
Building Permit Fees & Charges	11,463,650	9,900,000	13,800,000	12,332,184
Recreation Fees	3,620,580	3,623,879	3,623,879	3,537,796
WestWorld	2,890,073	3,167,710	3,167,710	3,920,520
Fire Service Charges	724,292	660,344	660,344	664,400
Business Licenses & Fees	1,738,675	1,765,875	1,765,875	1,805,192
City Attorney Service Enhancement Fee	-	-	-	300,000
<i>Fines &amp; Forfeitures</i>				
Court Fines	4,083,868	4,035,165	4,035,165	4,528,736
Photo Enforcement Revenue	2,174,145	2,330,443	2,330,443	2,110,289
Parking Fines	252,521	236,268	236,268	237,528
Library Fines & Fees	337,877	357,011	357,011	369,468
<i>Interest Earnings/Property Rental</i>				
Interest Earnings	1,419,727	1,000,000	600,000	574,573
Property Rental	2,259,183	1,969,068	1,969,068	1,836,120
<i>Other Revenue</i>				
Indirect/Direct (Fire) Cost Allocation	7,036,850	6,502,362	6,502,362	6,439,205
Intergovernmental Revenue	1,129,191	1,221,208	1,121,208	1,024,105
Miscellaneous	1,448,864	863,119	863,119	4,380,669
Reimbursements	2,532,620	1,402,161	1,402,161	1,247,165
ASRS Settlement	1,256,383	-	-	-
Bond Proceeds	31,000,000	-	-	-
<b>Property Tax</b>				
Property Tax	24,899,953	25,510,031	25,510,031	25,744,348
<b>Franchise Fees and In-Lieu Taxes</b>				
Electric and Gas Franchise	8,171,355	8,412,000	8,412,000	8,443,750
Cable TV Franchise	3,461,000	3,023,984	3,400,000	3,395,000
Salt River Project Lieu Tax	260,324	274,000	274,000	267,000
<b>Subtotal</b>	<b>257,952,059</b>	<b>227,913,086</b>	<b>235,284,534</b>	<b>244,405,209</b>
<b>Transfers In</b>				
Special Assesments Fees	246,145	-	-	-
Special Programs Fund (30-Day Tow Program)	314,804	314,800	314,800	386,176
Special Programs Fund / Other	414,704	-	-	-
Tourism Development Fund	1,500,000	3,548,000	3,548,000	2,650,000
Enterprise Franchise Fees	6,739,722	7,049,712	7,049,712	6,953,866
<b>Subtotal</b>	<b>9,215,375</b>	<b>10,912,512</b>	<b>10,912,512</b>	<b>9,990,042</b>
<b>Total Sources</b>	<b>267,167,434</b>	<b>238,825,598</b>	<b>246,197,046</b>	<b>254,395,251</b>



	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Expenditures</b>				
<b>Divisions</b>				
Mayor and City Council	772,184	811,892	817,405	761,731
City Attorney	5,682,956	5,707,884	5,810,389	5,923,923
City Auditor	665,267	750,053	857,143	848,781
City Clerk	889,725	1,217,619	1,028,087	1,000,448
City Court	3,603,109	3,896,081	3,878,735	4,044,001
City Manager	828,066	1,360,642	945,953	1,046,891
City Treasurer - Finance & Accounting	5,321,248	5,687,153	5,394,502	5,314,877
Administrative Services	14,280,049	15,206,255	15,316,071	15,358,147
Community & Economic Development	53,115,792	22,826,306	23,360,953	23,252,414
Community Services	33,273,704	33,689,227	33,946,877	34,039,350
Public Safety - Fire	29,245,300	31,033,628	31,908,539	32,036,337
Public Safety - Police	79,805,971	83,708,665	84,662,356	87,013,834
Public Works	17,758,961	18,525,257	20,288,085	18,308,732
Leave Accrual Payments	-	1,800,000	968,592	1,900,000
Estimated Personnel Savings from Vacant Positions	-	(3,900,000)	(1,669,510)	(3,800,000)
Citywide Pay Program	-	2,773,632	-	4,585,954
Citywide Pay Program Tail	-	-	-	-
Public Safety Compensation	-	2,500,000	642,652	-
<b>Subtotal</b>	<b>245,242,332</b>	<b>227,594,294</b>	<b>228,666,484</b>	<b>231,635,420</b>
<b>Contracts Payable &amp; Certificates of Participation (COPs)</b>				
Contracts Payable	1,846,299	611,224	268,020	281,420
Certificates of Participation - Radio Financing	2,548,679	2,548,679	2,548,679	2,548,679
<b>Subtotal</b>	<b>4,394,978</b>	<b>3,159,903</b>	<b>2,816,699</b>	<b>2,830,099</b>
<b>TOTAL OPERATING BUDGET</b>	<b>249,637,310</b>	<b>230,754,197</b>	<b>231,483,183</b>	<b>234,465,519</b>
<b>Transfers Out</b>				
Debt Service Fund - MPC Excise Debt	10,656,210	11,878,185	11,751,307	12,284,874
CIP - Stadium	63,422	67,400	131,482	67,400
CIP - PAYGO	5,237,043	5,450,173	5,728,203	13,048,602
Water Reclamation Account Correction	24,815	-	-	-
Special Programs Fund - Community Services	173,471	-	-	-
Special Programs Fund - SW Gas	51,702	-	-	-
Special Programs Fund - Preservation Rehab	60,000	60,000	60,000	60,000
Special Programs Fund - Public Safety	84,186	-	-	-
Tourism Development Fund	3,018,292	-	-	-
<b>Subtotal</b>	<b>19,369,141</b>	<b>17,455,758</b>	<b>17,670,992</b>	<b>25,460,876</b>
<b>Total Uses</b>	<b>269,006,451</b>	<b>248,209,955</b>	<b>249,154,175</b>	<b>259,926,395</b>
<b>Sources Over/(Under) Uses</b>	<b>(1,839,017)</b>	<b>(9,384,357)</b>	<b>(2,957,129)</b>	<b>(5,531,144)</b>
<b>Ending Fund Balance</b>				
General Fund Reserve	24,133,333	25,435,026	25,507,420	23,446,552
TPC Debt Reserve	-	-	-	-
Operating Contingency	5,000,000	5,000,000	2,301,644	3,000,000
Unreserved Fund Balance	13,812,604	2,051,248	12,179,744	8,011,112
<b>Total Ending Fund Balance <sup>(a)</sup></b>	<b>42,945,937</b>	<b>32,486,274</b>	<b>39,988,808</b>	<b>34,457,664</b>

<sup>(a)</sup> Excludes revenue accruals of \$7.5 million in FY 2012/13 and unknown revenue accrual amount in current and future years.

	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>				
General Fund Reserve	23,446,552	24,103,000	25,422,200	25,450,600
TPC Debt Reserve	1,150,000	1,150,000	1,150,000	1,150,000
Operating Contingency	3,000,000	3,000,000	3,000,000	3,000,000
Unreserved Fund Balance	6,861,112	7,246,164	2,303,864	6,593,264
<b>Total Beginning Fund Balance <sup>(a)</sup></b>	<b>34,457,664</b>	<b>35,499,164</b>	<b>31,876,064</b>	<b>36,193,864</b>
<b>Revenues</b>				
<b>Sales Taxes</b>				
1.00% General Purpose Sales Tax	98,271,400	101,466,700	104,817,700	108,303,500
0.10% Public Safety Sales Tax	9,592,300	9,907,100	10,237,500	10,581,100
<b>State-Shared Revenues</b>				
State Shared Sales Tax	20,814,000	22,125,000	22,855,000	23,609,000
State Revenue Sharing	26,803,100	27,278,700	28,097,000	29,221,000
Auto Lieu Tax	7,686,500	7,686,500	7,686,500	7,686,500
<b>Charges for Services/Other</b>				
<i>Taxes - Local</i>				
Stormwater Water Quality Charge	906,700	915,800	925,100	934,400
<i>Licenses, Permits &amp; Fees</i>				
Building Permit Fees & Charges	12,578,800	12,830,400	13,087,100	13,348,700
Recreation Fees	3,544,600	3,550,300	3,555,100	3,558,500
WestWorld	4,900,700	5,096,700	5,096,700	5,096,700
Fire Service Charges	617,500	624,400	632,000	639,800
Business Licenses & Fees	1,841,100	1,878,000	1,915,600	1,953,800
City Attorney Service Enhancement Fee	303,000	306,000	309,100	312,200
<i>Fines &amp; Forfeitures</i>				
Court Fines	4,614,500	4,704,200	4,796,900	4,892,100
Photo Enforcement Revenue	2,131,300	2,152,700	2,174,200	2,196,000
Parking Fines	244,500	247,800	250,300	252,800
Library Fines & Fees	367,900	372,900	377,900	367,900
<i>Interest Earnings/Property Rental</i>				
Interest Earnings	1,283,700	2,123,500	2,863,600	3,124,200
Property Rental	2,127,300	2,162,700	2,184,700	2,193,100
<i>Other Revenue</i>				
Indirect/Direct (Fire) Cost Allocation	6,579,600	6,722,900	6,869,300	7,019,000
Intergovernmental Revenue	1,024,100	1,024,100	1,024,100	1,024,100
Miscellaneous	3,882,400	884,100	885,900	887,700
Reimbursements	1,268,200	1,289,600	1,312,600	1,336,100
ASRS Settlement	-	-	-	-
Bond Proceeds	-	-	-	-
<b>Property Tax</b>				
Property Tax	26,937,500	28,268,800	29,658,100	31,115,600
<b>Franchise Fees and In-Lieu Taxes</b>				
Electric and Gas Franchise	8,639,000	8,828,000	9,022,000	9,221,000
Cable TV Franchise	3,395,000	3,395,000	3,395,000	3,395,000
Salt River Project Lieu Tax	244,000	230,000	218,000	200,000
<b>Subtotal</b>	<b>250,598,700</b>	<b>256,071,900</b>	<b>264,247,000</b>	<b>272,469,800</b>
<b>Transfers In</b>				
Special Assesments Fees	-	-	-	-
Special Programs Fund (30-Day Tow Program)	386,200	386,200	386,200	386,200
Special Programs Fund / Other	-	-	-	-
Tourism Development Fund	1,500,000	1,500,000	1,500,000	1,500,000
Enterprise Franchise Fees	7,120,700	7,287,900	7,460,700	7,636,500
<b>Subtotal</b>	<b>9,006,900</b>	<b>9,174,100</b>	<b>9,346,900</b>	<b>9,522,700</b>
<b>Total Sources</b>	<b>259,605,600</b>	<b>265,246,000</b>	<b>273,593,900</b>	<b>281,992,500</b>

	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Expenditures</b>				
<b>Divisions</b>				
Mayor and City Council	775,800	806,800	806,200	822,200
City Attorney	5,984,200	6,239,600	6,105,500	6,171,500
City Auditor	860,200	892,400	882,300	894,600
City Clerk	742,800	773,100	759,400	768,400
City Court	4,295,400	4,679,600	4,610,100	4,674,600
City Manager	1,057,000	1,112,500	1,078,200	1,088,800
City Treasurer - Finance & Accounting	5,388,400	5,606,000	5,539,800	5,624,700
Administrative Services	15,303,400	15,887,300	15,664,700	15,860,800
Community & Economic Development	23,999,100	24,721,300	24,507,500	24,721,000
Community Services	34,252,700	35,569,400	35,181,500	35,685,200
Public Safety - Fire	32,492,300	33,850,800	33,498,400	34,038,900
Public Safety - Police	88,192,100	91,766,400	90,380,300	91,544,800
Public Works	18,362,600	18,872,300	19,042,400	19,397,800
Leave Accrual Payments	1,910,000	1,920,000	1,930,000	1,940,000
Estimated Personnel Savings from Vacant Positions	(3,895,000)	(3,999,800)	(4,114,700)	(4,240,500)
Citywide Pay Program	4,736,300	5,075,100	5,052,500	5,218,000
Citywide Pay Program Tail	3,728,100	7,590,500	10,707,600	13,860,200
Public Safety Compensation	-	-	-	-
<b>Subtotal</b>	<b>238,185,400</b>	<b>251,363,300</b>	<b>251,631,700</b>	<b>258,071,000</b>
<b>Contracts Payable &amp; Certificates of Participation (COPs)</b>				
Contracts Payable	295,600	310,400	325,800	342,200
Certificates of Participation - Radio Financing	2,548,700	2,548,700	2,548,700	2,548,700
<b>Subtotal</b>	<b>2,844,300</b>	<b>2,859,100</b>	<b>2,874,500</b>	<b>2,890,900</b>
<b>TOTAL OPERATING BUDGET</b>	<b>241,029,700</b>	<b>254,222,400</b>	<b>254,506,200</b>	<b>260,961,900</b>
<b>Transfers Out</b>				
Debt Service Fund - MPC Excise Debt	12,375,100	12,474,300	12,577,100	12,679,600
CIP - Stadium	67,400	67,400	67,400	67,400
CIP - PAYGO	5,031,900	2,045,000	2,065,400	2,086,100
Water Reclamation Account Correction	-	-	-	-
Special Programs Fund - Community Services	-	-	-	-
Special Programs Fund - SW Gas	-	-	-	-
Special Programs Fund - Preservation Rehab	60,000	60,000	60,000	60,000
Special Programs Fund - Public Safety	-	-	-	-
Tourism Development Fund	-	-	-	-
<b>Subtotal</b>	<b>17,534,400</b>	<b>14,646,700</b>	<b>14,769,900</b>	<b>14,893,100</b>
<b>Total Uses</b>	<b>258,564,100</b>	<b>268,869,100</b>	<b>269,276,100</b>	<b>275,855,000</b>
<b>Sources Over/(Under) Uses</b>	<b>1,041,500</b>	<b>(3,623,100)</b>	<b>4,317,800</b>	<b>6,137,500</b>
<b>Ending Fund Balance</b>				
General Fund Reserve	24,103,000	25,422,200	25,450,600	28,760,800
TPC Debt Reserve	1,150,000	1,150,000	1,150,000	1,150,000
Operating Contingency	3,000,000	3,000,000	3,000,000	3,000,000
Unreserved Fund Balance	7,246,164	2,303,864	6,593,264	9,420,564
<b>Total Ending Fund Balance <sup>(a)</sup></b>	<b>35,499,164</b>	<b>31,876,064</b>	<b>36,193,864</b>	<b>42,331,364</b>

<sup>(a)</sup> Excludes revenue accruals of \$7.5 million in FY 2012/13 and unknown revenue accrual amount in current and future years.

**General Fund Revenues and Transfers-In**

General Fund sources include both revenues and transfers-in from other fund types such as the Special Revenue, Tourism and Enterprise Funds. For FY 2014/15 estimated General Fund revenues and transfers-in equal \$254.4 million, an increase of approximately \$15.6 million, or 7 percent, from the FY 2013/14 adopted budget of \$238.8 million. Revenue in the General Fund is anticipated to increase approximately \$16.5 million from FY 2013/14 adopted budget. These increases are attributed to a \$6.2 million increase in local sales tax revenues, a \$3.4 million increase in State-Shared Revenues, a \$2.4 million increase in Building Permit Fees & Charges, as well as an increase of \$3.5 million in Miscellaneous due to the one-time sale of three buildings. Transfers-in are anticipated to decrease by \$0.9 million from the FY 2013/14 adopted budget. Certain components of the revenue sources are subject to dramatic peaks and valleys from year to year. Scottsdale continues to experience positive trends in revenue recently, with the majority of revenue categories projected to maintain current activity levels. Revenues and transfers-in determine Scottsdale's capacity to provide program services to citizens. The major resources, which fund the program operating budget, debt service, and capital projects, are identified in this section.

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**Local Tax Revenues**

Local Tax Revenues of \$145.5 million represent 60 percent of the General Fund total operating resources and are the fund's largest category of revenues. This category includes revenues received from property tax, local sales tax, franchise and in-lieu fees and stormwater charges. With the exception of property taxes, all of these revenues are "elastic", meaning they vary directly with the economy - during economic expansion, elastic tax revenues increase, due to higher levels of consumer spending. During an economic downturn, the opposite is true and tax revenue levels decline.

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**Privilege (Sales) Tax**

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

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

Privilege (Sales) Tax -General Purpose represents the 1.00 percent General Fund share of the city's total 1.65 percent sales tax that is available for any municipal purpose. This revenue also includes sales tax application and penalty fees. It is the General Fund's single largest revenue source, and the General Fund portion of the tax is used to pay for general governmental operations as well as the repayment of excise debt. For FY 2014/15, the anticipated revenue budget is \$97.2 million, which is approximately a \$2.4 million or a 3 percent increase over the FY 2013/14 year-end forecast of \$94.8 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	97.2	97.2 *
2013/14	91.5	94.8 *
2012/13	88.7	89.0
2011/12	80.9	84.6
2010/11	80.5	80.1

The 1.00% five-year privilege tax forecast is shown in detail by major business category below. Staff forecast the privilege tax collections by category to arrive at more precise total sales tax revenue. The revenue forecasts for each business category use various assumptions that combine historical elements as well as emerging fiscal, economic and legal considerations.

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

Revenue Category	FY 2012/13	% of	FY 2013/14	% of	FY 2014/15	% of
	Actual	Total	Forecast	Total	Adopted	Total
Automotive	11,048,893	12%	12,075,584	13%	12,927,581	13%
Construction	9,018,454	10%	11,092,477	12%	10,194,163	10%
Food	6,474,703	7%	6,622,303	7%	6,787,860	7%
Hotel/Motel	4,526,337	5%	4,925,018	5%	5,176,998	5%
Major Dept Stores	9,165,996	10%	9,369,308	10%	9,590,452	10%
Misc. Retail	14,462,678	16%	15,657,550	17%	16,462,532	17%
Other Taxable	7,093,513	8%	7,553,393	8%	7,779,995	8%
Rental	12,559,728	14%	12,509,429	13%	12,864,923	13%
Restaurants	8,055,000	9%	8,409,485	9%	8,779,247	9%
Utilities	4,386,310	5%	4,348,953	5%	4,348,953	4%
Other	2,210,862	2%	2,257,095	2%	2,302,237	2%
<b>Total</b>	<b>89,002,475</b>	<b>100%</b>	<b>94,820,595</b>	<b>100%</b>	<b>97,214,941</b>	<b>100%</b>

Revenue Category	FY 2015/16	% of	FY 2016/17	% of	FY 2017/18	% of	FY 2018/19	% of
	Forecast	Total	Forecast	Total	Forecast	Total	Forecast	Total
Automotive	13,573,960	14%	14,252,658	14%	14,965,291	14%	15,713,556	15%
Construction	8,127,296	8%	8,179,765	8%	8,261,563	8%	8,344,178	8%
Food	6,923,618	7%	7,062,090	7%	7,203,332	7%	7,347,398	7%
Hotel/Motel	5,405,494	6%	5,675,768	6%	5,959,557	6%	6,257,534	6%
Major Dept Stores	9,911,989	10%	10,111,565	10%	10,313,796	10%	10,520,072	10%
Misc. Retail	17,329,275	18%	18,196,189	18%	19,105,998	18%	20,061,298	19%
Other Taxable	7,935,594	8%	8,094,306	8%	8,256,192	8%	8,421,316	8%
Rental	13,250,871	13%	13,648,397	13%	14,057,849	13%	14,479,584	13%
Restaurants	9,094,364	9%	9,458,138	9%	9,836,464	9%	10,229,922	9%
Utilities	4,370,697	4%	4,392,551	4%	4,414,514	4%	4,436,586	4%
Other	2,348,283	2%	2,395,248	2%	2,443,155	2%	2,492,018	2%
<b>Total</b>	<b>98,271,441</b>	<b>100%</b>	<b>101,466,675</b>	<b>100%</b>	<b>104,817,710</b>	<b>100%</b>	<b>108,303,464</b>	<b>100%</b>

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

Privilege (Sales) Tax - Public Safety represents the 0.10 percent of the total 1.65 percent sales tax rate and is dedicated exclusively to public safety. The Public Safety sales tax revenue budget for FY 2014/15 revenues is \$9.5 million versus an expected FY 2013/14 year-end of approximately \$9.3 million. This designated sales tax only covers 8.0% of the FY 2014/15 Public Safety Police and Fire General Fund budgets.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	9.5	9.5 *
2013/14	8.9	9.3 *
2012/13	8.6	8.7
2011/12	7.8	8.2
2010/11	7.8	7.8

The same business category analysis used for the General Fund 1.0 percent tax was applied when forecasting the Public Safety 0.10 percent Privilege Tax.

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

Revenue Category	FY 2012/13	% of	FY 2013/14	% of	FY 2014/15	% of
	Actual	Total	Forecast	Total	Adopted	Total
Automotive	1,104,887	13%	1,207,558	13%	1,292,758	14%
Construction	901,804	10%	1,109,248	12%	1,019,416	11%
Food	647,469	7%	662,230	7%	678,786	7%
Hotel/Motel	452,633	5%	492,502	5%	517,700	5%
Major Dept Stores	916,598	11%	936,931	10%	959,045	10%
Misc. Retail	1,446,264	17%	1,565,755	17%	1,646,253	17%
Other Taxable	708,953	8%	755,339	8%	777,999	8%
Rental	1,256,346	14%	1,250,943	14%	1,286,492	14%
Restaurants	804,983	9%	840,949	9%	877,925	9%
Utilities	438,630	5%	434,895	5%	434,895	5%
Other	-	0%	-	0%	-	0%
<b>Total</b>	<b>8,678,567</b>	<b>100%</b>	<b>9,256,350</b>	<b>100%</b>	<b>9,491,270</b>	<b>0%</b>

Revenue Category	FY 2015/16	% of	FY 2016/17	% of	FY 2017/18	% of	FY 2018/19	% of
	Forecast	Total	Forecast	Total	Forecast	Total	Forecast	Total
Automotive	1,357,396	14%	1,425,266	14%	1,496,529	15%	1,571,356	15%
Construction	812,730	8%	817,977	8%	826,156	8%	834,418	8%
Food	692,362	7%	706,209	7%	720,333	7%	734,740	7%
Hotel/Motel	540,549	6%	567,577	6%	595,956	6%	625,753	6%
Major Dept Stores	991,199	10%	1,011,156	10%	1,031,380	10%	1,052,007	10%
Misc. Retail	1,732,928	18%	1,819,619	18%	1,910,600	19%	2,006,130	19%
Other Taxable	793,559	8%	809,431	8%	825,619	8%	842,132	8%
Rental	1,325,087	14%	1,364,840	14%	1,405,785	14%	1,447,958	14%
Restaurants	909,436	9%	945,814	10%	983,646	10%	1,022,992	10%
Utilities	437,070	5%	439,255	4%	441,451	4%	443,659	4%
Other	-	0%	-	0%	-	0%	-	0%
<b>Total</b>	<b>9,592,316</b>	<b>100%</b>	<b>9,907,143</b>	<b>100%</b>	<b>10,237,455</b>	<b>100%</b>	<b>10,581,145</b>	<b>100%</b>

**Property Tax (Primary)**

Property Tax (Primary) represents the General Fund's portion of the Property Tax which is levied on the assessed value of all property within the city to help pay for city general governmental operation costs. By Arizona State Statute, the primary property levy is limited to a 2 percent increase per year, plus an allowance for annexations and new construction. For the fourth year in a row, Scottsdale is not imposing a levy increase for FY 2014/15. Primary property tax accounts for approximately 10 percent of the total adopted FY 2014/15 General Fund sources. The FY 2014/15 revenue forecast of \$25.7 million represents an increase of \$0.2 million from the FY 2013/14 year-end forecast of \$25.5 million, attributable to valuations of new construction. The adopted primary property tax rate of approximately 56 cents per \$100 of assessed valuation represents a 2.38 cent increase from the FY 2013/14 rate.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	25.7	25.7 *
2013/14	25.5	25.5 *
2012/13	25.3	24.9
2011/12	25.0	24.8
2010/11	24.7	24.6

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

Transient Occupancy ("Bed") Tax forecast reflects a five percent tax on hotel and motel room rentals in addition to the sales tax. During FY 2012/13 Bed Tax revenue was moved to a newly created Tourism Development Fund, with a transfer-in to the General Fund of \$1.5 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	-	- *
2013/14	-	- *
2012/13	13.4	-
2011/12	12.2	13.4
2010/11	10.6	13.1

**Stormwater Quality Charge**

Stormwater Quality Charge revenue relates to the water quality charge to help pay a portion of the city's Stormwater Management program costs. These costs are driven by unfunded federal mandates that require the city to operate under a National Pollution Discharge Elimination System (NPDES) permit and to address the quality of stormwater runoff. Charges are forecasted at \$0.9 million for FY 2014/15.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.9	0.9 *
2013/14	0.9	0.9 *
2012/13	0.9	0.8
2011/12	0.9	0.9
2010/11	0.9	0.8

**Franchise Fees and In-Lieu Taxes**

Franchise Fees and In-Lieu Taxes include franchise taxes charged on revenues from utility and cable companies for use of city right-of-ways and in-lieu property tax for municipal utilities. Of the \$12.1 million budgeted for FY 2014/15, the electric and gas franchise tax revenue budget is \$8.4 million which is remaining relatively flat to the FY 2013/14 year-end forecast. The next largest component is the cable TV franchise fees, which are remaining relatively flat with the FY 2013/14 year-end forecast of \$3.4 million. The final component is the Salt River Project In-Lieu Tax of \$0.3 million, which is also relatively flat to the FY 2013/14 year-end forecast of \$0.3 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	12.1	12.1 *
2013/14	11.7	12.1 *
2012/13	11.5	11.9
2011/12	11.1	11.8
2010/11	11.6	11.2

**State-Shared Tax Revenues**

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

**State Shared Sales Tax**

Cities and towns share in a portion of the 6.0 percent sales tax collected by the State. The distribution base (shared portion) varies by category. For example, retail sales is 40 percent shared and 60 percent non-shared (retained by the State). Of the shared portion, 25 percent is returned to incorporated cities and towns, 40.51 percent is returned to counties, and 34.49 percent is returned to the State General Fund. The FY 2014/15 revenue budget is \$19.6 million versus the FY 2013/14 year-end forecast of \$18.8 million, an increase of \$0.9 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	19.6	19.6 *
2013/14	18.8	18.8 *
2012/13	18.2	17.8
2011/12	16.4	17.0
2010/11	17.6	17.8

**State Revenue Sharing (Income Tax)**

Cities and towns in Arizona are prohibited by law from levying a local income tax; however, 15 percent of the state income tax collections are shared with the cities and towns. There is a two-year lag between the time citizens report income to the State and when the State remits shared income tax revenues to cities and towns. Revenue from State Shared Income Tax is budgeted at \$26.3 million for FY 2014/15, an increase of \$2.0 million from the FY 2013/14 year-end forecast of \$24.3 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	26.3	26.3 *
2013/14	24.3	24.3 *
2012/13	22.2	22.2
2011/12	18.3	18.3
2010/11	22.8	22.8

**Auto Lieu Tax**

Auto Lieu Tax is part of the vehicle license fees collected by Maricopa County, but is actually a State revenue source. 25 percent of the net revenues collected for the licensing of motor vehicles by the County are distributed back to the cities and towns based on population. The only stipulation on the use of this revenue is that it must be spent on a public purpose. The revenue budget for FY 2014/15 is \$7.7 million, which is \$0.5 million more than the FY 2013/14 year-end forecast of \$7.2 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	7.7	7.7 *
2013/14	7.2	7.2 *
2012/13	7.2	7.3
2011/12	7.3	7.0
2010/11	8.2	7.7

**Licenses, Permits & Fees Revenue**

Licenses, Permits & Fees Revenue include revenue from various business licenses, all fees recovered as a part of the development process, and recreation fees. This category includes building, electrical, mechanical, and plumbing permits, as well as subdivision, zoning, and plan check fees. Recreation Fees include revenue from the various recreational programs, classes, entry fees, and WestWorld event revenue. In accordance with Scottsdale's adopted financial policy, all rates and fees are reviewed annually. The attractiveness of Scottsdale, low commercial vacancy rates and low mortgage interest rates are major contributors to the Licenses, Permits & Fees Revenue.

**Building Permits Fees & Charges**

Building Permits Fees & Charges include fees assessed to developers/builders that recover the cost of four primary functions: 1) reviewing/processing development applications, 2) plan review of construction documents, 3) the issuance of building, electrical, mechanical and plumbing permits, and 4) the inspection of buildings/structures in the construction phase. The FY 2014/15 revenue budget is \$12.3 million, a decrease of \$1.5 million from the FY 2013/14 year-end forecast. FY 2013/14 favorable activity was attributed to numerous large multi-family residential projects.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	12.3	12.3 *
2013/14	9.9	13.8 *
2012/13	8.7	11.5
2011/12	8.4	8.4
2010/11	8.2	6.9

**Recreation Fees**

Recreation Fees are budgeted at \$3.5 million and include revenue from the various recreational programs, classes, and entry fees. In accordance with the city's adopted financial policies, recreation fees are reviewed and adjusted annually as needed to meet cost recovery targets as approved by City Council.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	3.5	3.5 *
2013/14	3.6	3.6 *
2012/13	3.7	3.6
2011/12	3.8	3.8
2010/11	3.4	3.6



**WestWorld Fees**

WestWorld Fees include revenue (general facility rental, concessions, parking fees, etc.) from events such as horse shows, auto auctions and car shows, consumer and home shows, as well as RV space rental income. Revenues of \$3.9 million are budgeted in FY 2014/15 versus the FY 2013/14 year-end forecast of \$3.2 million. The FY 2014/15 revenue budget is based on future confirmed bookings for WestWorld, feed and bedding, and increased utilization during summer months due to the completion of the Tony Nelssen Equestrian Center.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	3.9	3.9 *
2013/14	3.2	3.2 *
2012/13	2.7	2.9
2011/12	2.5	2.6
2010/11	2.6	2.6

**Fire Service Charges**

Fire Service Charges include service fees for the cost recovery of fire and medical standbys at special events, after hour's inspections, ambulance staffing, and medical enhancement costs associated with the ambulance agreement. In addition, the department collects fees for CPR classes, permits and incident reports. For FY 2014/15 revenues are forecasted relatively flat as they are again budgeted at \$0.7 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.7	0.7 *
2013/14	0.7	0.7 *
2012/13	0.5	0.7
2011/12	0.4	0.5
2010/11	0.6	0.8

**Business Licenses & Fees**

Business Licenses & Fees include the licensing of business activity and the associated fees relating to the licensure and regulation of specific activities. Revenues of \$1.8 million are budgeted for FY 2014/15, which remains flat with the FY 2013/14 year-end forecast.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.8	1.8 *
2013/14	1.8	1.8 *
2012/13	1.8	1.7
2011/12	1.7	1.8
2010/11	1.7	1.7

**City Attorney Service Enhancement Fee**

This is a new fee adopted in FY 2014/15 by City Council as part of the annual analysis of Rates and Fees. A fee of \$10 will be imposed on every civil and criminal citation, excluding parking violations. The intent of the fee is to have the cost of enhanced services such as diversion, probation, and home monitoring, that cause the City Attorney's office to incur extra costs is paid for by those who cause the extra costs to be incurred.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.3	0.3 *
2013/14	-	-
2012/13	-	-
2011/12	-	-
2010/11	-	-

**Fines and Forfeitures Revenue**

Fines and Forfeitures Revenue include court, photo enforcement, parking, and library fines. The combined revenue for these items in FY 2014/15 is budgeted at \$7.2 million, which is up from the FY 2013/14 year-end forecast of \$7.0 million.

**Court Fines**

Court Fines are the General Fund portion of penalties or fees assessed by state statute, city ordinance or the Presiding Judge. Examples include: fines, a portion of the registration fee to attend Defensive Driving School, bonds forfeited to the city and default fees. Revenues of \$4.5 million are budgeted for FY 2014/15, which reflects a \$0.5 million increase from the FY 2013/14 year-end forecast of \$4.0 million. This increase is the result of an increase in criminal and civil citations.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	4.5	4.5 *
2013/14	4.0	4.0 *
2012/13	4.3	4.1
2011/12	6.2	4.2
2010/11	7.3	4.3

**Photo Enforcement Fines**

Photo Enforcement Fines are the General Fund's portion of Photo Enforcement penalties as assessed by the Presiding Judge. Examples include: red light and speeding fines and a portion of the registration fee to attend Defensive Driving School. Revenues are budgeted at \$2.1 million for FY 2014/15, which is a decrease of \$0.2 million from the FY 2013/14 year-end forecast. The use of photo enforcement by Public Safety - Police is designed as a deterrent to unsafe driving and to modify driving habits, not as a revenue producer.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	2.1	2.1 *
2013/14	2.3	2.3 *
2012/13	2.1	2.2
2011/12	1.9	2.3
2010/11	1.8	2.0

**Parking Fines**

Parking Fines are the General Fund portion of parking fees assessed per city ordinance and are budgeted at \$0.2 million for FY 2014/15. The revenue budget is flat compared to the FY 13/14 year-end forecast.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.2	0.2 *
2013/14	0.2	0.2 *
2012/13	0.3	0.3
2011/12	0.2	0.3
2010/11	0.4	0.3

**Library Fines & Fees**

Library Fines & Fees are monies collected when library materials are returned after their due date, are lost, and/or are damaged. The FY 2014/15 revenues are budgeted at \$0.4 million, which is relatively flat compared to the FY 2012/13 year-end forecast.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.4	0.4 *
2013/14	0.4	0.4 *
2012/13	0.3	0.3
2011/12	0.4	0.4
2010/11	0.3	0.4

**Other Revenues**

Other Revenues include revenue from interest earnings, property rentals, indirect cost allocations received from the Enterprise operations, reimbursements from outside sources, expense recovery, Intergovernmental Agreements, and miscellaneous non-operating revenue such as copies of materials and passport fees. In aggregate, the revenue for these items in FY 2014/15 is budgeted at \$13.1 million, which is an increase of approximately \$3.2 million from the FY 2013/14 adopted budget. This is due to the planned sale of 3 city owned buildings.

**Interest Earnings**

Interest Earnings are generated on General Fund cash balances throughout the year. This revenue is a function of the relationship between the city's available cash balance and the interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield and allows investments in U.S. Treasury and Agency obligations, certificates of deposit, commercial paper, bankers' acceptances, repurchase agreements, money market funds, high-grade corporate notes, and the State of Arizona's Local Government Investment Pool. Interest earnings applicable to bond proceeds and the Capital Improvement Plan (CIP) accrue to the CIP budget and are not included in General Fund revenues. Interest Earnings Revenue is budgeted at \$0.6 million in FY 2014/15.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.6	0.6 *
2013/14	1.0	0.6 *
2012/13	1.1	1.4
2011/12	0.4	1.5
2010/11	1.0	1.2

**Property Rental**

Property rental revenues are rental fees on facilities such as the Scottsdale Stadium, as well as amounts received from the Tournament Players Club for percent of revenue on gross sales agreements. The FY 2014/15 revenue of \$1.8 million is slightly less than the FY 2013/14 year-end forecast of \$2.0 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.8	1.8 *
2013/14	2.0	2.0 *
2012/13	3.3	2.3
2011/12	2.8	3.6
2010/11	2.8	3.2

**Miscellaneous**

Miscellaneous revenue includes various revenues the city receives during any given year that are not attributable to one of the specific revenue categories noted previously. The FY 2014/15 miscellaneous revenue is \$4.4 million, which is significantly higher than the FY 2013/14 adopted budget of \$0.9 million. The FY 2014/15 adopted budget includes the planned sale of 3 city owned buildings.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	4.4	4.4 *
2013/14	0.9	0.9 *
2012/13	0.8	1.4
2011/12	0.8	1.1
2010/11	0.5	0.6

**Reimbursements**

This category represents General Fund reimbursements from outside sources. FY 2014/15 revenues are budgeted at \$1.2 million, of which the most significant reimbursement revenue is related to jail fees. Reimbursements from defendants who are sentenced to county jail are approximately \$1.0 million for FY 2014/15.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.2	1.2 *
2013/14	1.4	1.4 *
2012/13	1.8	2.5
2011/12	0.4	3.2
2010/11	0.4	3.4

**Intergovernmental Revenue**

Intergovernmental Revenue is related to School Resource Officers from the Scottsdale Police Department servicing local area schools, an intergovernmental agreement with the Scottsdale Unified School District for shared use of Palomino Library, and revenue received from the County Library District for reciprocal interlibrary use. FY 2014/15 revenues are budgeted at \$1.0 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.0	1.0 *
2013/14	1.2	1.2 *
2012/13	0.9	1.1
2011/12	0.8	0.8
2010/11	0.9	0.9

**Indirect/Direct Cost Allocation**

The indirect component of this revenue is reimbursement to the General Fund for centralized Services provided to the Enterprise Funds for payroll, accounts payable, human resources, information technology, city administration, etc. The indirect cost allocation methodology continues to be revised over the fiscal years to more accurately capture the cost of these services. Factors such as full-time equivalents (FTE) for human resources overhead, information technology (IT) equipment counts for the IT overhead calculations and square footage calculations to determine building maintenance costs that are utilized. The direct component of this revenue is a reimbursement from the Aviation Fund for the direct cost of fire service at the Scottsdale Airport.

**Indirect/Direct Cost Allocation**

Of the \$6.4 million budgeted for FY 2014/15 for this revenue group; the indirect cost allocation component is \$6.1 million, which reflects a \$0.1 million decrease from the FY 2013/14 year-end forecast of \$6.2 million. The FY 2014/15 budgeted revenue for the direct cost of fire services at the Scottsdale Airport is \$0.3 million, which is relatively flat with the FY 2013/14 year-end forecast.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	6.4	6.4 *
2013/14	6.5	6.5 *
2012/13	6.7	7.0
2011/12	8.2	8.2
2010/11	12.3	12.3

**Transfers-In**

The budget for Transfers-In to the General Fund includes ongoing franchise fees from the Enterprise Funds, reimbursement of Police 30-day Tow Program costs from the Special Programs Fund and bed tax from the Tourism Development Fund. Franchise fees charged to the Enterprise Funds represent an estimate of the fees a private utility organization would incur while conducting business within the city. (There is also a \$1.2 million one-time transfer-in to the General Fund from the Tourism Development Fund for the establishment of the Tournament Players Club (TPC) debt service reserve in FY 2014/15. The reserve is being held in the General Fund as Federal Internal Revenue Service regulations state that tax-exempt debt service funds should not carry a significant fund balance from year to year. ) In total, the transfers-in for FY 2014/15 are budgeted at \$10.0 million.

**General Fund Expenditures By Expenditure Type**

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

**Personnel Services**

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY 2014/15 adopted budget of \$168.8 million is \$3.7 million more than the FY 2013/14 adopted budget. This increase includes funding for a citywide pay program based on performance as well as a funding to cover increased healthcare and retirement costs. This increase was mitigated by savings achieved through the elimination of 18 General Fund positions.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	168.8	168.8 *
2013/14	165.1	165.7 *
2012/13	157.8	157.7
2011/12	153.8	154.2
2010/11	162.5	158.0

**Contractual Services**

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The FY 2014/15 adopted budget of \$53.2 million is \$1.0 million, or 2 percent, greater than the FY 2013/14 adopted budget. Major contractual expenses include software maintenance and licensing, fleet maintenance and operations, utilities, and property, liability and Worker's Compensation coverage. The most significant increases in this category are related to property, liability and worker's compensation rate increases.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	53.2	53.2 *
2013/14	52.2	52.6 *
2012/13	49.6	76.1
2011/12	45.4	43.9
2010/11	54.8	46.4

**Commodities**

Commodities are expendable items including supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted budget of \$7.7 million is equal to the FY 2013/14 adopted budget.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	7.7	7.7 *
2013/14	7.7	7.8 *
2012/13	7.8	7.9
2011/12	7.3	7.2
2010/11	8.9	7.2

**Capital Outlay**

Capital Outlay includes the purchase of land, the construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, have a unit cost of \$10,000 or more, and must be a betterment or improvement. The FY 2014/15 adopted budget of \$21,724 has been identified for ongoing replacement of office furniture and equipment, and other machinery and equipment for various deferred maintenance.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	21,724	21,724 *
2013/14	156,900	156,900 *
2012/13	53,400	124,336
2011/12	20,450	169,129
2010/11	348,905	193,566



**Capital - Operating Projects**

Operating Projects capture costs associated with the repair and maintenance of capital assets, replacement of non-capital assets, master plans, studies, and all other project type costs that do not result in the acquisition or construction of a capital asset. The FY 2014/15 adopted budget is \$1.6 million. Of this budget, \$1.3 million is allocated for contractual expenses, \$0.1 million is allocated for commodities and \$0.2 million is allocated for capital outlay.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.6	1.6 *
2013/14	2.3	4.1 *
2012/13	3.2	3.4
2011/12	1.8	2.5
2010/11	3.9	2.8

**Debt Service - Contracts Payable**

Contracts Payable is primarily contractual debt related to sales tax development agreements, and will vary based on the actual sales tax collections at each developed site. The FY 2014/15 Contracts Payable budget of \$0.3 million is related to various sales tax development agreements.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.3	0.3 *
2013/14	0.6	0.3 *
2012/13	3.7	1.8
2011/12	3.1	3.6
2010/11	3.1	3.5

**Debt Service - Certificates of Participation**

Certificates of Participation (COPs) are instruments whereby the City enters into a lease-purchase agreement for the acquisition, operation and/or maintenance of a project. COPs are secured by a budgeted appropriation made each year by the City. At the completion of the lease period, the City owns the project. In FY 2010/11 the City issued \$20.0 million of COPs for a public safety radio system. The FY 2014/15 budget of \$2.5 million is related to the FY 2010/11 COPs issuance.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	2.5	2.5 *
2013/14	2.5	2.5 *
2012/13	2.5	2.5
2011/12	5.9	6.0
2010/11	1.4	1.5

**Transfers-Out**

Transfers-Out are the authorized movement of cash to other funds, divisions, departments, and/or capital projects. Transfers-Out in FY 2014/15 total \$25.5 million and include: \$12.3 million to the MPC Excise Debt Fund, \$13.1 million to the Capital Improvement Plan to cover the cost of on-going capital maintenance, and \$60,000 to the Special Programs Fund for neighborhood revitalization (\$50,000) and for the preservation and maintenance of properties on Scottsdale's Historic Register (\$10,000).

**General Fund Balance/Reserves/Operating Contingency**

Fund Balance/Reserves/Operating Contingency protects the city's financial condition and provides for unexpected economic challenges. The city's budget planning and adopted financial policies call for the establishment of reserves and an operating contingency as part of the resource allocation/limit setting process. The process allows the city to set aside savings before it is allocated or spent as budgeted expenditures. The specific make-up of the city's General Fund reserve and operating contingency is noted below.

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**General Fund Reserve**

General Fund Reserve continues the city's adopted financial policy of setting aside a reserve to protect Scottsdale in times of emergency. It is considered financially prudent to have a minimum General Fund Reserve of 10 percent of the General Fund total annual operating costs. Based on the revenue and expenditure estimates included in the adopted budget, the ending FY 2014/15 General Fund Reserve is \$23.4 million. Maintaining the General Fund Reserve is very important to the municipal credit rating agencies and in retaining the city's AAA bond ratings.

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**Operating Contingency**

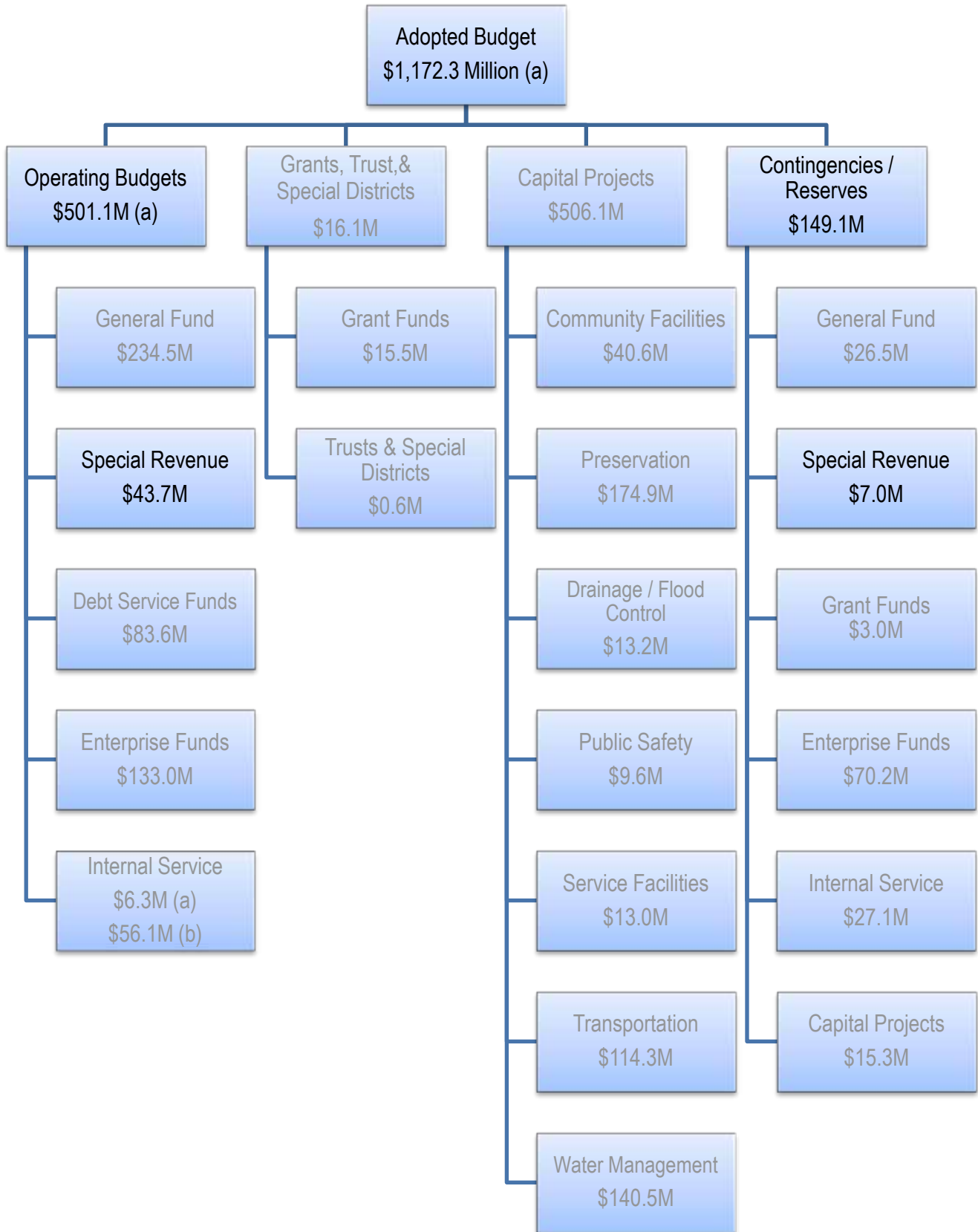
The Operating Contingency was reduced from \$5.0 million to \$3.0 million in FY 2014/15 which aligns more with usage in prior years. The Operating Contingency is for unforeseen expenses that may occur during the fiscal year. City Council approval is required before any funds can be transferred from the contingency to an operating division budget.

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**Unreserved Fund Balance**

Unreserved Fund Balance accounts for any funds remaining after the designation of all other reserves/uses. The FY 2014/15 ending unreserved fund balance is \$8.0 million, which represents the cumulative General Fund revenues not designated for a specific purpose. This balance represents an accumulation of one-time revenues and is most appropriately used for one-time expenditures. Under prudent fiscal management practices, this amount should not be used to fund new or expanded programs with ongoing operating expenses.

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(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$49.8M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$49.8M

**Special Revenue Funds Description**

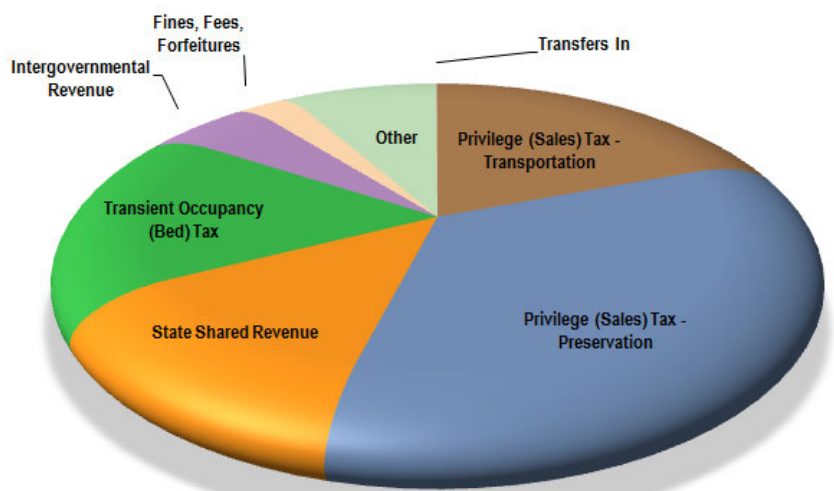
Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Examples of restricted revenues that must be spent on specific purposes are Highway User Revenue taxes, Preserve Sales Tax, Transportation Sales Tax,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

**Economic Overview**

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

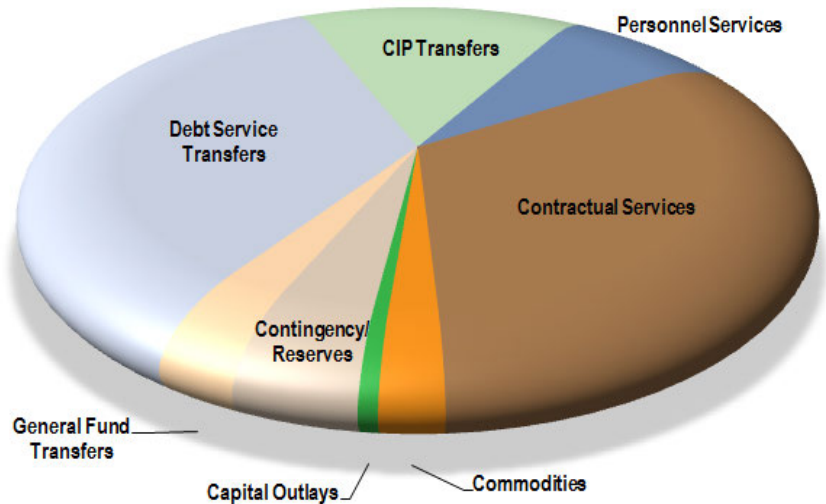
Special Revenue Funds Sources (in millions)

Privilege (Sales) Tax - Transportation	\$ 18.4	19%
Privilege (Sales) Tax - Preservation	33.2	35%
State Shared Revenue	12.9	14%
Transient Occupancy (Bed) Tax	15.8	17%
Intergovernmental Revenue	4.9	5%
Fines, Fees, Forfeitures	2.4	2%
Other	7.9	8%
<b>Total Revenues</b>	<b>\$ 95.5</b>	
Transfers In	0.1	0%
<b>Total Sources</b>	<b>\$ 95.5</b>	



Special Revenue Funds Uses (in millions)

Personnel Services	\$ 7.9	8%
Contractual Services	32.9	33%
Commodities	2.3	2%
Capital Outlays	0.7	1%
Debt Service	-	0%
Contingency/Reserves	4.5	4%
<b>Adopted Budget</b>	<b>\$ 48.3</b>	
Transfers Out		
General Fund Transfers	3.0	3%
Debt Service Transfers	34.4	34%
CIP Transfers	14.5	14%
<b>Total Uses</b>	<b>\$ 100.2</b>	



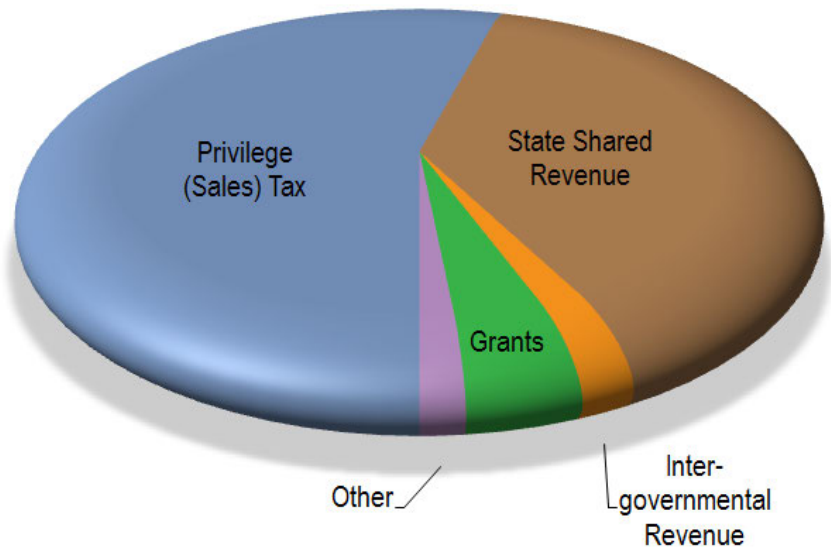
Note: Amounts are rounded in millions; therefore, differences may occur.

**Fund Purpose**

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

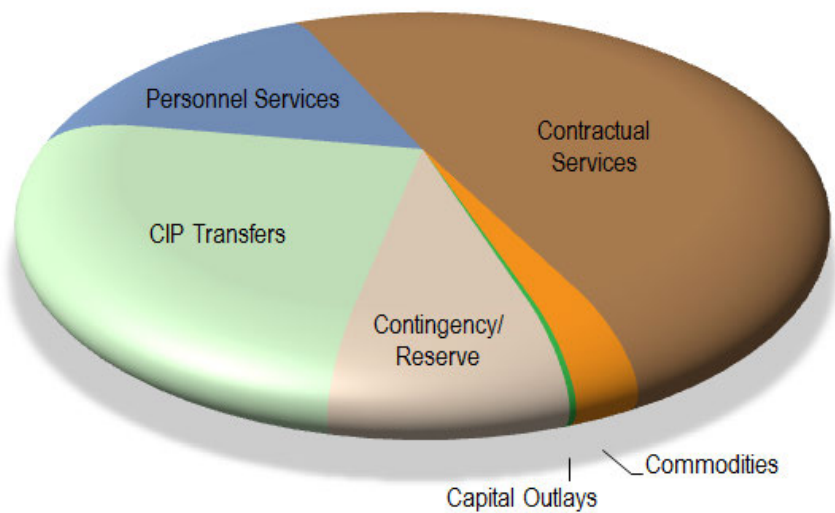
Transportation Fund Sources (in millions)

Privilege (Sales) Tax	\$	18.4	54%
State Shared Revenue		12.9	38%
Intergovernmental Revenue		0.7	2%
Grants		1.4	4%
Other		0.5	2%
Total Revenues		\$	34.0
Transfers In		-	0%
Total Sources		\$	34.0



Transportation Fund Uses (in millions)

Personnel Services	\$	5.9	16%
Contractual Services		18.5	49%
Commodities		0.9	2%
Capital Outlays		0.1	0%
Contingency/ Reserve		3.0	8%
Adopted Budget		\$	28.3
Transfers Out			
CIP Transfers		9.3	25%
Total Uses		\$	37.6



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



	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance</b>				
Transportation Fund Reserve	-	-	-	-
Contingency	-	-	-	500,000
Unreserved Fund Balance	5,045,188	5,067,320	8,024,511	7,797,131
<b>Total Beginning Fund Balance <sup>(a)</sup></b>	<b>5,045,188</b>	<b>5,067,320</b>	<b>8,024,511</b>	<b>8,297,131</b>
<b>Revenues</b>				
Highway User Revenue Tax	11,903,032	12,262,558	12,262,558	12,944,922
Transportation Privilege Tax (0.2%)	16,851,862	17,332,585	17,957,319	18,413,065
Proposition 400 Regional Sales Tax	1,298,286	643,370	643,370	675,539
Federal Grants	826,060	737,377	737,377	750,000
State Grants	639,253	643,370	643,370	650,000
Solid Waste - Alley Maintenance	557,776	545,505	545,505	524,741
Miscellaneous	237,436	91,200	91,200	15,000
<b>Subtotal</b>	<b>32,313,705</b>	<b>32,255,965</b>	<b>32,880,699</b>	<b>33,973,267</b>
<b>Total Sources</b>	<b>32,313,705</b>	<b>32,255,965</b>	<b>32,880,699</b>	<b>33,973,267</b>
<b>Expenditures</b>				
<b>Divisions</b>				
Community & Economic Development	8,196,793	8,916,082	8,798,785	9,208,553
Public Works	11,608,504	13,638,668	13,730,704	14,967,341 <sup>(b)</sup>
Community Services	1,047,678	1,050,671	1,050,671	1,066,815
Leave Accrual Payments	-	49,900	12,013	49,900
Estimated Personnel Savings from Vacant Positions	-	(156,300)	(1,153)	(156,300)
Citywide Pay Program	-	97,045	-	154,006
Citywide Pay Program Tail	-	-	-	-
<b>Subtotal</b>	<b>20,852,975</b>	<b>23,596,066</b>	<b>23,591,020</b>	<b>25,290,315</b>
<b>TOTAL OPERATING BUDGET</b>	<b>20,852,975</b>	<b>23,596,066</b>	<b>23,591,020</b>	<b>25,290,315</b>
<b>Transfers Out</b>				
CIP Fund - Privilege Tax Allocation	8,443,832	8,666,293	8,978,660	9,206,533
CIP Fund - Tech. Replacement	9,363	38,400	38,400	49,600
Other	28,212	-	-	-
<b>Subtotal</b>	<b>8,481,407</b>	<b>8,704,693</b>	<b>9,017,060</b>	<b>9,256,133</b>
<b>Total Uses</b>	<b>29,334,382</b>	<b>32,300,759</b>	<b>32,608,080</b>	<b>34,546,448</b>
<b>Sources Over/(Under) Uses</b>	<b>2,979,323</b>	<b>(44,794)</b>	<b>272,620</b>	<b>(573,181)</b>
<b>Ending Fund Balance</b>				
Transportation Fund Reserve	-	-	-	2,529,032
Contingency	-	-	-	500,000
Unreserved Fund Balance	8,024,511	5,022,526	8,297,131	4,694,920
<b>Total Ending Fund Balance <sup>(a)</sup></b>	<b>8,024,511</b>	<b>5,022,526</b>	<b>8,297,131</b>	<b>7,723,951</b>

<sup>(a)</sup> Excludes revenue accruals of \$2.3 million in FY 2012/13 and unknown revenue accrual amount in current and future years.

<sup>(b)</sup> Includes one-time funding of \$900,000 for street overlays and concrete repair.

## Budget by Fund

## Transportation Fund Five Year Financial Forecast

	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>				
Transportation Fund Reserve	2,529,032	2,491,500	2,570,400	2,606,700
Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	4,694,920	5,090,951	5,184,351	5,559,851
<b>Total Beginning Fund Balance <sup>(a)</sup></b>	<b>7,723,951</b>	<b>8,082,451</b>	<b>8,254,751</b>	<b>8,666,551</b>
<b>Revenues</b>				
Highway User Revenue Tax	13,333,300	13,600,000	13,871,900	14,010,600
Transportation Privilege Tax (0.2%)	18,609,100	19,219,900	19,860,700	20,527,400
Proposition 400 Regional Sales Tax	689,000	689,000	689,000	689,000
Federal Grants	750,000	750,000	750,000	750,000
State Grants	656,500	656,500	656,500	656,500
Solid Waste - Alley Maintenance	567,700	584,500	587,300	597,400
Miscellaneous	15,000	15,000	15,000	15,000
<b>Subtotal</b>	<b>34,620,600</b>	<b>35,514,900</b>	<b>36,430,400</b>	<b>37,245,900</b>
<b>Total Sources</b>	<b>34,620,600</b>	<b>35,514,900</b>	<b>36,430,400</b>	<b>37,245,900</b>
<b>Expenditures</b>				
<b>Divisions</b>				
Community & Economic Development	9,371,200	9,590,200	9,715,100	9,888,500
Public Works	14,294,500	14,703,700	14,818,600	15,092,800
Community Services	1,072,800	1,095,200	1,118,200	1,141,700
Leave Accrual Payments	52,400	55,000	57,800	60,700
Estimated Personnel Savings from Vacant Positions	(164,100)	(172,300)	(180,900)	(189,900)
Citywide Pay Program	159,000	170,400	169,300	174,800
Citywide Pay Program Tail	128,800	262,000	369,000	477,000
<b>Subtotal</b>	<b>24,914,600</b>	<b>25,704,200</b>	<b>26,067,100</b>	<b>26,645,600</b>
<b>TOTAL OPERATING BUDGET</b>	<b>24,914,600</b>	<b>25,704,200</b>	<b>26,067,100</b>	<b>26,645,600</b>
<b>Transfers Out</b>				
CIP Fund - Privilege Tax Allocation	9,304,600	9,610,000	9,930,400	10,263,700
CIP Fund - Tech. Replacement	42,900	28,400	21,100	66,400
Other	-	-	-	-
<b>Subtotal</b>	<b>9,347,500</b>	<b>9,638,400</b>	<b>9,951,500</b>	<b>10,330,100</b>
<b>Total Uses</b>	<b>34,262,100</b>	<b>35,342,600</b>	<b>36,018,600</b>	<b>36,975,700</b>
<b>Sources Over/(Under) Uses</b>	<b>358,500</b>	<b>172,300</b>	<b>411,800</b>	<b>270,200</b>
<b>Ending Fund Balance</b>				
Transportation Fund Reserve	2,491,500	2,570,400	2,606,700	2,664,600
Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	5,090,951	5,184,351	5,559,851	5,772,151
<b>Total Ending Fund Balance <sup>(a)</sup></b>	<b>8,082,451</b>	<b>8,254,751</b>	<b>8,666,551</b>	<b>8,936,751</b>

<sup>(a)</sup> Excludes revenue accruals of \$2.3 million in FY 2012/13 and unknown revenue accrual amount in current and future years.

**Transportation Fund Sources**

Transportation Fund sources for FY 2014/15 equal \$34.0 million which is an increase of \$1.1 million from the FY 2013/14 year-end forecast. In November of FY 2013/14 Council adopted a financial policy to reserve 10 percent of the annual Transportation Fund operating expenditures to create a Transportation Fund Stabilization Reserve for unforeseen emergencies or catastrophic impacts to the city. More specific information on revenues is detailed below.

**Highway User Revenue Tax (HURF)**

Highway User Revenue Tax (HURF), also known as a gas tax, is distributed by the State of Arizona based upon the population of each city and the county of origin for the sales of fuel. The State constitution requires that all highway user revenue be used solely for street, highway or transit purposes. Cities and towns receive 27.5 percent of the highway user revenue fund - of which one half of the monies are distributed based on the proportion of Scottsdale's population to the total population of all incorporated cities and towns in the State. The remaining half is distributed based on the basis of the "county of origin" of gasoline sales and the relation of Scottsdale's population to the total incorporated population of Maricopa County. The adopted FY 2014/15 budget of \$12.9 million represents a 6 percent increase from the FY 2013/14 year-end forecast. In recent years the Arizona Legislature diverted HURF funds to the Arizona Department of Public Safety and the Arizona Motor Vehicle Division, the increase reflects the amount restored by the Arizona Legislature.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	12.9	12.9 *
2013/14	12.3	12.3 *
2012/13	12.2	11.9
2011/12	10.9	10.9
2010/11	13.8	13.4

**Privilege (Sales) Tax – Transportation**

Privilege (Sales) Tax - Transportation represents the 0.20 percent of the city's privilege (sales) tax dedicated solely to transportation. Please note there is a difference between the transportation and preservation privilege tax revenue amounts, which is attributable to differences in the taxing provisions for each of the revenues. The adopted FY 2014/15 budget of \$18.4 million represents an increase of \$0.4 million or 3 percent over the FY 2013/14 year-end forecast.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	18.4	18.4 *
2013/14	17.3	18.0 *
2012/13	16.8	16.9
2011/12	15.3	16.0
2010/11	15.2	15.0

**Proposition 400 Regional Sales Tax**

Proposition 400 Regional Sales Tax represents the city's allocation of the 1.0 percent regional sales tax approved by Maricopa County voters in November 2004 for transportation and transit enhancements. This revenue is dedicated for construction of or reimbursement for street and highway projects within the city. Based on information from regional agencies, the city will receive \$0.7 million from this regional sales tax in the FY 2014/15, which is slightly higher than the FY 2013/14 year-end forecast.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.7	0.7 *
2013/14	0.6	0.6 *
2012/13	0.5	1.3
2011/12	0.5	2.1
2010/11	0.3	0.6

**Grants/Other Revenue**

Revenue for Federal and State Grants and Miscellaneous Reimbursements for FY 2014/15 is \$1.4 million. Scottsdale is able to leverage grants received to offset transportation fund operating expenditures.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.4	1.4 *
2013/14	1.5	1.5 *
2012/13	1.4	1.7
2011/12	0.9	0.7
2010/11	2.0	4.6

**Direct Cost Allocation - Alley Maintenance**

Solid Waste transfers funds to cover the cost associated with alley maintenance performed by the Street Operations Department for the benefit of Solid Waste operations. Prior to FY 2012/13, this revenue was recorded as a transfer in to the Transportation Fund. During FY 2012/13 this funding source was realigned to be captured as Direct Cost Allocation. The budget for this revenue for FY 2014/15 is \$0.5 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.5	0.5 *
2013/14	0.5	0.5 *
2012/13	-	0.6
2011/12	-	-
2010/11	-	-

**Transportation Fund Expenditures by Expenditure Type**

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

**Personnel Services**

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The adopted FY 2014/15 personnel services budget of \$5.9 million is an increase of \$0.2 million from the FY 2013/14 adopted budget. This increase includes a citywide pay program based on performance and to cover the costs of increased healthcare and retirement.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	5.9	5.9 *
2013/14	5.7	5.7 *
2012/13	5.4	5.4
2011/12	5.3	5.1
2010/11	6.2	6.3

**Contractual Services**

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. Supplies are not included in the contractual services account. The adopted FY 2014/15 contractual services budget of \$18.5 million is an increase of \$1.6 million, or approximately 9 percent, from the FY 2013/14 adopted budget. The most significant increase in this category is the one-time funding of \$0.9 million for street overlays and concrete repair that was included for FY 2014/15.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	18.5	18.5 *
2013/14	16.9	16.9 *
2012/13	16.6	14.8
2011/12	15.3	14.7
2010/11	19.7	15.4

**Commodities**

Commodities are expendable items purchased through the city-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The FY 2014/15 adopted budget of \$0.9 million remains flat with the FY 2013/14 adopted budget.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.9	0.9 *
2013/14	0.9	0.9 *
2012/13	0.7	0.7
2011/12	0.8	0.6
2010/11	0.8	0.6

**Capital Outlay**

Capital Outlay are typically one-time expenses and includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment, as well as operating projects. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. The adopted FY 2014/15 of \$0.1 million is related to capital contractual engineering and machinery and equipment.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	85,300	85,300 *
2013/14	70,000	70,000 *
2012/13	60,000	1,015
2011/12	11,500	168,129
2010/11	256,975	2,970,259



**Transfers-Out**

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2014/15 budget includes approximately \$9.2 million of the Transportation Privilege Tax revenue (50 percent of budgeted revenue) as a transfer to the Capital Projects Fund to fund transportation system improvement operating costs.

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**Transportation Fund Balance**

The adopted FY 2014/15 Transportation Fund ending fund balance is projected to be just over \$7.7 million of which \$2.5 million is the Transportation Fund Stabilization Reserve, \$0.5 million operating contingency and \$4.7 million of Unreserved Fund Balance.

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FY 2014/15 Adopted Budget

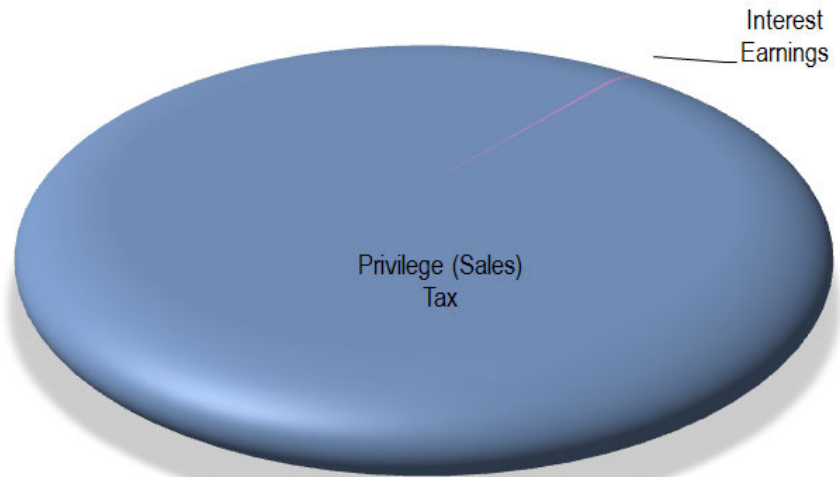
**Fund Purpose**

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

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

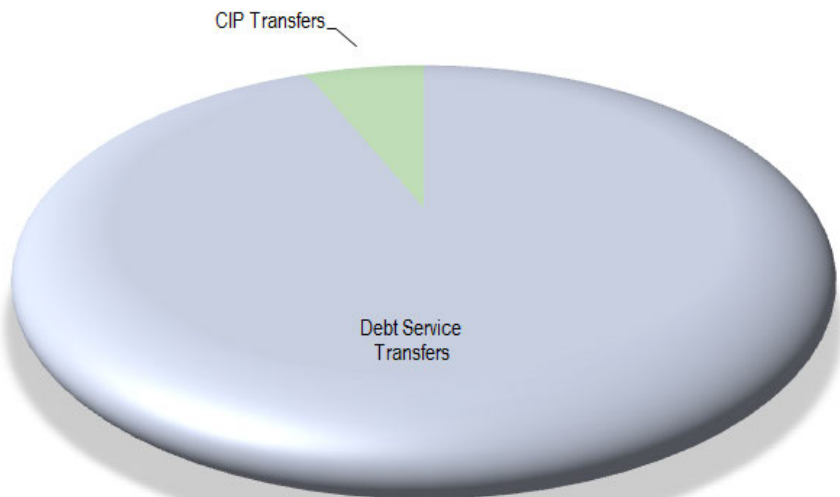
Preservation Fund Sources (in millions)

Privilege (Sales) Tax	\$ 33.2	100%
Interest Earnings	0.1	0%
<b>Total Revenue</b>	<b>\$ 33.3</b>	
Transfers In	-	0%
<b>Total Sources</b>	<b>\$ 33.3</b>	



Preservation Fund Uses (in millions)

Personnel Services	\$ -	0%
Contractual Services	-	0%
Commodities	-	0%
Capital Outlay	-	0%
Other	-	0%
<b>Adopted Budget</b>	<b>\$ -</b>	
Transfers Out		
Debt Service Transfers	30.7	94%
CIP Transfers	2.0	6%
<b>Total Uses</b>	<b>\$ 32.7</b>	



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

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance</b>				
Unreserved Fund Balance	24,093,557	18,970,495	23,230,150	23,323,667
<b>Total Beginning Fund Balance</b>	<b>24,093,557</b>	<b>18,970,495</b>	<b>23,230,150</b>	<b>23,323,667</b>
<b>Revenues</b>				
Privilege Tax (0.20%)	17,354,174	17,868,644	18,512,700	18,982,541
Privilege Tax (0.15%)	13,017,874	13,401,483	13,884,525	14,236,906
Interest Earnings	163,268	151,105	151,105	77,231
Miscellaneous	140,706	-	-	-
Base Fines	-	-	-	-
<b>Subtotal</b>	<b>30,676,022</b>	<b>31,421,232</b>	<b>32,548,330</b>	<b>33,296,678</b>
<b>Total Sources</b>	<b>30,676,022</b>	<b>31,421,232</b>	<b>32,548,330</b>	<b>33,296,678</b>
<b>Expenditures</b>				
<b>Operating</b>				
Miscellaneous	-	2,200	2,200	2,200
<b>Subtotal</b>	<b>-</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>Total Expenditures</b>	<b>-</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>Transfers Out</b>				
Debt Service Fund (Preserve GO Bonds)	21,283,878	24,396,795	22,157,700	24,211,105
Debt Service Fund (Preserve Revenue Bonds)	6,486,383	6,474,913	6,474,913	6,478,073
CIP Fund (General Capital Projects)	3,769,168	3,820,000	3,820,000	2,000,000
<b>Subtotal</b>	<b>31,539,429</b>	<b>34,691,708</b>	<b>32,452,613</b>	<b>32,689,178</b>
<b>Total Uses</b>	<b>31,539,429</b>	<b>34,693,908</b>	<b>32,454,813</b>	<b>32,691,378</b>
<b>Sources Over/(Under) Uses</b>	<b>(863,407)</b>	<b>(3,272,676)</b>	<b>93,517</b>	<b>605,300</b>
<b>Ending Fund Balance</b>				
Unreserved Fund Balance	23,230,150	15,697,819	23,323,667	23,928,967
<b>Total Ending Fund Balance</b>	<b>23,230,150</b>	<b>15,697,819</b>	<b>23,323,667</b>	<b>23,928,967</b>

	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>				
Unreserved Fund Balance	23,928,967	18,419,667	16,202,967	13,799,867
<b>Total Beginning Fund Balance</b>	<b>23,928,967</b>	<b>18,419,667</b>	<b>16,202,967</b>	<b>13,799,867</b>
<b>Revenues</b>				
Privilege Tax (0.20%)	19,184,600	19,814,300	20,474,900	21,162,300
Privilege Tax (0.15%)	14,388,500	14,860,700	15,356,200	15,871,700
Interest Earnings	172,600	285,400	384,900	420,000
Miscellaneous	-	-	-	-
Base Fines	-	-	-	-
<b>Subtotal</b>	<b>33,745,700</b>	<b>34,960,400</b>	<b>36,216,000</b>	<b>37,454,000</b>
<b>Total Sources</b>	<b>33,745,700</b>	<b>34,960,400</b>	<b>36,216,000</b>	<b>37,454,000</b>
<b>Expenditures</b>				
<b>Operating</b>				
Miscellaneous	2,200	2,300	2,300	2,400
<b>Subtotal</b>	<b>2,200</b>	<b>2,300</b>	<b>2,300</b>	<b>2,400</b>
<b>Total Expenditures</b>	<b>2,200</b>	<b>2,300</b>	<b>2,300</b>	<b>2,400</b>
<b>Transfers Out</b>				
Debt Service Fund (Preserve GO Bonds)	28,481,800	27,779,100	29,207,000	29,827,600
Debt Service Fund (Preserve Revenue Bonds)	6,491,000	6,115,700	6,129,800	6,147,300
CIP Fund (General Capital Projects)	4,280,000	3,280,000	3,280,000	2,280,000
<b>Subtotal</b>	<b>39,252,800</b>	<b>37,174,800</b>	<b>38,616,800</b>	<b>38,254,900</b>
<b>Total Uses</b>	<b>39,255,000</b>	<b>37,177,100</b>	<b>38,619,100</b>	<b>38,257,300</b>
<b>Sources Over/(Under) Uses</b>	<b>(5,509,300)</b>	<b>(2,216,700)</b>	<b>(2,403,100)</b>	<b>(803,300)</b>
<b>Ending Fund Balance</b>				
Unreserved Fund Balance	18,419,667	16,202,967	13,799,867	12,996,567
<b>Total Ending Fund Balance</b>	<b>18,419,667</b>	<b>16,202,967</b>	<b>13,799,867</b>	<b>12,996,567</b>



**Preservation Fund Revenues**

The Preservation Privilege Tax Fund revenues for FY 2014/15 are budgeted at \$33.3 million, an increase of \$0.8 million from the FY 2013/14 year-end forecast. The same methodology for developing the transaction privilege (sales) tax budgeted in the General Fund is also used for the Preservation Fund.

**Privilege (Sales) Tax – Preservation (0.20 percent)**

Privilege (Sales) Tax - McDowell Preserve represents the 1995 voter approved 0.20 percent of the city's privilege (sales) tax dedicated to the purchase of land within the McDowell Sonoran Preserve. The FY 2014/15 budget of \$19.0 million represents an increase of \$0.5 million from the FY 2013/14 year-end forecast. The increase in revenues is based on the economic recovery in sales activity for Scottsdale.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	19.0	19.0 *
2013/14	17.9	18.5 *
2012/13	17.3	17.4
2011/12	15.8	16.5
2010/11	15.6	15.5

**Privilege (Sales) Tax – Preservation (0.15 percent)**

Privilege (Sales) Tax - Preservation represents the 2004 voter approved 0.15 percent of the city's privilege (sales) tax dedicated to the purchase of land within the McDowell Sonoran Preserve, plus construction of essential preserve related necessities such as proposed trailheads. The FY 2014/15 budget of \$14.2 million represents an increase of \$0.3 million from the FY 2013/14 year-end forecast. The increase in revenues is based on the economic recovery in sales activity for Scottsdale.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	14.2	14.2 *
2013/14	13.4	13.9 *
2012/13	12.9	13.0
2011/12	11.8	12.3
2010/11	12.1	11.7

**Interest Earnings**

Interest Earnings is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investments in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield. The FY 2014/15 budget of \$0.1 million is developed by staff based on current interest rates and the available cash balance.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.1	0.1 *
2013/14	0.2	0.2 *
2012/13	0.3	0.2
2011/12	0.1	0.3
2010/11	0.2	0.3

**Preservation Privilege Tax Special Revenue Fund Expenditures**

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

**Transfers-Out**

Transfers-Out are authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2014/15 adopted budget of \$32.7 million consists of \$30.7 million in transfers-out to the Debt Service Fund for debt payments on Preservation bonds and \$2.0 million in transfers-out to the Capital Project Fund.

**Preservation Privilege Tax Fund Balance**

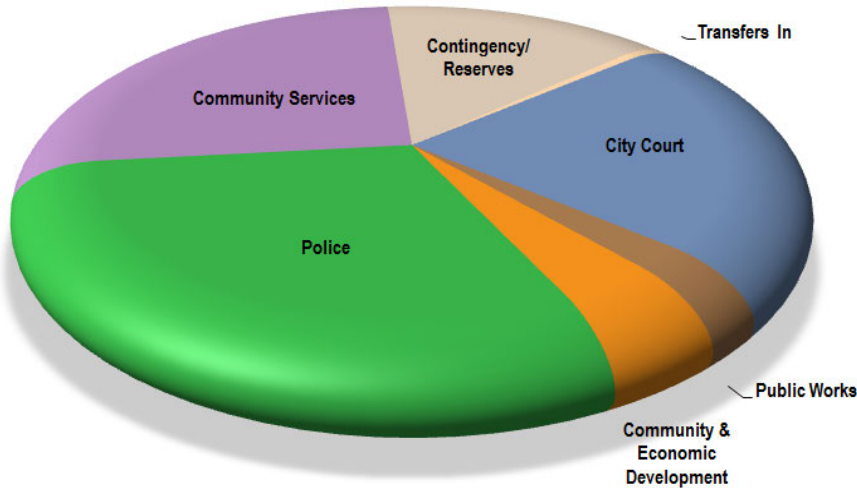
The projected ending fund balance for FY 2014/15 is \$23.9 million.

**Fund Purpose**

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

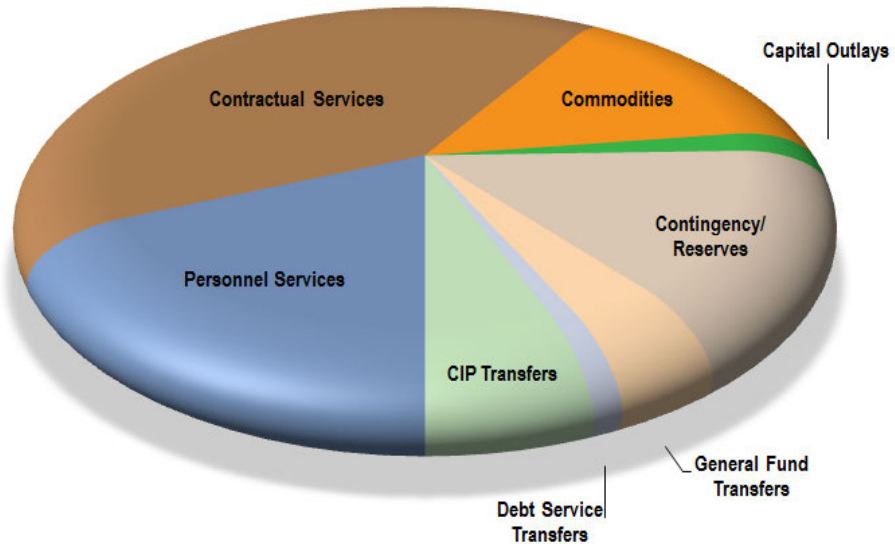
Special Programs Sources by Program Area (in millions)

City Court	\$	2.3	22%
Public Works		0.3	2%
Community & Economic Development		0.4	4%
Fire		0.0	0%
Police		3.1	30%
Community Services		2.6	25%
Contingency/Reserves		1.5	15%
Total Revenue		\$	10.2
Transfers In		0.1	1%
Total Sources		\$	10.3



Special Programs Fund Uses (in millions)

Personnel Services	\$	1.9	18%
Contractual Services		4.1	40%
Commodities		1.4	14%
Capital Outlays		0.2	2%
Contingency/Reserves		1.5	15%
Adopted Budget		\$	9.0
Transfers Out			
General Fund Transfers		0.4	4%
Debt Service Transfers		0.1	1%
CIP Transfers		0.6	6%
Total Uses		\$	10.1



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

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
Operating Contingency <sup>(a)</sup>	1,500,000	1,500,000	1,500,000	1,500,000
<b>Beginning Fund Balance</b>				
City Court	4,013,506	3,703,004	3,889,688	3,396,165
Community & Ec. Development - EV (CVB) <sup>(b)</sup>	318,941	-	81,941	81,941
Community & Ec. Development (DT Cultural/Comm. Arts)	422,834	396,684	460,820	434,670
Community & Ec. Development Operation Fix It	-	-	13,807	13,807
Economic Development Contributions	-	-	-	-
Economic Development - MPC Debt - McDowell MT Golf	-	-	-	13,122
Community and Economic Development	382,381	382,381	424,399	424,399
Community Services	1,512,097	1,785,113	1,918,523	1,770,987
Public Safety - Police <sup>(c)</sup>	89,913	38,496	(596,785)	(322,017)
Public Safety - Fire	1,980	885	2,761	2,761
Public Safety - Fire (Heart Monitors)	-	-	-	-
Community & Economic Development - WestWorld	50,000	50,000	237,000	187,000
Community & Economic Development - AIPP	898,694	1,328,182	926,328	443,380
Public Works - AIPP	-	1,380,078	1,380,078	-
Public Works - SW Gas Franchise Fee Agreement	-	51,702	53,840	53,840
<b>Total Beginning Fund Balance</b>	<b>7,690,346</b>	<b>9,116,525</b>	<b>8,792,400</b>	<b>6,500,055</b>
<b>Revenues</b>				
City Court	1,669,554	1,691,962	1,691,962	2,280,430
Community & Ec. Development (DT Cultural/Comm. Arts)	62,986	150,000	150,000	150,630
Community & Ec. Development Operation Fix It	21,650	75,000	75,000	12,000
Economic Development Contributions	-	-	-	20,000
Economic Development - MPC Debt - McDowell MT Golf	-	-	140,000	140,000
Community Services	2,391,762	2,544,292	2,544,292	2,579,556
Public Safety - Police	4,185,446	5,700,440	5,700,440	3,121,939
Public Safety - Fire	781	300	300	500
Public Safety - Fire (Heart Monitors)	449,291	-	-	-
Community & Economic Development - WestWorld	237,000	440,000	300,000	216,300
Public Works - SW Gas Franchise Agreement	252,994	250,000	250,000	250,000
<b>Subtotal</b>	<b>9,271,464</b>	<b>10,851,994</b>	<b>10,851,994</b>	<b>8,771,355</b>
<b>Transfers In</b>				
GF - Community & Economic Development	60,000	60,000	60,000	60,000
GF - Community Services	174,843	-	-	-
GF - Public Safety - Fire (Heart Monitors)	84,186	-	-	-
GF - Public Works SW Gas Franchise Agreement	51,702	-	-	-
CIP Fund - Community & Economic Development - AIPP	429,488	-	-	-
CIP Fund - Public Works - AIPP	1,380,078	-	-	-
<b>Subtotal</b>	<b>2,180,297</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Total Sources</b>	<b>11,451,761</b>	<b>10,911,994</b>	<b>10,911,994</b>	<b>8,831,355</b>

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Expenditures</b>				
<b>Programs</b>				
City Court	1,793,372	2,047,556	2,070,485	1,864,970
Community & Economic Development	17,982	60,000	60,000	80,000
Community & Ec. Development - DT Cultural/Comm. Arts	25,000	176,150	176,150	176,150
Community & Ec. Development - Operation Fix It	7,843	75,000	75,000	25,807
Economic Development Contributions	-	-	-	20,000
Community Services	2,118,795	2,681,345	2,691,028	2,727,674
Public Safety - Police	1,452,357	1,461,247	1,667,772	1,611,712
Public Safety - Fire	-	300	300	2,300
Public Safety - Fire (Heart Monitors)	533,477	-	-	-
Community & Economic Development - WestWorld	50,000	350,000	350,000	280,000
Community & Economic Development - AIPP	401,854	482,948	482,948	443,380
Public Works - SW Gas Franchise Agreement	250,856	250,000	250,000	250,000
Citywide Pay Program	-	35,157	-	50,186
Citywide Pay Program Tail	-	-	-	-
<b>Subtotal</b>	<b>6,651,536</b>	<b>7,619,703</b>	<b>7,823,683</b>	<b>7,532,179</b>
<b>TOTAL OPERATING BUDGET</b>	<b>6,651,536</b>	<b>7,619,703</b>	<b>7,823,683</b>	<b>7,532,179</b>
<b>Transfers Out</b>				
GF - Community Services (Parks)	41,084	-	-	-
GF - Public Safety - Police (30-Day Tow)	314,804	314,800	314,800	386,176
GF - Community & Economic Development - EV	237,000	-	-	-
MPC Debt - McDowell MT Golf	-	-	126,878	108,325
CIP Fund - City Court	-	115,000	115,000	1,700
CIP Fund - Community Services	300	800	800	2,100
CIP Fund - Public Safety - Police	113,500	100,000	100,000	70,200
CIP Fund - Public Safety - Police (30-Day Tow)	-	-	-	500
CIP Fund - Public Safety - Police (RICO)	2,991,483	3,343,100	3,343,100	505,600
CIP Fund - Public Works - AIPP	-	1,380,078	1,380,078	-
<b>Subtotal</b>	<b>3,698,171</b>	<b>5,253,778</b>	<b>5,380,656</b>	<b>1,074,601</b>
<b>Total Uses</b>	<b>10,349,707</b>	<b>12,873,481</b>	<b>13,204,339</b>	<b>8,606,780</b>
<b>Sources Over/(Under) Uses</b>	<b>1,102,054</b>	<b>(1,961,487)</b>	<b>(2,292,345)</b>	<b>224,575</b>
<b>Ending Fund Balance</b>				
Operating Contingency <sup>(a)</sup>	1,500,000	1,500,000	1,500,000	1,500,000
<b>Reserved</b>				
City Court	3,889,688	3,232,410	3,396,165	3,809,925
Community & Ec. Development - EV (CVB) <sup>(b)</sup>	81,941	-	81,941	81,941
Community & Ec. Development - DT Cultural/Comm. Arts	460,820	370,534	434,670	409,150
Community & Ec. Development - Operation Fix It	13,807	-	13,807	-
Economic Development Contributions	-	-	-	-
Economic Development - MPC Debt - McDowell MT Golf	-	-	13,122	44,797
Community & Economic Development	424,399	382,381	424,399	404,399
Community Services	1,918,523	1,647,260	1,770,987	1,620,769
Public Safety - Police <sup>(c)</sup>	(596,785)	519,789	(322,017)	225,734
Public Safety - Fire	2,761	885	2,761	961
Public Safety - Fire (Heart Monitors)	-	-	-	-
Community & Economic Development - WestWorld	237,000	140,000	187,000	123,300
Community & Economic Development - AIPP	926,328	845,234	443,380	-
Public Works - AIPP	1,380,078	-	-	-
Public Works - SW Gas Franchise Agreement	53,840	51,702	53,840	53,840
<b>Total Ending Fund Balance</b>	<b>8,792,400</b>	<b>7,155,038</b>	<b>6,500,055</b>	<b>6,724,630</b>

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

<sup>(b)</sup> Reflects the liability for the CVB contract stated on a CAFR versus Budget basis.

<sup>(c)</sup> Negative balances result of a timing issue on Racketeer Influenced and Corrupt Organizations (RICO) reimbursements.

	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
Operating Contingency <sup>(a)</sup>	1,500,000	1,500,000	1,500,000	1,500,000
<b>Beginning Fund Balance</b>				
City Court	3,809,925	4,436,025	5,286,525	6,196,425
Community & Ec. Development - EV (CVB) <sup>(b)</sup>	81,941	81,941	81,941	81,941
Community & Ec. Development (DT Cultural/Comm. Arts)	409,150	383,650	358,150	332,650
Community & Ec. Development Operation Fix It	-	-	-	-
Economic Development Contributions	-	-	-	-
Economic Development - MPC Debt - McDowell MT Golf	44,797	78,497	114,697	148,397
Community and Economic Development	404,399	384,399	364,399	344,399
Community Services	1,620,769	1,904,569	2,094,569	2,262,769
Public Safety - Police <sup>(c)</sup>	225,734	420,834	438,534	723,834
Public Safety - Fire	961	661	361	61
Public Safety - Fire (Heart Monitors)	-	-	-	-
Community & Economic Development - WestWorld	123,300	143,300	163,300	183,300
Community & Economic Development - AIPP	-	-	-	-
Public Works - AIPP	-	-	-	-
Public Works - SW Gas Franchise Fee Agreement	53,840	53,840	53,840	53,840
<b>Total Beginning Fund Balance</b>	<b>6,774,816</b>	<b>7,887,716</b>	<b>8,956,316</b>	<b>10,327,616</b>
<b>Revenues</b>				
City Court	2,324,000	2,392,100	2,463,600	2,518,200
Community & Ec. Development (DT Cultural/Comm. Arts)	150,700	150,700	150,700	150,700
Community & Ec. Development Operation Fix It	12,000	12,000	12,000	12,000
Economic Development Contributions	20,000	20,000	20,000	20,000
Economic Development - MPC Debt - McDowell MT Golf	140,000	140,000	140,000	140,000
Community Services	2,707,000	2,675,700	2,677,100	2,689,400
Public Safety - Police	2,228,000	2,241,800	2,241,800	2,241,800
Public Safety - Fire	300	300	300	300
Public Safety - Fire (Heart Monitors)	-	-	-	-
Community & Economic Development - WestWorld	300,000	300,000	300,000	300,000
Public Works - SW Gas Franchise Agreement	250,000	250,000	250,000	250,000
<b>Subtotal</b>	<b>8,132,000</b>	<b>8,182,600</b>	<b>8,255,500</b>	<b>8,322,400</b>
<b>Transfers In</b>				
GF - Community & Economic Development	60,000	60,000	60,000	60,000
GF - Community Services	-	-	-	-
GF - Public Safety - Fire (Heart Monitors)	-	-	-	-
GF - Public Works SW Gas Franchise Agreement	-	-	-	-
CIP Fund - Community & Economic Development - AIPP	-	-	-	-
CIP Fund - Public Works - AIPP	-	-	-	-
<b>Subtotal</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Total Sources</b>	<b>8,192,000</b>	<b>8,242,600</b>	<b>8,315,500</b>	<b>8,382,400</b>



	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Expenditures</b>				
<b>Programs</b>				
City Court	1,697,400	1,541,600	1,553,700	1,580,900
Community & Economic Development	80,000	80,000	80,000	80,000
Community & Ec. Development - DT Cultural/Comm. Arts	176,200	176,200	176,200	176,200
Community & Ec. Development - Operation Fix It	12,000	12,000	12,000	12,000
Economic Development Contributions	20,000	20,000	20,000	20,000
Community Services	2,422,500	2,485,500	2,508,700	2,554,600
Public Safety - Police	1,497,100	1,538,900	1,550,300	1,578,400
Public Safety - Fire	600	600	600	300
Public Safety - Fire (Heart Monitors)	-	-	-	-
Community & Economic Development - WestWorld	280,000	280,000	280,000	280,000
Community & Economic Development - AIPP	-	-	-	-
Public Works - SW Gas Franchise Agreement	250,000	250,000	250,000	250,000
Citywide Pay Program	51,800	55,500	55,200	56,900
Citywide Pay Program Tail	41,200	83,300	116,700	149,900
<b>Subtotal</b>	<b>6,528,800</b>	<b>6,523,600</b>	<b>6,603,400</b>	<b>6,739,200</b>
<b>TOTAL OPERATING BUDGET</b>	<b>6,528,800</b>	<b>6,523,600</b>	<b>6,603,400</b>	<b>6,739,200</b>
<b>Transfers Out</b>				
GF - Community Services (Parks)	-	-	-	-
GF - Public Safety - Police (30-Day Tow)	386,200	386,200	386,200	386,200
GF - Community & Economic Development - EV	-	-	-	-
MPC Debt - McDowell MT Golf	106,300	103,800	106,300	103,600
CIP Fund - City Court	500	-	-	-
CIP Fund - Community Services	700	200	200	-
CIP Fund - Public Safety - Police	50,000	24,000	20,000	20,000
CIP Fund - Public Safety - Police (30-Day Tow)	-	-	-	-
CIP Fund - Public Safety - Police (RICO)	99,600	275,000	-	-
CIP Fund - Public Works - AIPP	-	-	-	-
<b>Subtotal</b>	<b>643,300</b>	<b>789,200</b>	<b>512,700</b>	<b>509,800</b>
<b>Total Uses</b>	<b>7,172,100</b>	<b>7,312,800</b>	<b>7,116,100</b>	<b>7,249,000</b>
<b>Sources Over/(Under) Uses</b>	<b>1,019,900</b>	<b>929,800</b>	<b>1,199,400</b>	<b>1,133,400</b>
<b>Ending Fund Balance</b>				
Operating Contingency <sup>(a)</sup>	1,500,000	1,500,000	1,500,000	1,500,000
<b>Reserved</b>				
City Court	4,436,025	5,286,525	6,196,425	7,133,725
Community & Ec. Development - EV (CVB) <sup>(b)</sup>	81,941	81,941	81,941	81,941
Community & Ec. Development - DT Cultural/Comm. Arts	383,650	358,150	332,650	307,150
Community & Ec. Development - Operation Fix It	-	-	-	-
Economic Development Contributions	-	-	-	-
Economic Development - MPC Debt - McDowell MT Golf	78,497	114,697	148,397	184,797
Community & Economic Development	384,399	364,399	344,399	324,399
Community Services	1,904,569	2,094,569	2,262,769	2,397,569
Public Safety - Police <sup>(c)</sup>	420,834	438,534	723,834	981,034
Public Safety - Fire	661	361	61	61
Public Safety - Fire (Heart Monitors)	-	-	-	-
Community & Economic Development - WestWorld	143,300	163,300	183,300	203,300
Community & Economic Development - AIPP	-	-	-	-
Public Works - AIPP	-	-	-	-
Public Works - SW Gas Franchise Agreement	53,840	53,840	53,840	53,840
<b>Total Ending Fund Balance</b>	<b>7,794,716</b>	<b>8,817,516</b>	<b>10,155,716</b>	<b>11,461,016</b>

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

<sup>(b)</sup> Reflects the liability for the CVB contract stated on a CAFR versus Budget basis.

<sup>(c)</sup> Negative balances result of a timing issue on Racketeer Influenced and Corrupt Organizations (RICO) reimbursements.

**Fund Purpose**

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

**Special Programs Revenues**

Revenues received in the Special Programs Fund consist of various Fines, Fees, Forfeitures and Permits; Racketeering Influenced Corrupt Organization (RICO) revenue, Contributions/Donations; and Other Revenues. The revenues by program area are detailed in the following sections.

**City Court**

City Court Revenue originates from three sources: Court Enhancement, Judicial Collections Enhancement Fund (JCEF) and Fill-the-Gap (FTG). The Court Enhancement is established by Scottsdale City Ordinance 2570 section 9-7.2 and provides funding to enhance the technological, operational, and security facilities of the Court. JCEF and FTG were established by Arizona Revised Statutes (ARS) 12-116 (A) (B) and Senate Bill (SB) 1013, which provide funding for maintaining and enhancing the Court's ability to collect and manage monies. The FY 2014/15 budget for restricted City Court Revenue is \$2.3 million, which is \$0.6 million more than the FY 2013/14 adopted budget. This is due to the Court Enhancement fee increasing from \$15 to \$30 as part of the FY 2014/15 rates and fees changes approved by City Council.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	2.3	2.3 *
2013/14	1.7	1.7 *
2012/13	1.6	1.7
2011/12	1.7	1.8
2010/11	1.1	1.1

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

Downtown Cultural Trust Revenue - This account holds funds generated from donations and contributions from private development as outlined in the City's art in private development ordinance (Section 5.083). The FY 2014/15 budget for this revenue source is \$0.1 million.

Community Arts Trust Revenue - This account hold funds that are generated by the lease agreement with the Scottsdale Artists' School at Loloma. The FY 2014/15 budget for this revenue source is \$0.1 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.2	0.2 *
2013/14	0.2	0.2 *
2012/13	0.2	0.1
2011/12	0.2	0.2
2010/11	0.2	-

**Operation Fix It (CED)**

The city receives donations from individuals and businesses to be used for the maintenance, repair, and improvement to residential properties located within the City of Scottsdale. In FY 2014/15 the estimated amount of donations will be \$12,000.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	12,000	12,000 *
2013/14	75,000	75,000 *
2012/13	-	21,650
2011/12	-	-
2010/11	-	-

**Community Services**

Community Services special revenues include donations, contributions, user fees and charges that are restricted to specific uses per the revenue source. Restricted uses of special revenue include library and human services, enhancing parks, youth sports field and pool sponsored team allocations, Handlebar Helpers, Silverado Golf Surcharge, Charros/Giants for capital improvement, providing memorials, special events, funding community support agencies (Scottsdale Cares), and maintaining and operating the train, carousel, and park facilities at the McCormick-Stillman Railroad Park. FY 2014/15 special revenues are forecast at \$2.6 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	2.6	2.6 *
2013/14	2.5	2.5 *
2012/13	2.9	2.4
2011/12	2.2	3.0
2010/11	1.7	2.1

**Public Safety - Police**

Revenue estimated through restricted revenue sources for FY 2014/15 is \$3.1 million, a decrease of \$2.6 million from the previous fiscal year. The decrease is primarily attributed to the decrease in anticipated Racketeering Influenced Corrupt Organization (RICO) funds from Federal Forfeitures. Police revenue is generated from the following seven sources: 1) Racketeering Influenced Corrupt Organization (RICO) funds, which are strictly regulated for law enforcement purposes only; 2) Forensic Services Intergovernmental Agreements (IGA) with communities neighboring Scottsdale for full cost recovery of services provided at the crime laboratory; 3) donations made specifically for the Mounted Unit and Family Advocacy Center, as well as general donations to the Police Department that includes the Canine Unit; 4) drug conviction assessments, for the purpose of crime laboratory analysis; 5) Police 30-Day Tow Program that enforces and enhances the State Statute related to suspended driver's licenses, driving under the influence offenses, and driving without insurance; 6) Officer Safety Equipment established by Senate Bill 1398 that imposes a \$13 assessment, (\$4 to the investigating/arresting agency) on all criminal charges, civil traffic and parking charges to purchase additional safety equipment for officers; and 7) Second Hand and Pawn Transaction Fee established by Ordinance 3966 in May 2012 that requires electronically processed pawn tickets and related fees that will be used to recover costs related the administration of the program.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	3.1	3.1 *
2013/14	5.7	5.7 *
2012/13	6.1	4.2
2011/12	2.8	3.0
2010/11	3.6	1.9

**Public Safety – Fire**

Fire Revenue includes donations and contributions that are to be used for the specific purpose indicated by the donors. Categories include public education support, equipment acquisition, and fire station enhancements. The FY 2014/15 budget for this restricted revenue source is \$500.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	500	500 *
2013/14	300	300 *
2012/13	400	781
2011/12	400	925
2010/11	500	395

**Economic Development Contributions**

Economic Development receives donated funds to be used for marketing, promotion, events and other activities which support economic development including business attraction, retention and expansion. Approved by Council on March 4th, 2014 with the passage of Resolution 9670, the FY 2014/15 revenues are budgeted at \$20,000.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	20,000	20,000 *
2013/14	-	- *
2012/13	-	-
2011/12	-	-
2010/11	-	-

**Economic Development - MPC Debt McDowell Mtn Golf**

The city receives the greater of 4 percent or 140,000 per year, based on gross sales at the McDowell Mtn Golf Course which is restricted to repay the city for its investment in the clubhouse at the golf course.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.1	0.1 *
2013/14	-	0.1 *
2012/13	-	-
2011/12	-	-
2010/11	-	-

**Community & Economic Development – WestWorld**

WestWorld Special Revenue reflects revenues from Bureau of Reclamation for Sanctuary Golf Course reimbursements and Tournament Players Club reimbursements to be used for specific projects. The FY 2014/15 budget for this restricted revenue source is \$0.2 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	216,300	216,300 *
2013/14	440,000	300,000 *
2012/13	500,000	237,000
2011/12	1,200,000	60,496
2010/11	200,000	10,000

**Public Works - Gas Franchise**

The city receives annual payments from Southwest Gas Corp. for a Gas Franchise Agreement allowing for the use of city right of ways. These payments are used to offset costs associated with maintaining various city right of ways.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.3	0.3 *
2013/14	0.4	0.3 *
2012/13	0.3	0.3
2011/12	-	-
2010/11	-	-

**Transfers-In**

Transfers in to the Special Programs Fund represent support for specific programs from the General Fund. The FY 2014/15 budget includes a transfer in of \$60,000 which consists of \$50,000 for the General Fund match for WestWorld Bureau of Reclamation funded projects, as well as \$10,000 for the preservation and maintenance of properties on Scottsdale's Historic Register.

**Special Programs Fund Expenditures**

The expenditures by Program area are as follows:

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

Prior to July 2010 the use of bed tax was restricted for tourism and hospitality purposes and to pay for contracts to increase tourism and pay debt service for destination attractions. Beginning in July 2010 the use of this tax is strictly used for destination marketing purposes. During FY 2012/13 this budget was moved to a new fund to provide more transparent reporting of tourism related expenditures. Please see the Tourism Development Fund section located after the Special Programs Fund section.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	-	- *
2013/14	-	- *
2012/13	6.7	-
2011/12	6.1	6.7
2010/11	5.0	6.3

**City Court**

City Court expenditure budget for FY 2014/15 is approximately \$1.9 million and includes the following specific uses: 1) Enhancements to the Court's technological, operational, and security facilities, as allowed under the Court Enhancement established by Scottsdale City Ordinance 2570 section 9-7.2.; 2) Additional expenditures, as allowed by Judicial Collections Enhancement Fund (JCEF) and Fill-the-Gap (FTG) established by Arizona Revised Statutes (ARS) 12-116 (A) (B) and Senate Bill (SB) 1013, for the maintenance and enhancement of the Court's ability to collect and manage monies; 3) Finally, beginning in FY 2014/15 the City Court will begin accepting jury donations with proceeds to be spent on services to enhance the experience of citizens serving on juries.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.9	1.9 *
2013/14	2.0	2.1 *
2012/13	1.9	1.8
2011/12	2.0	1.9
2010/11	1.4	1.3

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

The adopted budget for FY 2014/15 Downtown Cultural/Community Arts Expenditures special programs is \$0.2 million and will support the arts and special events in the downtown.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.2	0.2 *
2013/14	0.2	0.2 *
2012/13	0.2	-
2011/12	0.2	-
2010/11	0.2	-



**Public Safety – Police**

Police expenditures budget for FY 2014/15 is \$1.6 million and includes the following specific uses: 1) Law enforcement enhancements through the use of Racketeering Influenced Corrupt Organization (RICO) funds; 2) Expenses incurred by the city for Crime Laboratory Services provided to surrounding communities. The city recovers the full cost of the crime laboratory service through Forensic Services Intergovernmental Agreements (IGA's); 3) Crime laboratory analysis as outlined in drug conviction assessments; 4) Veterinary costs, specific training, education and supplies as specified by the donor for the Mounted Unit, Canine Unit, School Resource Education and Family Advocacy Center; 5) Administrative costs including transportation, associated with administering the 30-Day Tow Program that enforces ARS §28-3511; 6) Equipment that enhances officer's safety while on duty; and 7) cost recovery for administration and enforcement of City Ordinance 3966 (Second Hand and Pawn Transaction Fees). Costs associated with administering the 30-Day Tow Program for the enforcement of the State Statute relating to suspended driver's licenses, driving under the influence offenses, and driving without insurance.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.6	1.6 *
2013/14	1.5	1.7 *
2012/13	1.8	1.5
2011/12	1.6	1.4
2010/11	1.9	1.4

**Community Services**

Community Services expenditures budget for FY 2014/15 is \$2.7 million. Expenditures include youth sports field and pool maintenance, Silverado golf course maintenance and improvements, Charros/Giants for capital improvements, Handlebar Helpers program, special events, providing memorials, funding community support agencies (Scottsdale Cares), and maintaining and operating the train, carousel, and park facilities at the McCormick-Stillman Railroad Park.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	2.7	2.7 *
2013/14	2.7	2.7 *
2012/13	2.7	2.1
2011/12	2.3	2.3
2010/11	2.3	1.9

**Community & Economic Development**

Community and Economic Development expenditures relate to the preservation and maintenance of properties on Scottsdale's Historic Register and to fund neighborhood preservation and the Operation Fix It program. The FY 2014/15 adopted budget is \$105,807. This funding includes resources available for the city's Preservation Rehabilitation and Historic Preservation special programs.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	105,807	105,807 *
2013/14	135,000	135,000 *
2012/13	60,000	25,825
2011/12	152,797	5,938
2010/11	125,000	21,459

**Community & Economic Development – Contributions**

Economic Development receives donated funds to be used for marketing, promotion, events and other activities which support economic development including business attraction, retention and expansion. Approved by Council on March 4th, 2014 with the passage of Resolution No. 9670, the FY 2014/15 expenses are budgeted at \$20,000.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	20,000	20,000 *
2013/14	-	- *
2012/13	-	-
2011/12	-	-
2010/11	-	-

**Public Safety – Fire**

Fire expenditures include public education support, equipment acquisition, and fire station enhancements. The FY 2014/15 adopted budget is \$2,300.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	2,300	2,300 *
2013/14	300	300 *
2012/13	1,495	-
2011/12	6,900	6,281
2010/11	-	-

**Community & Economic Development – WestWorld**

WestWorld expenditure budget for FY 2014/15 is \$0.3 million. Expenditures made from this fund are to be used for projects related to maintaining and preserving the assets at the McDowell Mountain and Tournament Players Club golf courses. Emergency issues that arise can also be funded. Approval must be obtained from the Bureau of Reclamation prior to any funds being used.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	280,000	280,000 *
2013/14	350,000	350,000 *
2012/13	500,000	50,000
2011/12	1,200,000	10,496
2010/11	200,000	10,000

**Community & Economic Development – AIPP**

Art In Public Places (AIPP) supports vendors and exhibits of Public Art. The \$0.4 million budget represents the former program for AIPP that Community & Economic Development will administer until funds are depleted. Effective FY 2012/13 a new Art in Public Places (AIPP) operating project was created in the Public Works Division and then subsequently moved to the Capital Improvement Plan.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.4	0.4 *
2013/14	0.5	0.5 *
2012/13	0.5	0.4
2011/12	-	-
2010/11	-	-

**Public Works - Gas Franchise**

The city receives annual payments from Southwest Gas Corp. for a Gas Franchise Agreement allowing for the use of city right of ways. These payments are used to offset costs associated with maintaining various city right of ways.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.3	0.3 *
2013/14	0.3	0.3 *
2012/13	0.3	0.3
2011/12	-	-
2010/11	-	-

**Transfers-Out**

Transfers-out are the authorized movement of cash or other resources to fund programs in the General Fund supported by Special Programs (Police 30-Day Tow) or to fund debt service and/or capital projects. The FY 2014/15 budget for transfers out of \$1.1 million consists of \$0.6 million to the Capital Improvement Fund for Police and RICO projects; \$0.4 million goes to the General Fund Police for the 30-Day Tow program support; \$0.1 million to MPC for debt service related to McDowell Mountain Golf Course.

**Special Programs Fund Balance**

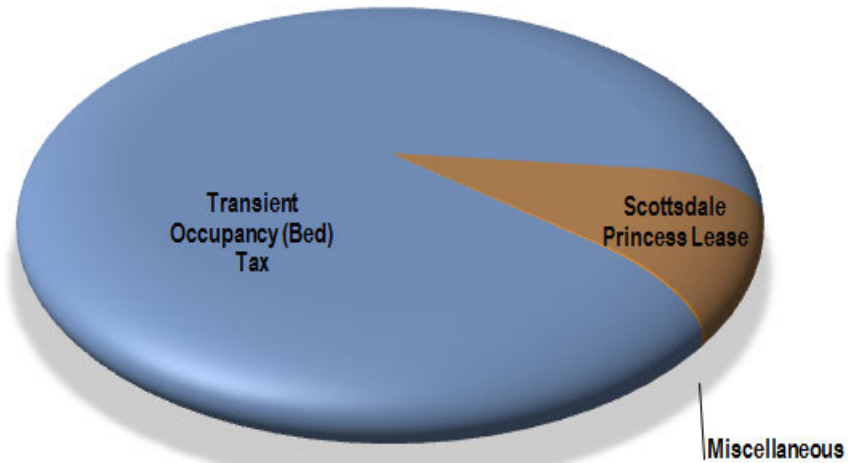
Special Programs ending fund balance of \$6.8 million for FY 2014/15 represents the following individual ending fund balances: \$3.8 million for City Court, \$0.4 million for Downtown Cultural/Community Arts (CED), \$0.2 million for Public Safety - Police, \$1.6 million for Community Services, \$0.7 million for Community & Economic Development, and \$0.1 million for Public Works - Southwest Gas Franchise Capital Program.

**Fund Purpose**

The Tourism Development Fund is a special revenue fund created to account for transient lodging (bed) tax revenues, Princess Hotel lease payments and other related miscellaneous revenues all of which are to be used for tourism related activities and General Fund support. Ordinance No. 4018, approved by Scottsdale City Council in May 2012, identifies the authorized expenditures to be made from this fund. This fund became active after the start of FY 2012/13.

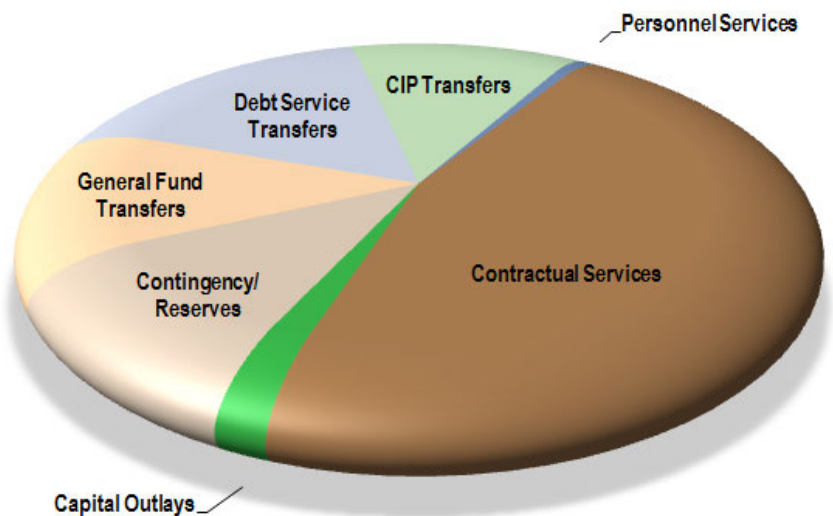
Tourism Development Fund Sources (in millions)

Transient Occupancy (Bed) Tax	\$ 15.8	91%
Scottsdale Princess Lease	1.6	9%
Miscellaneous	0.0	0%
<b>Total Revenue</b>	<b>\$ 17.4</b>	
Transfers In	-	0%
<b>Total Sources</b>	<b>\$ 17.4</b>	



Tourism Development Fund Uses (in millions)

Personnel Services	\$ 0.2	1%
Contractual Services	10.3	46%
Commodities	0.0	0%
Capital Outlays	0.4	2%
Contingency/Reserves	2.5	11%
<b>Adopted Budget</b>	<b>\$ 13.4</b>	
Transfers Out		
General Fund Transfers	2.7	12%
Debt Service Transfers	3.6	16%
CIP Transfers	2.7	12%
<b>Total Uses</b>	<b>\$ 22.3</b>	



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

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance <sup>(a)</sup></b>				
Operating Contingency	-	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	-	4,372,180	4,391,540	5,119,146
<b>Total Beginning Fund Balance</b>	-	<b>6,872,180</b>	<b>6,891,540</b>	<b>7,619,146</b>
<b>Revenues</b>				
Bed Tax	13,851,417	13,989,000	13,989,000	15,794,000
Hospitality Trolley	81,007	85,000	85,000	-
Scottsdale Fairmont-Princess Hotel	1,439,195	1,600,000	1,600,000	1,600,000
Miscellaneous Revenue	-	-	-	20,500
<b>Subtotal</b>	<b>15,371,619</b>	<b>15,674,000</b>	<b>15,674,000</b>	<b>17,414,500</b>
<b>Transfers In</b>				
General Fund	3,105,767	-	-	-
<b>Subtotal</b>	<b>3,105,767</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>18,477,386</b>	<b>15,674,000</b>	<b>15,674,000</b>	<b>17,414,500</b>
<b>Expenditures</b>				
<b>Division</b>				
Community & Economic Development				
Marketing - SCVB	6,925,708	6,994,500	6,994,500	7,897,000
Events & Event Development	1,024,569	1,200,000	700,000	1,795,000
Hospitality Trolley	168,482	180,000	180,000	180,000
Administration and Research	372,168	495,989	499,694	495,655
Mayor and City Council	-	-	-	75,000
Capital - Undesignated	-	500,000	500,000	425,000
Citywide Pay Program	-	4,011	-	4,345
Citywide Pay Program Tail	-	-	-	-
<b>Subtotal</b>	<b>8,490,927</b>	<b>9,374,500</b>	<b>8,874,194</b>	<b>10,872,000</b>
<b>TOTAL OPERATING BUDGET</b>	<b>8,490,927</b>	<b>9,374,500</b>	<b>8,874,194</b>	<b>10,872,000</b>
<b>Transfers Out</b>				
General Fund	1,906,416	3,548,000	3,548,000	2,650,000
Debt Service Fund	1,188,503	2,402,739	1,994,200	3,600,000
CIP - Tourism Projects	-	150,000	530,000	2,650,300
<b>Subtotal</b>	<b>3,094,919</b>	<b>6,100,739</b>	<b>6,072,200</b>	<b>8,900,300</b>
<b>Total Uses</b>	<b>11,585,846</b>	<b>15,475,239</b>	<b>14,946,394</b>	<b>19,772,300</b>
<b>Sources Over / (Under) Uses</b>	<b>6,891,540</b>	<b>198,761</b>	<b>727,606</b>	<b>(2,357,800)</b>
<b>Ending Fund Balance</b>				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	4,391,540	4,570,941	5,119,146	2,761,346
<b>Total Ending Fund Balance</b>	<b>6,891,540</b>	<b>7,070,941</b>	<b>7,619,146</b>	<b>5,261,346</b>

(a) This was a new fund beginning in FY 2012/13.



	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	2,761,346	5,147,246	7,945,746	11,176,746
<b>Total Beginning Fund Balance</b>	<b>5,261,346</b>	<b>7,647,246</b>	<b>10,445,746</b>	<b>13,676,746</b>
<b>Revenues</b>				
Bed Tax	16,491,000	17,316,000	18,181,000	19,091,000
Hospitality Trolley	-	-	-	-
Scottsdale Fairmont-Princess Hotel	1,600,000	1,600,000	1,600,000	1,600,000
Miscellaneous Revenue	20,500	20,500	20,500	20,500
<b>Subtotal</b>	<b>18,111,500</b>	<b>18,936,500</b>	<b>19,801,500</b>	<b>20,711,500</b>
<b>Transfers In</b>				
General Fund	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>18,111,500</b>	<b>18,936,500</b>	<b>19,801,500</b>	<b>20,711,500</b>
<b>Expenditures</b>				
<b>Division</b>				
Community & Economic Development				
Marketing - SCVB	8,245,500	8,658,000	9,090,500	9,545,500
Events & Event Development	1,200,000	1,200,000	1,200,000	1,200,000
Hospitality Trolley	180,000	180,000	180,000	180,000
Administration and Research	492,200	488,600	486,200	483,700
Mayor and City Council	-	-	-	-
Capital - Undesignated	500,000	500,000	500,000	500,000
Citywide Pay Program	4,500	4,800	4,800	4,900
Citywide Pay Program Tail	3,300	6,600	9,000	11,400
<b>Subtotal</b>	<b>10,625,500</b>	<b>11,038,000</b>	<b>11,470,500</b>	<b>11,925,500</b>
<b>TOTAL OPERATING BUDGET</b>	<b>10,625,500</b>	<b>11,038,000</b>	<b>11,470,500</b>	<b>11,925,500</b>
<b>Transfers Out</b>				
General Fund	1,500,000	1,500,000	1,500,000	1,500,000
Debt Service Fund	3,600,000	3,600,000	3,600,000	3,600,000
CIP - Tourism Projects	100	-	-	-
<b>Subtotal</b>	<b>5,100,100</b>	<b>5,100,000</b>	<b>5,100,000</b>	<b>5,100,000</b>
<b>Total Uses</b>	<b>15,725,600</b>	<b>16,138,000</b>	<b>16,570,500</b>	<b>17,025,500</b>
<b>Sources Over / (Under) Uses</b>	<b>2,385,900</b>	<b>2,798,500</b>	<b>3,231,000</b>	<b>3,686,000</b>
<b>Ending Fund Balance</b>				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	5,147,246	7,945,746	11,176,746	14,862,746
<b>Total Ending Fund Balance</b>	<b>7,647,246</b>	<b>10,445,746</b>	<b>13,676,746</b>	<b>17,362,746</b>

**Tourism Development Fund Revenues**

There are two main revenue sources for the Tourism Development Fund: Transient Occupancy (Bed) Tax and lease revenue from the Scottsdale Fairmont-Princess Hotel. Additionally there is miscellaneous revenue related to tourism activities. More specific information on these revenues is detailed below.

**Transient Occupancy (Bed) Tax**

Transient Occupancy ("Bed") Tax reflects a voter approved Transient Occupancy Tax of 5 percent on hotel and motel room rentals in addition to the sales tax. Prior to FY 2012/13 Bed Tax revenue was accounted for in the General Fund.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	15.8	15.8 *
2013/14	14.0	14.0 *
2012/13	-	13.9
2011/12	-	-
2010/11	-	-

**Scottsdale Fairmont - Princess Hotel Lease**

The Fairmont Scottsdale Princess Hotel has a ground lease agreement with the City of Scottsdale. During the current period of the lease, the Princess Hotel shall pay a rate of 1.25 percent of all hotel gross sales at or above \$75 million in addition to a set amount of \$1.5 million annually.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.6	1.6 *
2013/14	1.6	1.6 *
2012/13	-	1.4
2011/12	-	-
2010/11	-	-

**Hospitality Trolley Donations**

This revenue comes from businesses who participate in the Hospitality Trolley route. In exchange for payment, advertising is available on the trolleys. Prior to FY 2012/13 this revenue was captured in the General Fund as part of Charges for Services- Miscellaneous Revenue. Starting in FY 2014/15 this revenue source will be less than in historical periods and will be tracked as a miscellaneous revenue.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	-	- *
2013/14	0.1	0.1 *
2012/13	-	0.1
2011/12	-	-
2010/11	-	-

**Miscellaneous Revenue**

Miscellaneous Revenue includes various revenues the city receives in the Tourism Development Fund during any given year that are not attributable to one of the specific revenue categories previously noted. The FY 2014/15 miscellaneous revenue is budgeted at \$20,500.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	20,500	20,500 *
2013/14	-	- *
2012/13	-	-
2011/12	-	-
2010/11	-	-

**Tourism Development Fund Expenditures**

Tourism Development Fund expenditures are presented by four major expenditure categories: personnel services, contractual services, commodities, and capital outlay. In addition, there are also transfers-out to other funds.

**Personnel Services**

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The adopted FY 2014/15 personnel services budget of \$0.2 million is unchanged from the FY 2013/14 year-end forecast.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.2	0.2 *
2013/14	0.2	0.2 *
2012/13	-	0.2
2011/12	-	-
2010/11	-	-

**Contractual Services**

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The adopted FY 2014/15 contractual services budget of \$10.3 million is an increase of \$3.3 million, or 47 percent from the FY 2013/14 year-end budget. Of this budgeted amount, \$7.9 million is for the Destination Marketing Contract with the Scottsdale Convention and Visitors Bureau, which is an increase of \$0.9 million from the FY 2013/14 year-end forecast. The amount of this contract is equal to 50 percent of the annual bed tax receipts.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	10.3	10.3 *
2013/14	7.0	7.0 *
2012/13	-	6.7
2011/12	-	-
2010/11	-	-

**Capital Outlay**

Capital Outlays are typically one-time expenses and include the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment, as well as operating projects. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. The FY 2014/15 adopted budget includes an allowance of \$0.4 million in the event that capital purchases arise over the course of the fiscal year.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.4	0.4 *
2013/14	0.5	0.5 *
2012/13	-	-
2011/12	-	-
2010/11	-	-

**Transfers-Out**

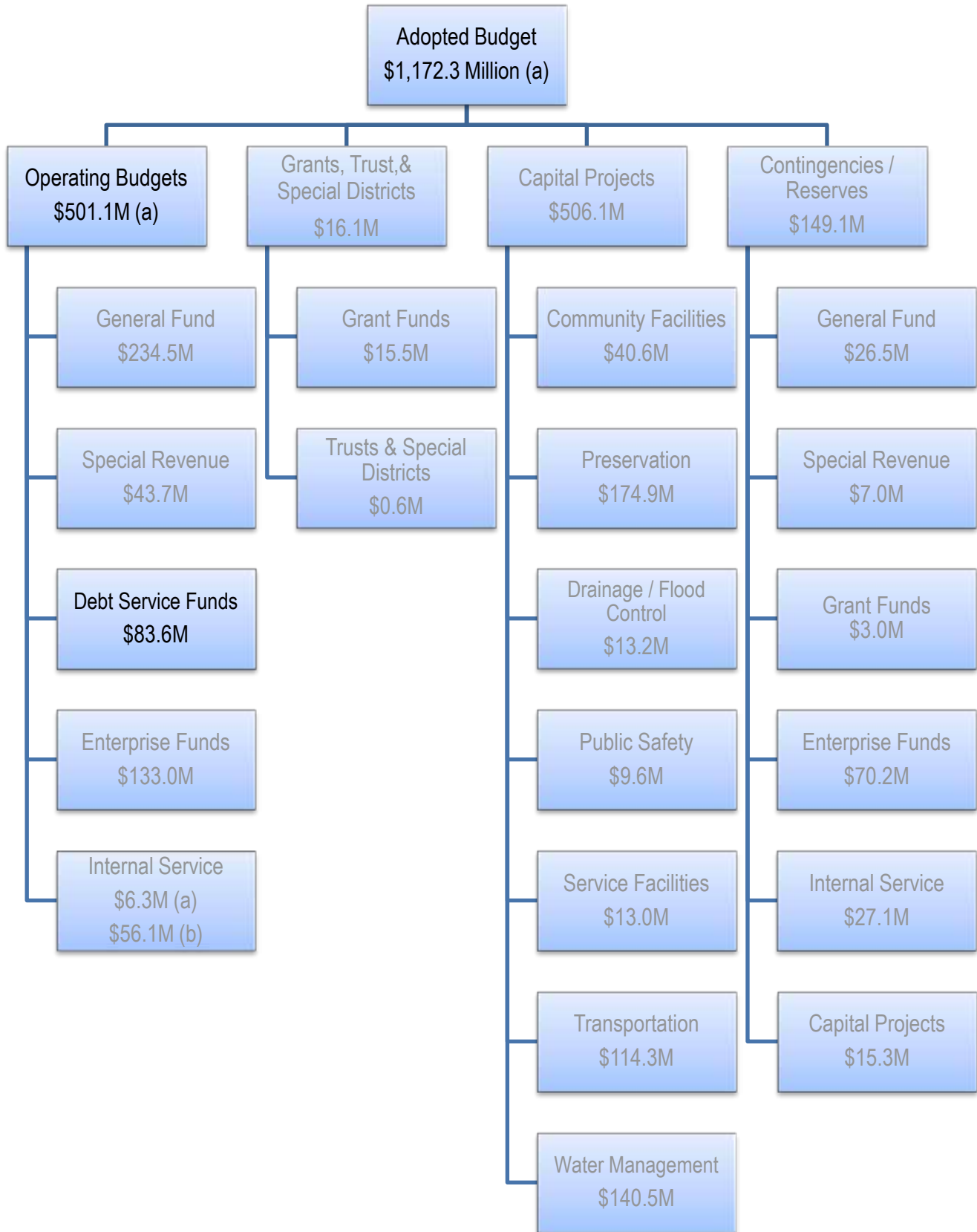
Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2014/15 budget includes \$8.9 million in transfers-out. 1) \$1.5 million is a transfer to the General Fund for bed tax support. 2) \$1.2 million is a transfer to the General Fund for the establishment of the Tournament Players Club debt service reserve in FY 2015/16. (The reserve is being held in the General Fund as Federal Internal Revenue Service regulations state that tax-exempt debt service funds should not carry a significant fund balance from year to year.) 3) \$3.6 million is a transfer to the Debt Service Fund to cover debt expenses related to tourism funded projects. 4) \$2.7 million is a transfer to the CIP fund to fund tourism projects.

**Tourism Development Fund Balance**

The adopted FY 2014/15 Tourism Development Fund ending fund balance is \$5.3 million.



FY 2014/15 Adopted Budget



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$49.8M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$49.8M





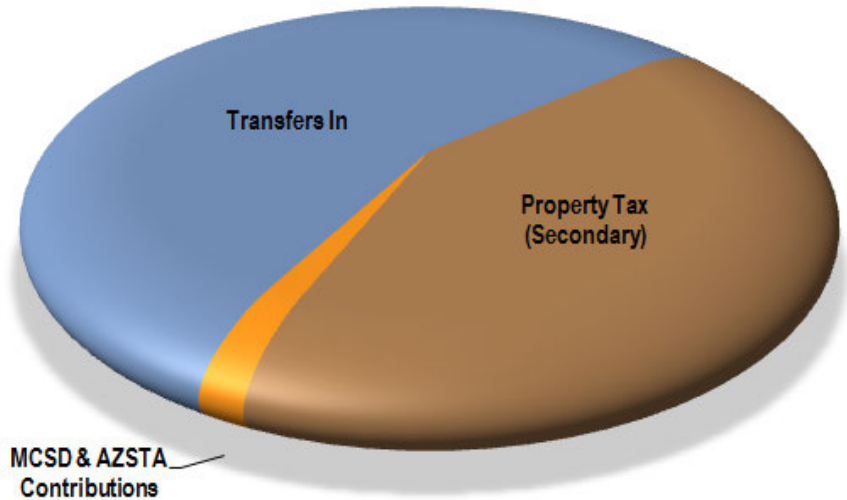
FY 2014/15 Adopted Budget

**Fund Purpose**

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

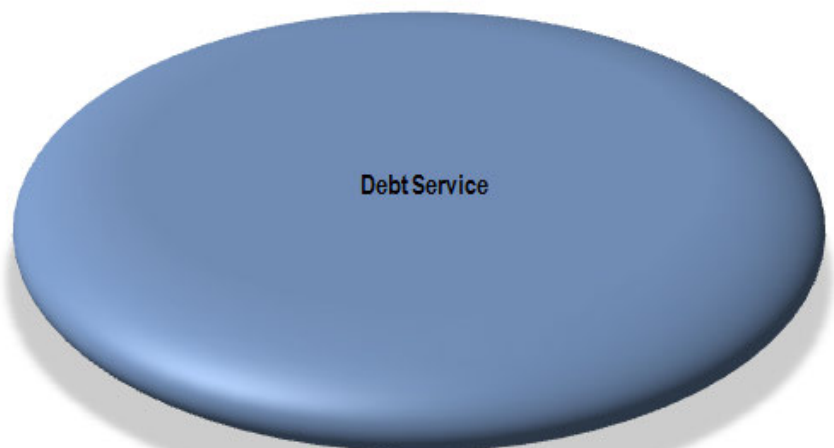
**Debt Service Fund Sources (in millions)**

Property Tax (Secondary)	\$	35.6	42%
MCS D & AZSTA Contributions		1.5	2%
<b>Total Revenue</b>	\$	<b>37.0</b>	
Transfers In		46.7	56%
<b>Total Sources</b>	\$	<b>83.7</b>	



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

Personnel Services	\$	-	0%
Contractual Services		-	0%
Commodities		-	0%
Capital Outlay		-	0%
Debt Service		83.6	100%
<b>Adopted Budget</b>	\$	<b>83.6</b>	
Transfers Out			
General Fund Transfers		-	0%
CIP Transfers		-	0%
Other Transfers		-	0%
<b>Total Uses</b>	\$	<b>83.6</b>	



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

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance</b>	<b>15,306,254</b>	<b>15,614,201</b>	<b>20,150,654</b>	<b>16,472,620</b>
<b>Revenues:</b>				
Property Tax (Secondary)	36,163,846	36,712,519	36,711,530	35,567,691
Special Assessments	590,875	-	-	-
MCSD and AZSTA Contributions	1,762,943	1,238,750	1,566,000	1,317,489
Spring Exhibition Surcharge	160,206	145,000	145,000	145,000
Miscellaneous - G.O. Preserve	94,184,911	-	-	-
Miscellaneous - G.O.	6	-	-	-
General Fund - MPC Bonds Bond Premium	654,819	-	-	-
Miscellaneous - MPC	3,044	-	-	-
<b>Subtotal</b>	<b>133,520,650</b>	<b>38,096,269</b>	<b>38,422,530</b>	<b>37,030,180</b>
<b>Cash Transfers In</b>				
Preservation Privilege Tax Fund - G.O. Bonds	21,079,523	24,396,795	22,157,700	24,211,105
Preservation Privilege Tax Fund - Rev Bonds	6,486,383	6,474,913	6,474,913	6,478,073
McDowell Preserve Priv Tax	955,500	-	-	-
General Fund - MPC Bonds	8,570,152	11,878,185	11,751,300	12,284,874
Special Programs (McDowell Golf) Fund - MPC Bonds	-	-	126,878	108,325
Tourism Dev Fund - MPC Bonds	600,000	2,402,739	1,994,200	3,600,000
<b>Subtotal</b>	<b>37,691,558</b>	<b>45,152,632</b>	<b>42,504,991</b>	<b>46,682,377</b>
<b>Total Sources</b>	<b>171,212,208</b>	<b>83,248,901</b>	<b>80,927,521</b>	<b>83,712,557</b>
<b>Expenditures</b>				
<b>Debt Service by Type</b>				
General Obligation Bonds	38,699,329	36,712,520	36,711,530	35,567,691
G.O. Payment to Refunding Bond Agent	90,135,332	-	-	-
Preserve G.O. Bonds	18,277,278	24,396,795	23,386,460	24,211,105
Payment of Corp of Engineers Debt	-	-	2,569,560	-
MCDowell Preserve Priv Tax	955,500	-	-	-
Special Assessment Bonds	766,875	-	-	-
Special Assessment - Series 104	4,844	-	-	-
Preserve Revenue Bonds (SPA)	6,486,383	6,474,913	6,474,913	6,478,073
MPC Bonds	10,793,761	15,871,613	15,463,091	17,310,688
<b>Subtotal</b>	<b>166,119,302</b>	<b>83,455,841</b>	<b>84,605,554</b>	<b>83,567,557</b>
<b>Total Operating Budget</b>	<b>166,119,302</b>	<b>83,455,841</b>	<b>84,605,554</b>	<b>83,567,557</b>
<b>Cash Transfers Out</b>				
Special Assessment	248,507	-	-	-
<b>Subtotal</b>	<b>248,507</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses</b>	<b>166,367,809</b>	<b>83,455,841</b>	<b>84,605,554</b>	<b>83,567,557</b>
<b>Sources Over/(Under) Uses</b>	<b>4,844,399</b>	<b>(206,940)</b>	<b>(3,678,033)</b>	<b>145,000</b>
<b>Ending Fund Balance</b>	<b>20,150,653</b>	<b>15,407,261</b>	<b>16,472,620</b>	<b>16,617,620</b>

	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>	<b>16,617,620</b>	<b>16,762,520</b>	<b>16,907,920</b>	<b>17,052,820</b>
<b>Revenues:</b>				
Property Tax (Secondary)	33,957,000	34,832,200	34,910,400	32,886,100
Special Assessments	-	-	-	-
MCS D and AZSTA Contributions	2,672,900	3,681,400	4,437,400	6,735,400
Spring Exhibition Surcharge	145,000	145,000	145,000	145,000
Miscellaneous - G.O. Preserve	-	-	-	-
Miscellaneous - G.O.	-	-	-	-
General Fund - MPC Bonds Bond Premium	-	-	-	-
Miscellaneous - MPC	-	-	-	-
<b>Subtotal</b>	<b>36,774,900</b>	<b>38,658,200</b>	<b>39,492,800</b>	<b>39,766,500</b>
<b>Cash Transfers In</b>				
Preservation Privilege Tax Fund - G.O. Bonds	28,481,800	27,779,100	29,207,000	29,827,600
Preservation Privilege Tax Fund - Rev Bonds	6,491,000	6,115,700	6,129,800	6,147,200
McDowell Preserve Priv Tax	-	-	-	-
General Fund - MPC Bonds	12,375,100	12,474,300	12,577,100	12,679,600
Special Programs (McDowell Golf) Fund - MPC Bonds	106,300	103,800	106,300	103,600
Tourism Dev Fund - MPC Bonds	3,600,000	3,600,000	3,600,000	3,600,000
<b>Subtotal</b>	<b>51,054,200</b>	<b>50,072,900</b>	<b>51,620,200</b>	<b>52,358,000</b>
<b>Total Sources</b>	<b>87,829,100</b>	<b>88,731,100</b>	<b>91,113,000</b>	<b>92,124,500</b>
<b>Expenditures</b>				
<b>Debt Service by Type</b>				
General Obligation Bonds	33,957,400	34,832,200	34,910,700	32,886,499
G.O. Payment to Refunding Bond Agent	-	-	-	-
Preserve G. O. Bonds	28,481,700	27,778,900	29,206,900	29,827,401
Payment of Corp of Engineers Debt	-	-	-	-
MCDowell Preserve Priv Tax	-	-	-	-
Special Assessment Bonds	-	-	-	-
Special Assessment - Series 104	-	-	-	-
Preserve Revenue Bonds (SPA)	6,491,000	6,115,700	6,129,800	6,147,300
MPC Bonds	18,754,100	19,859,300	20,720,700	23,118,600
<b>Subtotal</b>	<b>87,684,200</b>	<b>88,586,100</b>	<b>90,968,100</b>	<b>91,979,800</b>
<b>Total Operating Budget</b>	<b>87,684,200</b>	<b>88,586,100</b>	<b>90,968,100</b>	<b>91,979,800</b>
<b>Cash Transfers Out</b>				
Special Assessment	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses</b>	<b>87,684,200</b>	<b>88,586,100</b>	<b>90,968,100</b>	<b>91,979,800</b>
<b>Sources Over/(Under) Uses</b>	<b>144,900</b>	<b>145,000</b>	<b>144,900</b>	<b>144,700</b>
<b>Ending Fund Balance</b>	<b>16,762,520</b>	<b>16,907,920</b>	<b>17,052,820</b>	<b>17,197,520</b>

## Debt Service Fund Sources

**Property Tax (Secondary)**

Property Tax (Secondary) represents the portion of the property tax that is limited to pay debt service. While the growth is unlimited, the city's use of this portion of the property tax is restricted by State Statute to solely pay debt service on voter-approved general obligation bonds. The FY 2014/15 revenue of \$35.6 million is a decrease of \$1.1 million from the FY 2013/14 year-end forecast of \$36.7 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	35.6	35.6 *
2013/14	36.7	36.7 *
2012/13	36.7	36.2
2011/12	37.0	36.6
2010/11	37.9	37.5

**Special Assessments - Improvement Districts**

Special Assessment Revenue results from billings to the property owners within an Improvement District. Districts are formed when owners desire improvement to their property, such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the city's budget; however, the debt service is repaid by the property owners through a special assessment on their improved property. Improvement District debt will be permitted only when the full cash value of the property, as reported by the Maricopa County Assessor's Office, to debt ratio (prior to improvements being installed) is a minimum of 3:1 prior to issuance of debt and 5:1 or higher after construction of improvements. Should the full cash value to debt ratio not meet the minimum requirements, property value may be determined by an appraisal paid for by the applicant and administered by the city. In addition, per adopted financial policy, the city's cumulative improvement district debt will not exceed 5 percent of the city's secondary assessed valuation. Bonds issued to finance improvement district projects will not have maturities longer than ten years.

**Special Assessments**

Scottsdale currently allows for improvement districts with special assessments levied on property owners to pay debt associated with improvements. Since debt associated with improvement district has been fully paid effective FY 2012/13, there will be no further assessments levied to collect payments towards debt service for FY 2014/15.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	-	- *
2013/14	-	- *
2012/13	0.8	0.6
2011/12	0.8	0.8
2010/11	0.8	0.7

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

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

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.3	1.3 *
2013/14	1.2	1.6 *
2012/13	0.7	1.8
2011/12	1.1	0.7
2010/11	0.3	-



**Spring Exhibition Surcharge**

Spring Exhibition Surcharge represents the \$1 ticket surcharge assessed on San Francisco Giants spring training games held in Scottsdale. The FY 2014/15 budgeted revenue is \$0.1 million. The surcharge is used to pay for capital projects and debt service related to professional baseball facilities.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.1	0.1 *
2013/14	0.1	0.1 *
2012/13	0.1	0.2
2011/12	0.2	0.2
2010/11	0.1	0.2

**Transfers-In**

Transfers-In are the authorized movement of cash or other resources from other funds, divisions, departments, and/or capital projects. These transfers-in originate from the General Fund, Special Programs Fund, and the Tourism Development Fund for MPC debt service payments (for years prior to FY 2010/11), and the Preservation Privilege Tax Fund for the payment of Preserve general obligation debt service and Preserve revenue bond debt service. Total transfers-in for FY 2014/15 equal \$46.7 million, consisting of \$24.2 million from Preservation Privilege Tax Fund-G.O. Bonds, \$6.5 million from Preservation Privilege Tax Fund-Revenue Bonds, \$12.3 million from General Fund-MPC Bonds, \$0.1 million from the Special Programs Fund (McDowell Golf) and \$3.6 million from Tourism Development-MPC Bonds/Bed Tax Funds.

## Debt Service Fund Expenditures by Debt Type

**General Obligation (GO)/Preserve GO**

The GO Bonds represent debt issuances related to capital projects authorized in Bond 1989, Bond 1999, Bond 2000, and Bond 2004 programs. The Preserve GO Bonds represent debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. Preserve debt is repaid by a dedicated 0.20 percent sales tax authorized by voters in 1995 and a 0.15 percent sales tax authorized in 2004. The FY 2014/15 budget totals \$59.8 million, which represents a decrease of approximately \$0.3 million from the FY 2013/14 year-end forecast of \$60.1 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	59.8	59.8 *
2013/14	61.1	60.1 *
2012/13	58.9	147.1
2011/12	57.2	54.8
2010/11	57.5	53.5

**Special Assessment Bonds**

Special Assessment Bonds are issued for property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the City's budget; however, the debt service is repaid by the property owners through a special assessment on their improved property. The last debt service payments occurred in FY 2012/13.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	-	- *
2013/14	-	- *
2012/13	0.8	0.8
2011/12	0.8	0.8
2010/11	0.8	0.8

**Preserve Authority Revenue Bonds**

The Preserve Authority Revenue Bonds represent prior debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. Preserve Authority Revenue debt is repaid by the dedicated 0.20 percent sales tax authorized by voters in 1995 and the 0.15 percent sales tax authorized by voters in 2004. Obligations for FY 2014/15 total \$6.5 million which is unchanged from the FY 2013/14 year-end forecast.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	6.5	6.5 *
2013/14	6.5	6.5 *
2012/13	6.5	6.5
2011/12	6.5	6.5
2010/11	6.7	5.9

**Municipal Property Corporation (MPC) Bonds**

MPC Bonds are issued by the City of Scottsdale Municipal Property Corporation, a nonprofit corporation created by the city in 1967 for the sole purpose of constructing, acquiring and equipping buildings, structures, or improvements on land owned by the city. The debt incurred by the corporation is a city obligation and the repayment of debt is financed by pledged General Fund excise taxes and Tourism Development Fund bed tax receipts. Obligations for FY 2014/15 total \$17.3 million, a \$1.8 million increase over FY 2013/14 year-end forecast due to the full year debt service related to the debt for the bond issuance for the Western Art Museum.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	17.3	17.3 *
2013/14	15.9	15.5 *
2012/13	12.6	10.8
2011/12	9.9	9.3
2010/11	7.9	7.6

**Debt Service Fund Balance**

The Debt Service Fund balance varies primarily due to the timing of debt issuances and related repayment schedules as mentioned above. The FY 2014/15 ending fund balance is approximately \$16.6 million, which is slightly higher than the FY 2013/14 forecasted ending fund balance of \$16.5 million.

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# Budget by Fund

# Debt Service Expense - All Funds

	Budget 2013/14	Estimate 2013/14	Adopted Budget 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Final Payment Date
<b>General Fund</b>								
<u>Contracts Payable &amp; Service Concession Arrangements</u>								
U.S. Corps of Engineers - IBW	\$ 231,166	\$ 2,569,560	\$ -	\$ -	\$ -	\$ -	\$ -	2032
BOR Administration/Westworld	134,010	134,010	140,710	147,746	155,133	162,890	171,034	2033
BOR Administration/TPC	134,010	134,010	140,710	147,746	155,133	162,890	171,034	2035
Hotel Valley Ho	112,038	108,463	112,802	117,314	122,006	126,887	131,962	2019
Total General Fund Contracts Payable	611,224	2,946,043	394,222	412,806	432,272	452,667	474,030	
<u>Leases</u>								
Police/Fire Radio Communication	2,548,679	2,548,679	2,548,679	2,548,679	2,548,679	2,548,679	2,548,679	2020
Total Certificates of Participation and Leases	2,548,679	2,548,679	2,548,679	2,548,679	2,548,679	2,548,679	2,548,679	
<b>T total General Fund</b>	<b>\$ 3,159,903</b>	<b>\$ 5,494,722</b>	<b>\$ 2,942,901</b>	<b>\$ 2,961,485</b>	<b>\$ 2,980,951</b>	<b>\$ 3,001,346</b>	<b>\$ 3,022,709</b>	
<b>Debt Service Funds</b>								
<u>General Obligation Bonds - Property Tax (Secondary) Supported</u>								
1997 G.O. Refunding Bonds	\$ 1,424,250	\$ 1,424,250	\$ -	\$ -	\$ -	\$ -	\$ -	2014
2002 G.O. Refunding Bonds	6,319,500	6,319,500	6,334,250	609,000	-	-	-	2016
2004 G.O. Var. Purpose (\$48M 4/04)	4,419,000	4,419,000	5,694,000	-	-	-	-	2015
2005 G.O. Refunding Bonds (\$8.542M 3/05)	1,601,250	1,601,250	-	-	-	-	-	2014
2005A G.O. Var. Purpose (\$125M 12/05)	10,520,750	10,520,750	10,720,750	11,895,750	12,495,750	12,545,750	12,151,500	2024
2008A G.O. Var. Purpose (\$100M 4/08)	7,612,531	7,612,531	7,828,656	8,400,031	8,750,032	9,041,782	9,173,781	2028
2010 G.O. Var. Purpose (\$50.8 4/10)	3,035,125	3,035,125	3,147,625	3,255,625	3,409,125	3,506,625	3,580,625	2030
2011 G.O. Refunding Bonds	191,900	191,900	191,900	1,601,900	1,601,400	1,617,200	-	2018
2012 G.O. Refunding Bonds	1,579,893	1,579,893	1,641,710	8,186,428	8,567,628	8,191,178	7,972,328	2021
Fiscal Agent Fees and Arbitrage Fees	8,320	8,680	8,800	8,300	7,850	7,850	7,850	
Total General Obligation Bonds	36,712,519	36,712,879	35,567,691	33,957,034	34,831,785	34,910,385	32,886,084	
				\$(8,299)	\$(7,850)			
<u>Preserve General Obligation Bonds - Preserve Sales Tax Supported</u>								
2002 G.O. Refunding Bonds Preserve	360,693	360,693	360,693	3,430,693	1,832,192	1,822,192	1,798,312	2019
2004 G.O. Preserve (\$65.4M 4/04)	2,205,000	2,205,000	-	-	-	-	-	2014
2005 G.O. Refunding Bonds Preserve (\$66.088M 3/05)	5,843,128	5,843,128	7,532,878	7,550,628	7,570,903	7,589,928	7,623,750	2024
2005B G.O. Bonds Preserve (\$20M 12/05)	1,631,619	1,631,619	1,631,619	1,629,119	1,624,119	1,616,619	1,616,819	2024
2008B G.O. Bonds Preserve (\$20M 04/08)	1,327,469	1,327,469	1,334,594	1,339,469	1,340,469	1,338,907	1,334,656	2034
2011 G.O. Bonds Preserve	1,680,150	1,680,150	1,672,050	863,500	1,673,500	1,661,100	1,652,900	2034
2011 G.O. Refunding Bonds Preserve	4,434,050	4,434,050	2,737,750	2,773,350	2,842,850	2,883,250	3,934,050	2024
2012 G.O. Bonds Preserve (\$50M 02/12)	1,601,250	1,601,250	1,601,250	1,601,250	1,601,250	3,001,250	1,573,250	2034
2012 G.O. Refunding Bonds Preserve	1,730,682	1,730,682	1,808,765	1,581,047	1,581,047	1,581,047	1,581,047	2025
2013 G.O. Bonds Preserve (\$75M 02/13)	2,395,200	2,395,200	3,395,200	2,365,200	2,365,200	2,365,200	3,365,200	2034
Fiscal Agent Fees	3,530	1,820	4,550	4,550	4,550	4,550	4,550	
Future G.O. Bond: \$12M issue Mar 2014	1,184,025	175,400	526,200	526,200	526,200	526,200	526,200	2034
Future G.O. Bond: \$100M issue Jan 2015	-	-	1,605,556	4,816,667	4,816,667	4,816,667	4,816,667	2034
Preserve General Obligation Bonds - Preserve Sales Tax Supported	24,396,796	23,386,460	24,211,105	28,481,673	27,778,947	29,206,910	29,827,401	
<u>Scottsdale Preserve Authority Bonds - Preserve Sales Tax Supported</u>								
2004 Scottsdale Preserve Revenue Refunding Bonds	3,462,750	3,462,750	3,473,250	3,480,750	-	-	-	2016
2010 Scottsdale Preserve Revenue Refunding Bonds	1,599,063	1,599,063	1,599,063	1,599,063	4,709,063	4,725,763	4,737,463	2024
2011 Scottsdale Preserve Revenue Refunding Bonds	1,406,600	1,406,600	1,397,500	1,402,800	1,401,800	1,399,200	1,405,000	2022
Fiscal Agent Fees and Arbitrage Fees	6,500	6,500	8,260	8,260	4,760	4,760	4,760	
Total Scottsdale Preserve Authority Bonds	6,474,913	6,474,913	6,478,073	6,490,873	6,115,623	6,129,723	6,147,223	
<u>Municipal Property Corp. (MPC) Bonds - Excise Tax Supported</u>								
2004A MPC SkySong	1,320,150	1,320,150	1,322,650	1,322,400	104,400	1,384,400	1,383,200	2019
2006 MPC Refunding SkySong	1,498,250	1,498,250	1,498,250	1,498,250	2,703,250	1,438,000	1,438,000	2034
2005 MPC Spring Training MCSD and AZSTA funded	1,590,689	1,590,689	1,317,489	2,672,883	3,681,383	4,437,445	6,735,410	2021
2005D MPC WW/TPC Land Acquisition 80-acres (\$46.5M)	1,095,000	1,095,000	1,153,750	1,207,500	131,250	131,250	131,250	2035
2005D MPC WW/TPC Land Acquisition 80-acres Tourism funded	600,000	600,000	600,000	600,000	600,000	600,000	600,000	2035
2006 MPC Refunding WW/TPC Land Acquisition 80-acres	1,274,250	1,274,250	1,274,250	1,274,250	2,379,250	2,419,000	2,459,000	2030
2006A MPC TPC (\$10M)	647,106	647,106	650,106	644,356	646,356	649,356	648,156	2031
2006B MPC WW/TPC Land Acquisition 52- and 17-acres (\$32.5M)	2,372,594	2,372,594	2,380,594	2,375,594	2,404,594	2,418,344	2,434,844	2031
2013A MPC SFS Garage Payoff (\$31M)	2,009,150	2,009,150	2,069,250	2,132,650	2,196,900	2,260,400	2,327,900	2028
2013B MPC McDowell Golf (\$1.625M)	104,675	104,675	108,325	106,325	103,825	106,325	103,575	2033
2013C MPC TNEC (\$41.935M)	1,545,225	1,545,225	1,543,925	1,524,125	1,505,375	1,479,375	1,461,375	2033
2013C MPC TNEC Tourism funded	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	2033
Fiscal Agent Fees and Arbitrage Fees	11,785	11,785	13,285	11,785	16,285	11,785	11,785	
Future Bonds - TNEC (\$1.25M Aug 2014) Excise Tax funded	-	-	85,990	94,672	94,755	94,693	94,481	2034
Future Bonds - TPC (portion of \$14.1M Aug 2014) Excise Tax funded	-	-	175,174	174,654	175,266	172,854	171,335	2034
Future Bonds - TPC (portion of \$14.1M Aug 2014) Tourism (Princess) funded	-	-	900,000	900,000	900,000	900,000	900,000	2034
Future Bonds - Western Art Museum (portion of \$14.0M Mar 2014) Tourism funded	602,739	194,217	900,000	900,000	900,000	900,000	900,000	2034
Future Bonds - Western Art Museum (portion of \$14.0M Mar 2014) Excise Tax funded	-	-	117,650	114,600	116,250	117,450	118,200	2034
<b>Subtotal:</b>	<b>11,773,510</b>	<b>11,751,307</b>	<b>12,284,874</b>	<b>12,374,836</b>	<b>12,473,931</b>	<b>12,576,907</b>	<b>12,679,526</b>	
MPC - General Fund/Excise Tax funded	2,402,739	1,994,217	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	
MPC - Tourism funded	104,675	126,878	108,325	106,325	103,825	106,325	103,575	
MPC - Special Program (McDowell Golf) funded	1,590,689	1,590,689	1,317,489	2,672,883	3,681,383	4,437,445	6,735,410	
<b>Total Municipal Property Corp. Bonds</b>	<b>15,871,613</b>	<b>15,463,091</b>	<b>17,310,688</b>	<b>18,754,044</b>	<b>19,859,139</b>	<b>20,720,677</b>	<b>23,118,511</b>	
<b>T total Debt Service Funds</b>	<b>\$ 83,455,841</b>	<b>\$ 82,037,343</b>	<b>\$ 83,567,557</b>	<b>\$ 87,683,625</b>	<b>\$ 88,585,494</b>	<b>\$ 90,967,695</b>	<b>\$ 91,979,219</b>	

	Budget 2013/14	Estimate 2013/14	Adopted Budget 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Final Payment Date
<b>Water and Sewer Funds</b>								
<u>Water Sewer Revenue Bonds</u>								
2004 Water Sewer Revenue Refunding Bonds	\$ 1,039,100	\$ 1,039,100	\$ 1,043,600	\$ 1,050,000	\$ -	\$ -	\$ -	2016
2008 Water Sewer Revenue Refunding Bonds	3,939,038	3,939,038	3,495,838	3,491,638	4,549,438	4,564,688	4,566,188	2014
Fiscal Agent Fees	850	850	850	850	400	400	400	
Total Water Sewer Revenue Bonds	4,978,988	4,978,988	4,540,288	4,542,488	4,549,838	4,565,088	4,566,588	
<u>Municipal Property Corp. (MPC) Bonds</u>								
2004 MPC Bonds	3,722,250	3,722,250	-	-	-	-	-	2014
2005E MPC Bonds	3,166,500	3,166,500	3,155,250	3,417,750	-	-	-	2016
2006 MPC Refunding Bonds	5,525,500	5,525,500	9,125,500	9,090,500	12,693,250	12,626,500	12,574,250	2030
2008A MPC Bonds	7,571,625	7,571,625	7,569,125	7,584,125	7,565,375	7,589,125	7,577,875	2032
2010 MPC Bonds	3,797,500	3,797,500	3,929,900	4,056,300	4,196,700	4,350,300	4,496,300	2036
Fiscal Agent Fees	10,125	10,125	8,125	8,125	6,825	6,825	6,825	
Future Revenue Bonds - Water/Sewer (\$20M 03/2014)	731,376	312,583	1,332,750	1,333,000	1,332,250	1,330,500	1,332,750	2039
Future Revenue Bonds - Water/Sewer (\$20M 01/2018)						906,375	1,381,250	2041
Fiscal Agent Fees (Future Bonds @ \$1,000/bond)	1,000	1,000	1,000	1,000	2,000	2,000	2,000	
Total MPC Bonds - Water and Sewer Supported	24,525,876	24,107,083	25,121,650	25,490,800	25,796,400	26,811,625	27,371,250	
<b>T total Water and Sewer Funds</b>	<b>\$ 29,504,864</b>	<b>\$ 29,086,071</b>	<b>\$ 29,661,938</b>	<b>\$ 30,033,288</b>	<b>\$ 30,346,238</b>	<b>\$ 31,376,713</b>	<b>\$ 31,937,838</b>	
<b>TOTAL DEBT SERVICE</b>	<b>\$ 116,120,608</b>	<b>\$ 116,618,136</b>	<b>\$ 116,172,396</b>	<b>\$ 120,678,398</b>	<b>\$ 121,912,683</b>	<b>\$ 125,345,754</b>	<b>\$ 126,939,766</b>	



Long-Term Debt Outstanding - All Funds As of 6/30/14 through 6/30/18						
	Balance at 6/30/14	Balance at 6/30/15	Balance at 6/30/16	Balance at 6/30/17	Balance at 6/30/18	Final Payment Date
<b>General Fund</b>						
<u>Contracts Payable &amp; Service Concession Arrangements</u>						
BOR Administration/Westworld	1,439,286	1,359,326	1,279,365	1,199,405	1,119,445	2033
BOR Administration/TPC	1,551,438	1,477,560	1,403,682	1,329,804	1,255,926	2035
Total General Fund Contracts Payable	2,990,724	2,836,886	2,683,047	2,529,209	2,375,371	
<u>Certificates of Participation</u>						
2010 Certificates of Participation - Public Safety Communications	13,913,555	11,762,134	9,546,338	7,264,240	4,913,857	2020
Total Certificates of Participation	13,913,555	11,762,134	9,546,338	7,264,240	4,913,857	
<b>Total General Fund</b>	<b>16,904,279</b>	<b>14,599,020</b>	<b>12,229,385</b>	<b>9,793,449</b>	<b>7,289,228</b>	
<b>Debt Service Funds</b>						
<u>General Obligation Bonds - Property Tax (Secondary) Supported</u>						
2002 G.O. Refunding Bonds	6,585,000	580,000	-	-	-	2016
2004 G.O. Var. Purpose	5,475,000	-	-	-	-	2015
2005A G.O. Var. Purpose	93,750,000	87,250,000	79,250,000	70,250,000	60,750,000	2024
2008A G.O. Var. Purpose	93,575,000	89,900,000	85,525,000	80,625,000	75,225,000	2028
2010 G.O. Var. Purpose Bonds	46,400,000	45,000,000	43,450,000	41,700,000	39,800,000	2030
2011 G.O. Refunding Bonds	4,445,000	4,445,000	3,035,000	1,555,000	-	2018
2012 G.O. Refunding Bonds	38,321,740	38,144,993	31,419,993	24,074,993	16,779,993	2021
Total General Obligation Bonds	288,551,740	265,319,993	242,679,993	218,204,993	192,554,993	
<u>Preserve General Obligation Bonds - Preserve Sales Tax Supported</u>						
2002 G.O. Refunding Bonds-Preserve	8,100,000	8,100,000	5,030,000	3,405,000	1,725,000	2019
2005 G.O. Refunding Bonds-Preserve	63,085,000	58,240,000	53,135,000	47,780,000	42,165,000	2024
2005B G.O. Bonds-Preserve	12,900,000	11,850,000	10,750,000	9,600,000	8,400,000	2024
2008B G.O. Bonds-Preserve	17,075,000	16,500,000	15,900,000	15,275,000	14,625,000	2034
2011 G.O. Bonds-Preserve	20,260,000	19,475,000	19,475,000	18,665,000	17,835,000	2034
2011 G.O. Refunding Bonds-Preserve	25,850,000	24,240,000	22,530,000	20,665,000	18,685,000	2024
2012 G.O. Bonds-Preserve	50,000,000	50,000,000	50,000,000	50,000,000	48,600,000	2034
2012 G.O. Refunding Bonds-Preserve	44,243,260	44,020,007	44,020,007	44,020,007	44,020,007	2025
2013 G.O. Bonds-Preserve	75,000,000	74,000,000	74,000,000	74,000,000	74,000,000	2034
Future G.O. Bonds	11,715,000	108,048,333	108,048,333	108,048,333	108,048,333	2034
Total Preserve General Obligation Bonds	328,228,260	414,473,340	402,888,340	391,458,340	378,103,340	
<u>Scottsdale Preserve Authority Bonds - Preserve Sales Tax Supported</u>						
2004 Scottsdale Preserve Revenue Refunding Bonds	6,465,000	3,315,000	-	-	-	2016
2010 Scottsdale Preserve Revenue Refunding Bonds	32,855,000	32,855,000	32,855,000	29,745,000	26,485,000	2024
2011 Scottsdale Preserve Revenue Refunding Bonds	9,185,000	8,195,000	7,170,000	6,105,000	5,000,000	2022
Total Scottsdale Preserve Authority Bonds	48,505,000	44,365,000	40,025,000	35,850,000	31,485,000	
<u>Municipal Property Corp. (MPC) Bonds - Excise Tax Supported</u>						
2004A MPC SkySong Bonds	4,875,000	3,770,000	2,610,000	2,610,000	1,330,000	2019
2006 MPC Refunding SkySong	29,965,000	29,965,000	29,965,000	28,760,000	28,760,000	2034
2005 MPC Giants Practice Field	23,170,000	22,905,000	21,275,000	18,555,000	14,945,000	2021
2005D MPC WW/TPC Land Acquisition 80-acres	18,200,000	17,275,000	16,250,000	16,250,000	16,250,000	2035
2006 MPC Refunding WW/TPC 80-acres	25,485,000	25,485,000	25,485,000	24,380,000	23,180,000	2030
2006A MPC TPC	7,715,000	7,400,000	7,075,000	6,735,000	6,375,000	2031
2006B MPC WW/TPC Land Acquisition 52- and 17-acres	29,500,000	28,400,000	27,250,000	26,025,000	24,725,000	2031
2013A MPC Garage	25,465,000	24,550,000	23,535,000	22,405,000	21,155,000	2028
2013B MPC McDowell Mnt	1,395,000	1,345,000	1,295,000	1,245,000	1,190,000	2033
2013C MPC TNEC	36,055,000	34,810,000	33,535,000	32,215,000	30,855,000	2033
Future MPC Bonds	26,997,033	27,316,432	26,273,614	25,210,394	24,126,774	2033
Total Municipal Property Corp. Bonds	228,822,033	223,221,432	214,548,614	204,390,394	192,891,774	
<b>Total Debt Service Funds</b>	<b>894,107,033</b>	<b>947,379,765</b>	<b>900,141,947</b>	<b>849,903,727</b>	<b>795,035,107</b>	

**Long-Term Debt Outstanding - All Funds**  
As of 6/30/14 through 6/30/18

	Balance at 6/30/14	Balance at 6/30/15	Balance at 6/30/16	Balance at 6/30/17	Balance at 6/30/18	Final Payment Date
<b>Water and Sewer Funds</b>						
<u>Water Sewer Revenue Bonds</u>						
2004 Water Sewer Revenue Refunding Bonds	1,960,000	1,000,000	-	-	-	2016
2008 Water Sewer Revenue Refunding Bonds	30,315,000	28,335,000	26,280,000	23,085,000	19,715,000	2023
Total Water Sewer Revenue Bonds	<u>32,275,000</u>	<u>29,335,000</u>	<u>26,280,000</u>	<u>23,085,000</u>	<u>19,715,000</u>	
<u>Municipal Property Corp. (MPC) Bonds</u>						
2005E Water & Sewer MPC Bonds	6,105,000	3,255,000	-	-	-	2016
2006 MPC Refunding Water/Sewer MPC Bonds	110,510,000	106,910,000	103,165,000	95,630,000	87,785,000	2030
2008A Water & Sewer MPC Bonds	90,100,000	86,900,000	83,525,000	80,000,000	76,275,000	2032
2010 Water & Sewer MPC Bonds	74,080,000	73,490,000	72,750,000	71,840,000	70,740,000	2036
Future MPC Bonds	26,997,033	31,653,232	30,442,714	29,207,894	27,948,774	2040
Total MPC Bonds - Water and Sewer Supported	<u>307,792,033</u>	<u>302,208,232</u>	<u>289,882,714</u>	<u>276,677,894</u>	<u>262,748,774</u>	
<b>Total Water and Sewer Funds</b>	<u><u>340,067,033</u></u>	<u><u>331,543,232</u></u>	<u><u>316,162,714</u></u>	<u><u>299,762,894</u></u>	<u><u>282,463,774</u></u>	
<b>TOTAL LONG-TERM DEBT OUTSTANDING</b>	<u><u>1,251,078,344</u></u>	<u><u>1,293,522,017</u></u>	<u><u>1,228,534,045</u></u>	<u><u>1,159,460,071</u></u>	<u><u>1,084,788,109</u></u>	

**Sales Tax Agreements**

The City also has the following sales tax agreements, in which the City's payments are contingent upon the sales tax generated on the sites. These agreements are not included in the Long-term Debt Outstanding in accordance with generally accepted accounting principles. However, they are shown on the debt service schedule for purposes of budget expenditure authority and cash flow planning.

Hotel Valley Ho

2020

**COMPUTATION OF LEGAL DEBT MARGINS  
Forecast June 30, 2014**

Net Secondary Assessed Valuation Forecasted as of June 30, 2014	\$ 4,827,850,565
Debt Limit Equal to 20% of Assessed Valuation	965,570,113
General Obligation Bonded Debt Subject to 20% Debt Limit (net of amounts available in Debt Service Funds forecasted for payment on July 1, 2014):	
2002 Refunding	14,685,000
2005 Refunding	63,085,000
2005A	52,500,000
2005B	12,900,000
2008A	93,575,000
2008B	17,075,000
2010	33,800,000
2011	20,260,000
2011 Refunding	30,295,000
2012	50,000,000
2012 Refunding	75,243,260
2013	<u>75,000,000</u>
Net Outstanding Forecasted Bonded Debt Subject to 20% Limit	<u>538,418,260</u> (A)
<b>Forecasted Legal 20% Debt Margin (Available Borrowing Capacity)</b>	<b><u>\$ 427,151,853</u></b> (C)
Debt Limit Equal to 6% of Assessed Valuation	\$ 289,671,034
General Obligation Bonded Debt Subject to 6% Debt Limit (net of amounts available in Debt Service Funds forecasted for payment on July 1, 2014):	
2004	\$ 5,475,000
2005A	41,250,000
2010	12,600,000
2012 Refunding	<u>7,321,740</u>
Net Outstanding Forecasted Bonded Debt Subject to 6% Limit	<u>66,646,740</u> (B)
<b>Forecasted Legal 6% Debt Margin (Available Borrowing Capacity)</b>	<b><u>\$ 223,024,294</u></b> (D)

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

**City of Scottsdale Compliance with State Regulation**

This schedule indicates the secondary assessed valuation of property tax within the City of Scottsdale allows a maximum legal bonding capacity of \$965,570,113 for projects subject to the 20% limitation and \$289,671,034 for projects subject to the 6% limitation.

**Legal Debt Capacity Used**

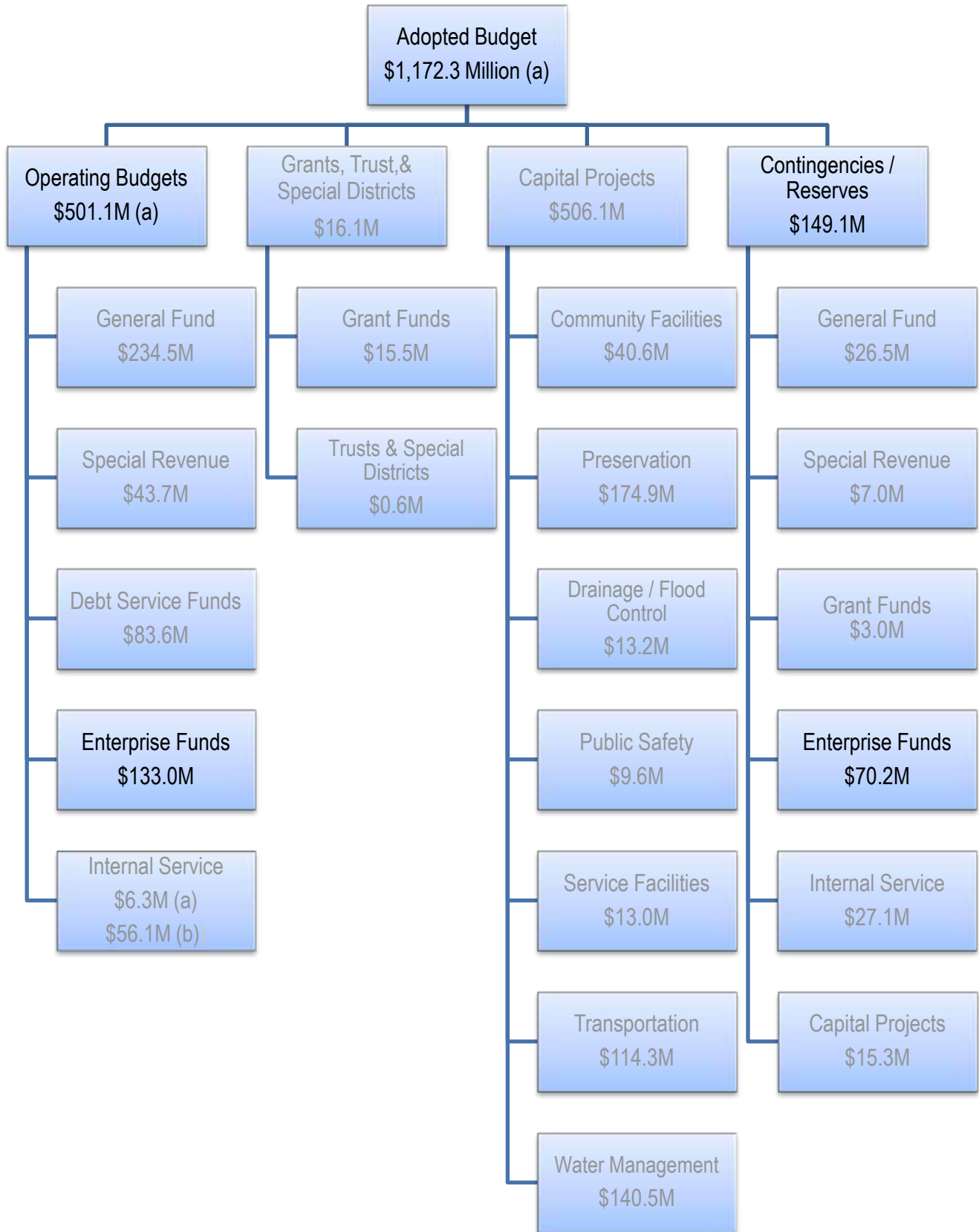
Based on the City's current outstanding general obligation debt, it is forecasted as of June 30, 2014, the City has used (borrowed) the following legal debt capacity by percentage limitation:

- 20% limitation (A) \$538,418,260 or 56%
- 6% limitation (B) \$66,646,740 or 23%

**Legal Capacity Available**

Based on the City's current outstanding general obligation debt, it is forecasted as of June 30, 2014, the City has available (for borrowing) the following legal debt capacity by percentage limitation:

- 20% limitation (C) \$427,151,853 or 44%
- 6% limitation (D) \$223,024,294 or 77%



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$49.8M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$49.8M

**Enterprise Funds Description**

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

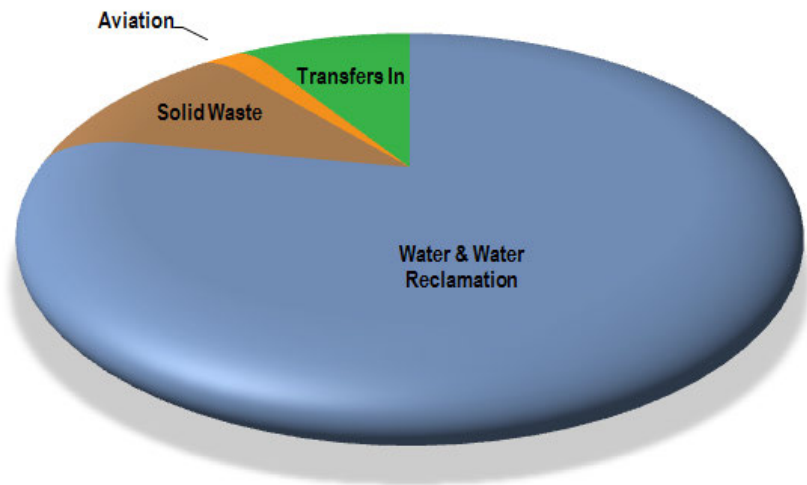
**Overview of User Fees Revenue Policy**

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

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

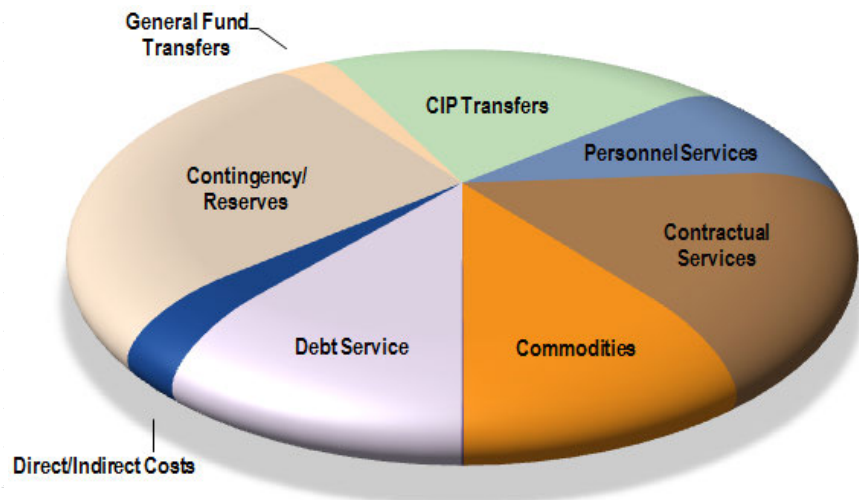
Enterprise Funds Sources (in millions)

Water & Water Reclamation	\$ 142.3	78%
Solid Waste	20.1	11%
Aviation	3.6	2%
<b>Total Revenue</b>	<b>\$ 166.0</b>	
Transfers In	16.4	9%
<b>Total Sources</b>	<b>\$ 182.4</b>	



Enterprise Funds Uses (in millions)

Personnel Services	\$ 26.5	10%
Contractual Services	42.2	16%
Commodities	27.5	10%
Capital Outlays	0.2	0%
Debt Service	29.7	11%
Direct/Indirect Costs	7.0	3%
Contingency/Reserves	70.2	26%
<b>Adopted Budget</b>	<b>\$ 203.2</b>	
Transfers Out		
General Fund Transfers	7.0	3%
CIP Transfers	56.6	21%
<b>Total Uses</b>	<b>\$ 266.8</b>	



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

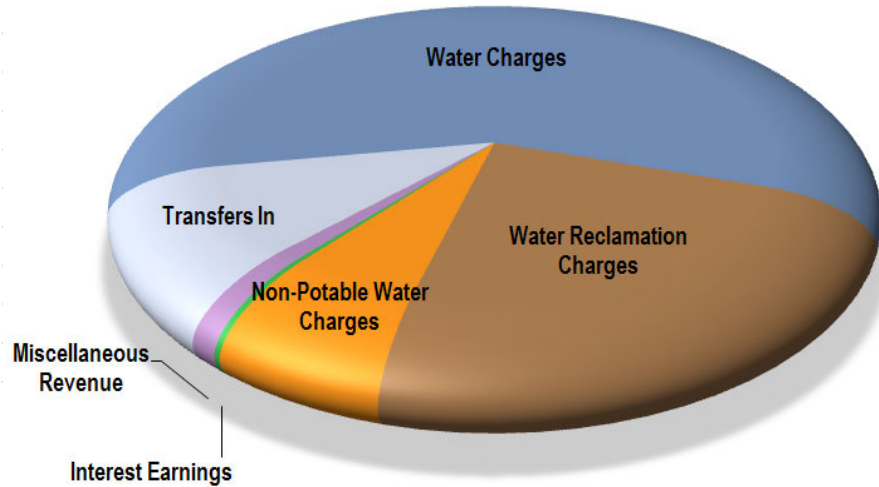


**Fund Purpose**

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

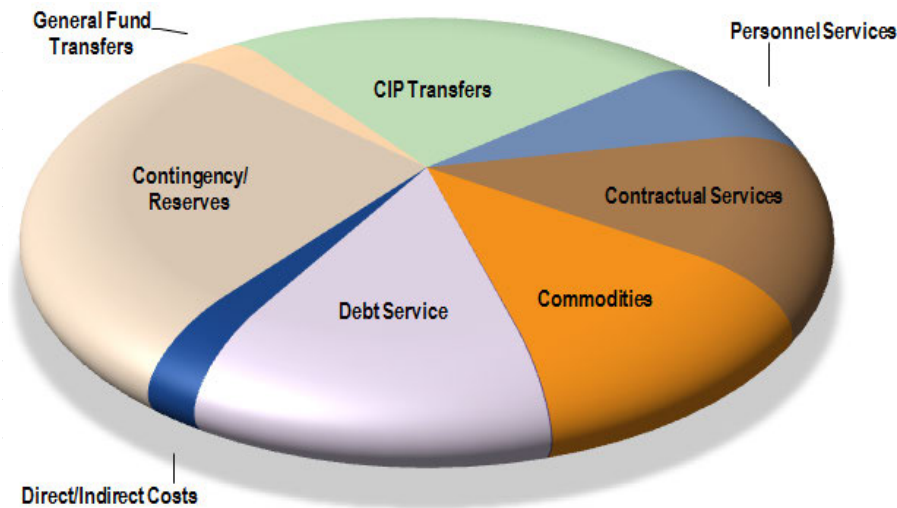
Water & Water Reclamation Funds Sources (in millions)

Water Charges	\$ 91.7	58%
Water Reclamation Charges	37.9	24%
Non-Potable Water Charges	10.4	7%
Interest Earnings	0.4	0%
Miscellaneous Revenue	1.9	1%
<b>Total Revenue</b>	<b>\$ 142.3</b>	
Other Financing	-	
Transfers In	16.0	10%
<b>Total Sources</b>	<b>\$ 158.3</b>	



Water & Water Reclamation Funds Uses (in millions)

Personnel Services	\$ 18.5	8%
Contractual Services	29.8	13%
Commodities	26.6	11%
Capital Outlays	0.1	0%
Debt Service	29.7	13%
Direct/Indirect Costs	4.9	2%
Contingency/ Reserves	62.7	27%
<b>Adopted Budget</b>	<b>\$ 172.3</b>	
Transfers Out		
General Fund Transfers	7.0	3%
CIP Transfers	56.2	24%
<b>Total Uses</b>	<b>\$ 235.4</b>	



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

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance</b>				
Operating Reserve	13,985,918	14,419,498	14,704,848	14,619,076
Repair/Replacement Reserve	33,140,414	33,140,414	36,538,630	36,224,341
Revenue Bond Debt Service Reserve	5,436,075	5,005,663	5,005,663	4,774,026
Special Contractual Funds	5,021,973	4,776,079	5,664,422	6,784,926
Unreserved Fund Balance	7,507,705	-	6,421,627	20,499,746
<b>Total Beginning Fund Balance</b>	<b>65,092,085</b>	<b>57,341,654</b>	<b>68,335,190</b>	<b>82,902,115</b>
<b>Revenues</b>				
Water Charges	90,907,276	91,819,196	90,819,196	91,692,000
Water Reclamation Charges	35,782,797	36,887,303	37,887,303	37,877,000
Non-Potable Water Charges	9,291,153	10,649,421	10,649,421	10,398,600
Interest Earnings	1,018,063	524,682	524,682	435,328
Miscellaneous Revenue	1,865,261	1,210,295	1,210,295	1,882,193
<b>Subtotal</b>	<b>138,864,549</b>	<b>141,090,897</b>	<b>141,090,897</b>	<b>142,285,121</b>
<b>Other Financing Sources</b>				
Bond Proceeds	-	20,000,000	20,000,000	-
<b>Subtotal</b>	<b>-</b>	<b>20,000,000</b>	<b>20,000,000</b>	<b>-</b>
<b>Transfers In</b>				
Development Fees Transfer for Debt Service <sup>1</sup>	15,674,024	15,955,088	15,955,088	15,101,422
Other Transfers	24,815	-	-	-
Reclaimed Water Distribution System/Water	900,000	900,000	900,000	900,000
<b>Subtotal</b>	<b>16,598,839</b>	<b>16,855,088</b>	<b>16,855,088</b>	<b>16,001,422</b>
<b>Total Sources</b>	<b>155,463,388</b>	<b>177,945,985</b>	<b>177,945,985</b>	<b>158,286,543</b>
<b>Expenditures</b>				
<b>Division</b>				
Mayor and City Council	94,118	110,000	110,000	110,000
City Treasurer	1,764,193	2,096,976	2,121,487	2,125,720
Water Resources	62,402,796	69,892,586	70,171,006	72,317,064
Citywide Pay Program Plus Tail	-	298,776	-	474,492
Indirect Cost Allocation	5,486,304	5,009,603	5,009,603	4,864,885
<b>Subtotal</b>	<b>69,747,411</b>	<b>77,407,941</b>	<b>77,412,096</b>	<b>79,892,161</b>
<b>Debt Service</b>				
Revenue Bonds	5,006,512	4,978,137	4,978,988	4,540,288
MPC Bonds	23,708,500	24,526,727	24,525,876	25,121,650
<b>Subtotal</b>	<b>28,715,012</b>	<b>29,504,864</b>	<b>29,504,864</b>	<b>29,661,938</b>
<b>TOTAL OPERATING BUDGET</b>	<b>98,462,423</b>	<b>106,912,805</b>	<b>106,916,960</b>	<b>109,554,099</b>
<b>Transfers Out</b>				
Franchise Fee	6,739,721	7,049,712	7,049,712	6,953,866
CIP Fund (General Capital Projects)	78,800	121,500	121,500	189,500
CIP Fund (Enterprise Capital Projects)	46,939,338	43,159,495	43,159,495	47,163,954
MPC Bond Proceeds To CIP	-	6,131,393	6,131,393	8,800,000
<b>Subtotal</b>	<b>53,757,859</b>	<b>56,462,100</b>	<b>56,462,100</b>	<b>63,107,320</b>
<b>Total Uses</b>	<b>152,220,282</b>	<b>163,374,905</b>	<b>163,379,060</b>	<b>172,661,419</b>
<b>Sources Over/(Under) Uses</b>	<b>3,243,107</b>	<b>14,571,080</b>	<b>14,566,925</b>	<b>(14,374,875)</b>
<b>Ending Fund Balance</b>				
Operating Reserve	14,704,848	14,619,076	14,619,076	14,323,102
Repair/Replacement Reserve	36,538,630	33,471,818	36,224,341	36,988,387
Revenue Bond Debt Service Reserve	5,005,663	4,774,026	4,774,026	4,675,638
Special Contractual Fund Balance	5,664,422	5,179,207	6,784,926	6,739,840
Unreserved Balance	6,421,627	13,868,607	20,499,746	5,801,291
<b>Total Ending Fund Balance</b>	<b>68,335,190</b>	<b>71,912,734</b>	<b>82,902,115</b>	<b>68,528,258</b>

<sup>1</sup> Development fee revenues are receipted in the Capital Fund and paid by developers when new construction developments are permitted.

A portion of these revenues is then transferred to the operating budget to pay for debt service costs associated with providing additional infrastructure to serve new development areas.

	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>				
Operating Reserve	14,323,102	14,841,800	15,569,900	16,088,000
Repair/Replacement Reserve	36,988,387	37,872,700	38,770,500	39,660,700
Revenue Bond Debt Service Reserve	4,675,638	4,604,700	4,604,700	4,604,700
Special Contractual Funds	6,739,840	7,745,300	8,752,700	9,756,800
Unreserved Fund Balance	5,801,291	40	40	40
<b>Total Beginning Fund Balance</b>	<b>68,528,258</b>	<b>65,064,540</b>	<b>67,697,840</b>	<b>70,110,240</b>
<b>Revenues</b>				
Water Charges	93,888,100	95,939,900	98,042,600	100,148,200
Water Reclamation Charges	38,927,300	40,054,300	41,253,500	42,473,000
Non-Potable Water Charges	11,708,500	11,929,400	12,120,400	12,356,500
Interest Earnings	972,600	1,609,000	2,169,600	2,367,100
Miscellaneous Revenue	1,241,400	1,280,200	1,302,000	1,333,100
<b>Subtotal</b>	<b>146,737,900</b>	<b>150,812,800</b>	<b>154,888,100</b>	<b>158,677,900</b>
<b>Other Financing Sources</b>				
Bond Proceeds	-	-	-	20,000,000
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000,000</b>
<b>Transfers In</b>				
Development Fees Transfer for Debt Service <sup>1</sup>	15,191,400	15,744,700	15,869,600	15,943,400
Other Transfers	-	-	-	-
Reclaimed Water Distribution System/Water	900,000	900,000	900,000	900,000
<b>Subtotal</b>	<b>16,091,400</b>	<b>16,644,700</b>	<b>16,769,600</b>	<b>16,843,400</b>
<b>Total Sources</b>	<b>162,829,300</b>	<b>167,457,500</b>	<b>171,657,700</b>	<b>195,521,300</b>
<b>Expenditures</b>				
<b>Division</b>				
Mayor and City Council	112,300	114,700	117,100	119,500
City Treasurer	2,156,600	2,236,200	2,222,800	2,257,600
Water Resources	74,534,700	77,918,900	80,213,700	83,309,100
Citywide Pay Program Plus Tail	886,500	1,331,400	1,658,800	2,009,300
Indirect Cost Allocation	4,967,100	5,071,400	5,177,800	5,286,500
<b>Subtotal</b>	<b>82,657,200</b>	<b>86,672,600</b>	<b>89,390,200</b>	<b>92,982,000</b>
<b>Debt Service</b>				
Revenue Bonds	4,542,450	4,549,800	4,565,100	4,566,600
MPC Bonds	25,490,850	25,796,400	26,811,600	27,371,300
<b>Subtotal</b>	<b>30,033,300</b>	<b>30,346,200</b>	<b>31,376,700</b>	<b>31,937,900</b>
<b>TOTAL OPERATING BUDGET</b>	<b>112,690,500</b>	<b>117,018,800</b>	<b>120,766,900</b>	<b>124,919,900</b>
<b>Transfers Out</b>				
Franchise Fee	7,120,700	7,287,900	7,460,700	7,636,500
CIP Fund (General Capital Projects)	137,400	92,200	68,000	218,600
CIP Fund (Enterprise Capital Projects)	40,544,400	40,425,500	40,949,600	40,364,100
MPC Bond Proceeds To CIP	5,800,000	-	-	5,000,000
<b>Subtotal</b>	<b>53,602,500</b>	<b>47,805,600</b>	<b>48,478,300</b>	<b>53,219,200</b>
<b>Total Uses</b>	<b>166,293,000</b>	<b>164,824,400</b>	<b>169,245,200</b>	<b>178,139,100</b>
<b>Sources Over/(Under) Uses</b>	<b>(3,463,700)</b>	<b>2,633,100</b>	<b>2,412,500</b>	<b>17,382,200</b>
<b>Ending Fund Balance</b>				
Operating Reserve	14,841,800	15,569,900	16,088,000	16,751,600
Repair/Replacement Reserve	37,872,700	38,770,500	39,660,700	40,373,500
Revenue Bond Debt Service Reserve	4,604,700	4,604,700	4,604,700	4,604,700
Special Contractual Fund Balance	7,745,300	8,752,700	9,756,800	10,762,700
Unreserved Balance	40	40	40	14,999,940
<b>Total Ending Fund Balance</b>	<b>65,064,540</b>	<b>67,697,840</b>	<b>70,110,240</b>	<b>87,492,440</b>

<sup>1</sup> Development fee revenues are receipted in the Capital Fund and paid by developers when new construction developments are permitted.

A portion of these revenues is then transferred to the operating budget to pay for debt service costs associated with providing additional infrastructure to serve new development areas.

## Water and Water Reclamation Funds Sources

**Water Charges Revenue**

Water Charges Revenue adopted budget for FY 2014/15 totals \$91.7 million, a \$0.9 million increase from the FY 2013/14 year-end forecast. Modifications in various charges authorized for FY 2014/15 will have minimal impact on water charges revenues. Monthly water billings consist of a base charge according to meter size and a monthly quantity usage charge based on the amount of water consumed. Fees are reviewed annually to determine if they cover the costs of the services provided. The FY 2011/12 and 2010/11 budgets included contractual water sales; these actual revenues were recorded in Non-Potable Water Revenue.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	91.7	91.7 *
2013/14	91.8	90.8 *
2012/13	86.5	90.9
2011/12	98.4	89.2
2010/11	97.2	86.5

**Water Reclamation Charges Revenue**

Water Reclamation Charges Revenue adopted budget for FY 2014/15 totals \$37.9 million, which is flat compared to the FY 2013/14 year-end forecast. Monthly water reclamation billings consist of a base fee and a flow charge for capital costs and operation and maintenance expenses that vary by customer classification determined by relative wastewater loadings. Fees are reviewed annually to determine if they cover the costs of the services provided.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	37.9	37.9 *
2013/14	36.9	37.9 *
2012/13	34.1	35.8
2011/12	34.2	34.5
2010/11	33.7	34.5

**Non-Potable Water Revenue**

Non-Potable Water Revenue adopted budget for FY 2014/15 totals \$10.4 million, reflecting a 2 percent or \$0.2 million decrease from the FY 2013/14 year-end forecast. Non-Potable water revenue includes advanced water treatment and effluent sales related to water treated to irrigation standards at the city's Water Reclamation Plant for the 23 golf courses in north Scottsdale that are part of the Reclaimed Water Distribution System (RWDS), and the city's Gainey Water Reclamation Plant for irrigation use at the Gainey Ranch Golf Club. Other non-potable water sales include three golf courses in north Scottsdale that are part of the Irrigation Water Distribution System (IWDS), the McDowell Mountain golf course and three city recreation facilities. The costs related to contractual obligations to provide water for irrigation are recovered through rates charged for the use. The FY 2011/12 and 2010/11 actual revenues included contractual water sales; these budgets appeared in the Water Charges Revenue.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	10.4	10.4 *
2013/14	10.6	10.6 *
2012/13	10.4	9.3
2011/12	0.9	10.7
2010/11	0.9	7.6

**Interest Earnings Revenue**

Interest Earnings Revenue adopted budget for FY 2014/15 totals \$0.4 million, reflecting a \$0.1 million decrease from the FY 2013/14 year-end forecast. Interest earnings are generated on Water & Water Reclamation Fund cash balances throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield, and allows investments in U.S. Treasury and Agency obligations, certificates of deposit, commercial paper, bankers' acceptances, repurchase agreements, money market funds, and the State of Arizona's Local Government Investment Pool.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.4	0.4 *
2013/14	0.5	0.5 *
2012/13	0.4	1.0
2011/12	0.3	0.6
2010/11	0.8	1.3

**Miscellaneous Revenue**

Miscellaneous Revenue adopted budget for FY 2014/15 totals \$1.9 million, reflecting a \$0.7 million increase from the FY 2013/14 year-end forecast. Miscellaneous Revenue includes the sale of excess property no longer in use, rental income, recovery of various line extension agreements and recovery of expenses from outside parties. The sale of the Planet Ranch property and water rights occurred in FY 2011/12 which caused the large fluctuation in revenue between fiscal years.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.9	1.9 *
2013/14	1.2	1.2 *
2012/13	1.7	1.9
2011/12	17.6	11.2
2010/11	17.2	1.3

**Transfers-In**

Transfers-In are the authorized movement of cash or other resources from other funds, divisions, departments, and/or capital projects. The transfers-in budget for FY 2014/15 totals \$16.0 million, reflecting a 5 percent or \$0.9 million decrease from the FY 2013/14 year-end forecast. The decrease in transfers-in is related to the decrease in debt service payments funded in part by development fee impact funds.



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

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

**Personnel Services**

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY 2014/15 adopted budget of \$18.0 million reflects a 3 percent or \$0.6 million increase from the adopted FY 2013/14 budget. The increases are related to higher healthcare and retirement rates, as well as anticipated increases to employee compensation.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	18.5	18.5 *
2013/14	17.9	17.9 *
2012/13	17.6	17.6
2011/12	16.7	16.1
2010/11	16.5	15.5

**Contractual Services**

Contractual Services include expenditures for services performed by firms, individuals, or other City departments. Supplies are not included in the contractual services account. The adopted FY 2014/15 budget of \$29.8 million reflects approximately a 2 percent or \$0.7 million increase from the adopted FY 2013/14 budget. The increase is primarily due to increased costs associated with reservoir rehabilitation, equipment and machinery maintenance and repair, sewer charges pursuant to an intergovernmental agreement with the City of Phoenix, salinity education and rebates, and property, liability and workers' compensation rates.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	29.8	29.8 *
2013/14	29.1	29.1 *
2012/13	28.1	28.1
2011/12	27.6	25.1
2010/11	27.4	22.2

**Commodities**

Commodities are expendable items purchased through the City-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted FY 2014/15 budget of \$26.6 million reflects a 6 percent or \$1.4 million increase from the adopted FY 2013/14 budget. The increase is primarily related to increased purchased water and chemicals costs offset by decreased water meter replacement costs. The water meter replacement program will become a new capital improvement project.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	26.6	26.6 *
2013/14	25.2	25.2 *
2012/13	24.6	24.6
2011/12	23.5	23.4
2010/11	24.0	22.1

**Capital Outlay**

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. The adopted FY 2014/15 budget of \$0.1 million is for the purchase of specialized equipment and building infrastructure.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.1	0.1 *
2013/14	0.2	0.2 *
2012/13	0.2	0.2
2011/12	-	0.1
2010/11	0.1	0.2

**Debt Service**

Debt Service represents the repayment of revenue and Municipal Property Corporation (MPC) bonds, along with the applicable annual fiscal agent fees. The adopted FY 2014/15 budget of \$29.7 million reflects a 1 percent or \$0.2 million increase from the adopted FY 2013/14. The increase is related to the proposed future revenue bond issuances.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	29.7	29.7 *
2013/14	29.5	29.5 *
2012/13	28.7	28.7
2011/12	29.1	29.1
2010/11	28.1	29.8

**Indirect Cost Allocation**

Indirect Cost Allocation represents Enterprise Funds charges for specific General Fund central administrative functions which benefit the Enterprise operations (e.g., City Manager, Information Technology, Human Resources, Legal, etc.). The City's indirect costs are allocated to the Enterprise Funds based upon a combination of relative benefits received and the proportion of the overall operating budgets for direct service providers. The adopted FY 2014/15 budget of \$4.9 million reflects a \$0.1 million decrease from the FY 2013/14 adopted budget.

**Transfers-Out**

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The adopted FY 2014/15 budget of \$63.1 million reflects a \$6.6 million increase from the FY 2013/14 adopted budget, which is a result of an increase in transfers to the water and water reclamation CIP funds, as well as a transfer of unspent bond proceeds to the water reclamation CIP fund. The FY 2014/15 transfer to the General Fund for Franchise Fees is \$7.0 million and is flat compared to the FY 2013/14 adopted budget; this transfer is driven by water and water reclamation revenues, and any increase or decrease in revenues will result in fluctuations in franchise fees paid to the General Fund.

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

Fund balance/reserves protect the city's financial condition and provide for unexpected economic challenges. Growth of fund balance occurs when revenues exceed expenditures. Fund balances are similar to a company's net equity (assets less liabilities). Prudent fiscal management dictates fund balances should only be used for nonrecurring (non-operational) expenditures. Once fund balances are spent, they are only replenished by future year resources in excess of expenditures. The city's budget planning, bond indenture and adopted financial policies call for the establishment of reserves as part of the resource allocation/limit setting process. This process allows the city to set aside savings before allocated or spent as budgeted expenditures. The specific make-up of the city's fund balance and reserves are noted below:

**Operating Reserve**

Operating Reserve of \$14.3 million is projected for the end of FY 2014/15. This reserve is intended to ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days.

**Repair/Replacement Reserve**

Repair/Replacement Reserve of \$37.0 million is projected for the end of FY 2014/15. This reserve is required per the term of the revenue bond indenture to ensure that funds are set aside to preserve the assets, which, in turn, are the collateral for the Water Revenue Bonds. There shall be deposited an amount equal to at least 2 percent of the revenues received during the year into the reserve until such time as the reserve equals 2 percent of the value of total tangible assets. The reserve may be used in times of unusual circumstances for replacement or extension of the assets.

**Revenue Bond Debt Service Reserve**

Revenue Bond Debt Service Reserve of \$4.7 million is projected for the end of FY 2014/15. This reserve is required per the term of the revenue bond indenture to ensure that funds are set aside as collateral for the Water Revenue Bonds debt service payments.

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**Special Contractual Fund Balance**

Special Contractual Fund Balance of \$6.7 million is projected for the end of FY 2014/15. This balance reflects reserves established in accordance with various contractual agreements for delivery of non-potable water by the Water Resources Division.

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**Fund Purpose**

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

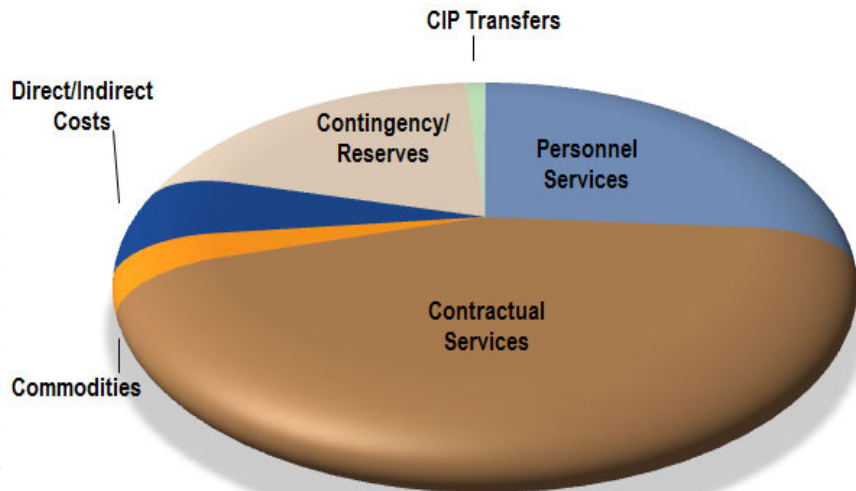
Solid Waste Sources (in millions)

Refuse Collection Charges	\$	19.3	96%
Miscellaneous Revenue		0.8	4%
Interest Earnings		0.0	0%
<hr/>			
Total Revenue	\$	20.1	
Transfers In		-	0%
<hr/>			
Total Sources	\$	20.1	



Solid Waste Uses (in millions)

Personnel Services	\$	6.9	26%
Contractual Services		11.5	44%
Commodities		0.8	3%
Capital Outlays		-	0%
Direct/Indirect Costs		1.6	6%
Contingency/Reserves		5.1	20%
<hr/>			
Adopted Budget	\$	26.0	
Transfers Out			
CIP Transfers		0.3	1%
<hr/>			
Total Uses	\$	26.3	



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

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance</b>				
Operating Reserve	3,861,228	3,996,457	3,996,457	4,181,282
Unreserved Fund Balance	6,628,770	7,270,335	7,907,092	7,560,800
<b>Total Beginning Fund Balance</b>	<b>10,489,998</b>	<b>11,266,792</b>	<b>11,903,549</b>	<b>11,742,082</b>
<b>Revenues</b>				
Refuse Collection Charges	19,587,030	19,361,737	19,402,737	19,254,497
Interest Earnings	108,471	53,937	53,937	47,725
Miscellaneous Revenue	849,298	853,766	812,766	836,956
<b>Subtotal</b>	<b>20,544,799</b>	<b>20,269,440</b>	<b>20,269,440</b>	<b>20,139,178</b>
<b>Total Sources</b>	<b>20,544,799</b>	<b>20,269,440</b>	<b>20,269,440</b>	<b>20,139,178</b>
<b>Expenditures</b>				
<b>Division</b>				
City Treasurer	749,802	892,210	900,337	907,868
Public Works	16,405,456	17,085,234	17,171,109	18,125,935
Citywide Pay Program	-	110,325	-	174,277
Citywide Pay Program Tail	-	-	-	-
Indirect Cost Allocation	1,110,315	1,094,356	1,094,356	1,121,523
Transp Fund - Alley Maintenance	557,776	545,505	545,505	524,741
<b>Subtotal</b>	<b>18,823,349</b>	<b>19,727,630</b>	<b>19,711,307</b>	<b>20,854,344</b>
<b>TOTAL OPERATING BUDGET</b>	<b>18,823,349</b>	<b>19,727,630</b>	<b>19,711,307</b>	<b>20,854,344</b>
<b>Transfers Out</b>				
CIP Fund (General Operating Projects)	15,900	10,600	10,600	23,200
CIP Fund (General Capital Projects)	292,000	742,500	618,500	244,400
Other Transfers / CIP Water	-	90,500	90,500	36,000
<b>Subtotal</b>	<b>307,900</b>	<b>843,600</b>	<b>719,600</b>	<b>303,600</b>
<b>Total Uses</b>	<b>19,131,249</b>	<b>20,571,230</b>	<b>20,430,907</b>	<b>21,157,944</b>
<b>Sources Over/(Under) Uses</b>	<b>1,413,550</b>	<b>(301,790)</b>	<b>(161,467)</b>	<b>(1,018,766)</b>
<b>Ending Fund Balance</b>				
Operating Reserve	3,996,457	4,181,282	4,181,282	5,135,663
Unreserved Balance	7,907,092	6,783,720	7,560,800	5,587,653
<b>Total Ending Fund Balance</b>	<b>11,903,549</b>	<b>10,965,002</b>	<b>11,742,082</b>	<b>10,723,316</b>



	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>				
Operating Reserve	5,135,663	5,273,700	5,468,700	5,539,400
Unreserved Fund Balance	5,587,653	4,285,016	2,426,116	663,616
<b>Total Beginning Fund Balance</b>	<b>10,723,316</b>	<b>9,558,716</b>	<b>7,894,816</b>	<b>6,203,016</b>
<b>Revenues</b>				
Refuse Collection Charges	19,330,700	19,538,000	19,728,700	19,921,200
Interest Earnings	106,600	176,400	237,900	259,500
Miscellaneous Revenue	828,800	836,900	844,900	853,500
<b>Subtotal</b>	<b>20,266,100</b>	<b>20,551,300</b>	<b>20,811,500</b>	<b>21,034,200</b>
<b>Total Sources</b>	<b>20,266,100</b>	<b>20,551,300</b>	<b>20,811,500</b>	<b>21,034,200</b>
<b>Expenditures</b>				
<b>Division</b>				
City Treasurer	922,000	954,900	951,800	967,900
Public Works	18,452,000	19,000,700	19,142,000	19,504,100
Citywide Pay Program	179,900	192,800	191,600	197,800
Citywide Pay Program Tail	145,100	296,300	417,100	539,600
Indirect Cost Allocation	1,149,600	1,178,300	1,207,800	1,238,000
Transp Fund - Alley Maintenance	567,700	584,500	587,300	597,400
<b>Subtotal</b>	<b>21,416,300</b>	<b>22,207,500</b>	<b>22,497,600</b>	<b>23,044,800</b>
<b>TOTAL OPERATING BUDGET</b>	<b>21,416,300</b>	<b>22,207,500</b>	<b>22,497,600</b>	<b>23,044,800</b>
<b>Transfers Out</b>				
CIP Fund (General Operating Projects)	14,400	7,700	5,700	17,900
CIP Fund (General Capital Projects)	-	-	-	-
Other Transfers / CIP Water	-	-	-	-
<b>Subtotal</b>	<b>14,400</b>	<b>7,700</b>	<b>5,700</b>	<b>17,900</b>
<b>Total Uses</b>	<b>21,430,700</b>	<b>22,215,200</b>	<b>22,503,300</b>	<b>23,062,700</b>
<b>Sources Over/(Under) Uses</b>	<b>(1,164,600)</b>	<b>(1,663,900)</b>	<b>(1,691,800)</b>	<b>(2,028,500)</b>
<b>Ending Fund Balance</b>				
Operating Reserve	5,273,700	5,468,700	5,539,400	4,050,500
Unreserved Balance	4,285,016	2,426,116	663,616	124,016
<b>Total Ending Fund Balance</b>	<b>9,558,716</b>	<b>7,894,816</b>	<b>6,203,016</b>	<b>4,174,516</b>

**Fund Purpose**

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

**Refuse Collection Revenue**

Refuse Collection Revenue adopted FY 2014/15 budget totals \$19.3 million, remaining flat with the FY 2013/14 adopted budget. The revenue budget assumes no fee increases in FY 2014/15. 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. Fees are reviewed annually to determine if they cover the costs of the services provided. In previous fiscal years, Refuse Collection Revenue included Miscellaneous Revenue which is now broken out below.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	19.3	19.3 *
2013/14	19.4	19.4 *
2012/13	19.3	19.6
2011/12	19.3	20.7
2010/11	19.4	20.9

**Interest Earnings Revenue**

Interest Earnings Revenue adopted FY 2014/15 budget of \$47,725 is slightly lower than the FY 2013/14 year-end forecast of \$53,937. Interest earnings are generated on the Solid Waste Fund cash balance throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	-	- *
2013/14	0.1	0.1 *
2012/13	-	0.1
2011/12	-	-
2010/11	0.1	0.1

**Miscellaneous Revenue**

Beginning in FY 2014/15 Miscellaneous Revenue is now broken out of Refuse Collection Revenue above and consists of the following: 1) Containers for residential and recycling; 2) Roll-off charges; 3) Account set-up and late fees; 4) Private haulers permit fees.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.8	0.8 *
2013/14	0.9	0.8 *
2012/13	0.9	0.8
2011/12	0.9	-
2010/11	0.7	-

**Solid Waste Fund Expenditures By Expenditure Type**

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

**Personnel Services**

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY adopted 2014/15 budget of \$6.7 million reflects a 3 percent or \$0.2 million increase from the FY 2013/14 adopted budget primarily related to increases in healthcare and retirement rates.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	6.9	6.9 *
2013/14	6.7	6.7 *
2012/13	6.5	6.6
2011/12	6.3	6.6
2010/11	5.8	5.9

**Contractual Services**

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The FY 2014/15 adopted budget of \$11.5 million reflects an eight percent or \$0.8 million increase from the FY 2013/14 adopted budget, primarily related to an increases in Fleet charges for maintenance and replacement and increases in cleaning and waste removal for the Household Hazardous Waste events.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	11.5	11.5 *
2013/14	10.7	10.7 *
2012/13	10.1	10.0
2011/12	9.3	9.0
2010/11	10.2	9.7

**Commodities**

Commodities are expendable items purchased through the city-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, maintenance and repair materials, and refuse containers that are not of a capital nature. The FY 2014/15 adopted budget of \$0.8 million is a 26 percent or \$0.2 million increase from the FY 2013/14 approved budget. The increase is primarily driven by refuse containers needing to be replaced, as well as new containers needed for new construction.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.8	0.8 *
2013/14	0.6	0.6 *
2012/13	0.5	0.6
2011/12	0.4	0.4
2010/11	0.4	0.3

**Capital Outlay**

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. There are no capital outlay expenditures planned for FY 2014/15 budget.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	-	- *
2013/14	-	- *
2012/13	-	-
2011/12	-	-
2010/11	-	-

**Indirect/Direct Cost Allocation**

Indirect Cost Allocation represents Enterprise Funds charges for specific General Fund central administrative functions, which benefit the Enterprise operations (e.g., City Manager, Information Technology, Human Resources, Legal, etc.). The city's indirect costs are allocated to the Enterprise Funds based on relative benefits received. The FY 2014/15 adopted budget of \$1.1 million which is unchanged from the FY 2013/14 adopted budget. The Direct Cost Allocation represents Solid Waste Fund charges for the direct cost of alley maintenance performed by the Street Operations function for the benefit of the Solid Waste operations. The budget for this allocation for FY 2014/15 is \$0.5 million which has remained relatively flat from the FY 2013/14 adopted budget. This allocation is determined by the alley maintenance expenditure budget in the transportation fund; the transportation fund receives 100 percent cost recovery from solid waste for this function.

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**Transfers-Out**

Transfers-Out are the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The adopted FY 2014/15 budget of \$0.3 million reflects a decrease from the adopted FY 2013/14 budget by \$0.4 million. The decrease in transfers is primarily driven by a reduction in CIP funding allocated for General Capital Projects.

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**Solid Waste Fund Balance**

Fund balance/reserves protect the city's financial condition and provide for unexpected economic challenges. Growth of fund balance occurs when revenues exceed expenditures. The city's budget planning, and adopted financial policies call for the establishment of reserves as part of the resource allocation/limit setting process. This process allows the city to "set aside savings" before allocated or spent as budgeted expenditures. The specific make-up of the city's fund balance and reserves are noted below:

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**Operating Reserve**

The FY 2014/15 ending fund balance includes an Operating Reserve of \$5.1 million. This reserve is intended to ensure adequate funding for operations for a maximum period of 90 days. The purpose of the reserve is to provide for emergencies and the possibility of significant future increases in landfill costs.

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**Unreserved Fund Balance**

The FY 2014/15 ending fund balance includes an Unreserved Fund Balance of \$5.6 million. The unreserved balance represents the net financial resources that are expendable or available for budgeting.

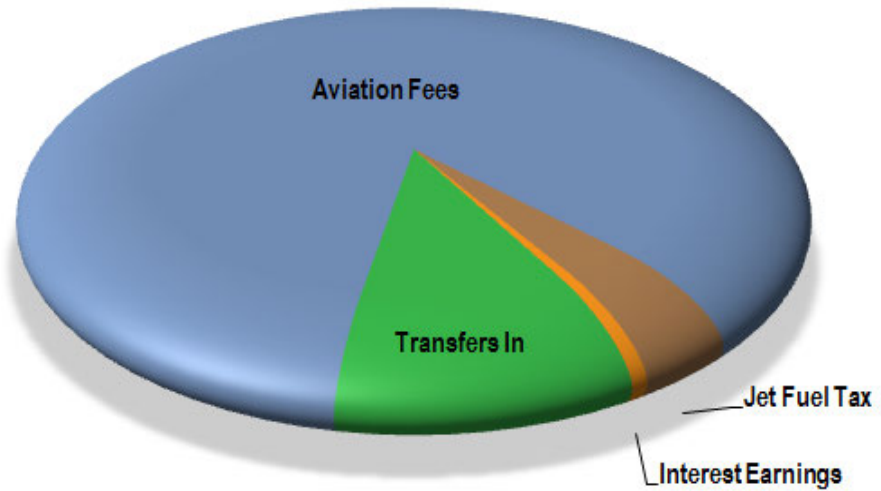
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**Fund Purpose**

This fund accounts for the transactions related to the city’s aviation business activity at the Scottsdale Airport, which includes operating revenue and expenditures. Capital expenditures are accounted for in a separate aviation capital fund.

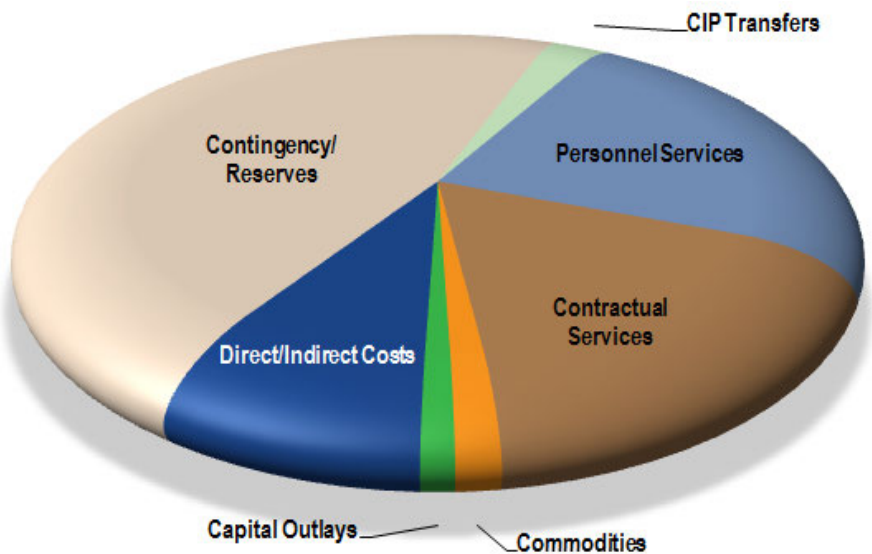
Aviation Fund Sources (in millions)

Aviation Fees	\$	3.4	85%
Jet Fuel Tax		0.1	4%
Interest Earnings		0.0	1%
Total Revenue		\$	3.6
Transfers In		0.4	11%
Total Sources		\$	4.0



Aviation Fund Uses (in millions)

Personnel Services	\$	1.1	22%
Contractual Services		0.9	17%
Commodities		0.1	1%
Capital Outlays		0.1	1%
Direct/Indirect Costs		0.5	9%
Contingency/Reserves		2.4	46%
Adopted Budget		\$	5.0
Transfers Out			
General Fund Transfers		-	0%
CIP Transfers		0.1	3%
Total Uses		\$	5.1



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

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance</b>				
Operating Reserve	565,760	390,855	390,855	388,002
Repair/Replacement Reserve	2,598,936	1,529,088	1,529,088	599,242
Fleet Replacement Reserve	-	-	-	850,901
Land Purchase Reserve	2,176,435	-	-	-
Unreserved Fund Balance	561,809	-	1,404,139	1,796,951
<b>Total Beginning Fund Balance</b>	<b>5,902,940</b>	<b>1,919,943</b>	<b>3,324,082</b>	<b>3,635,096</b>
<b>Revenues</b>				
Aviation Fees	3,416,932	3,181,300	3,181,300	3,278,800
Jet Fuel Tax	144,081	146,226	146,226	149,702
Interest Earnings	57,035	30,149	30,149	25,630
Land and Building Rent	134,797	-	-	100,029
<b>Subtotal</b>	<b>3,752,845</b>	<b>3,357,675</b>	<b>3,357,675</b>	<b>3,554,161</b>
<b>Transfers In</b>				
CIP Fund	-	-	-	430,000
Fleet	-	754,387	754,387	-
<b>Subtotal</b>	<b>-</b>	<b>754,387</b>	<b>754,387</b>	<b>430,000</b>
<b>Total Sources</b>	<b>3,752,845</b>	<b>4,112,062</b>	<b>4,112,062</b>	<b>3,984,161</b>
<b>Expenditures</b>				
<b>Division</b>				
Community & Economic Development - Aviation	1,783,393	1,912,150	1,956,845	2,081,475
Fleet Replacement/Purchases	-	85,000	65,000	45,100
Citywide Pay Program	-	18,820	-	30,416
Citywide Pay Program Tail	-	-	-	-
Indirect Cost Allocation	125,749	141,177	141,177	145,357
Direct Cost Allocation (Fire)	314,482	257,226	257,226	307,440
<b>Subtotal</b>	<b>2,223,624</b>	<b>2,414,373</b>	<b>2,420,248</b>	<b>2,609,788</b>
<b>TOTAL OPERATING BUDGET</b>	<b>2,223,624</b>	<b>2,414,373</b>	<b>2,420,248</b>	<b>2,609,788</b>
<b>Transfers Out</b>				
CIP Fund (General Capital Projects)	4,600	5,100	5,100	6,200
CIP Fund (Enterprise Capital Projects)	4,103,478	-	1,375,700	126,820
<b>Subtotal</b>	<b>4,108,078</b>	<b>5,100</b>	<b>1,380,800</b>	<b>133,020</b>
<b>Total Uses</b>	<b>6,331,702</b>	<b>2,419,473</b>	<b>3,801,048</b>	<b>2,742,808</b>
<b>Sources Over/(Under) Uses</b>	<b>(2,578,858)</b>	<b>1,692,589</b>	<b>311,014</b>	<b>1,241,353</b>
<b>Ending Fund Balance</b>				
Operating Reserve	390,855	397,722	388,002	399,470
Repair/Replacement Reserve	1,529,088	2,188,222	599,242	990,167
Fleet Replacement Reserve	-	1,026,588	850,901	975,390
Unreserved Balance*	1,404,139	-	1,796,951	2,511,422
<b>Total Ending Fund Balance</b>	<b>3,324,082</b>	<b>3,612,532</b>	<b>3,635,096</b>	<b>4,876,449</b>

\*The Unreserved Fund Balance are funds available for the eventual purchase of land adjacent to the airport. The Aviation Fund may require a loan dependent upon the purchase price and City Council's direction.



	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>				
Operating Reserve	399,470	412,700	424,600	424,000
Repair/Replacement Reserve	990,167	1,275,100	1,315,200	1,357,900
Fleet Replacement Reserve	975,390	1,151,200	254,900	1,482,200
Land Purchase Reserve	-	-	-	-
Unreserved Fund Balance	2,511,422	2,635,049	3,142,149	2,610,949
<b>Total Beginning Fund Balance</b>	<b>4,876,449</b>	<b>5,474,049</b>	<b>5,136,849</b>	<b>5,875,049</b>
<b>Revenues</b>				
Aviation Fees	3,309,000	3,339,400	3,370,500	3,401,600
Jet Fuel Tax	154,200	158,800	163,600	168,500
Interest Earnings	57,300	94,700	127,700	139,400
Land and Building Rent	101,000	102,000	103,100	104,100
<b>Subtotal</b>	<b>3,621,500</b>	<b>3,694,900</b>	<b>3,764,900</b>	<b>3,813,600</b>
<b>Transfers In</b>				
CIP Fund	-	-	-	-
Fleet	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources</b>	<b>3,621,500</b>	<b>3,694,900</b>	<b>3,764,900</b>	<b>3,813,600</b>
<b>Expenditures</b>				
<b>Division</b>				
Community & Economic Development - Aviation	2,152,300	2,217,300	2,204,200	2,230,600
Fleet Replacement/Purchases	-	1,068,900	37,900	-
Citywide Pay Program	31,400	33,600	33,400	34,500
Citywide Pay Program Tail	25,200	51,400	72,500	93,900
Indirect Cost Allocation	149,000	152,700	156,500	160,400
Direct Cost Allocation (Fire)	313,900	320,500	327,200	334,100
<b>Subtotal</b>	<b>2,671,800</b>	<b>3,844,400</b>	<b>2,831,700</b>	<b>2,853,500</b>
<b>TOTAL OPERATING BUDGET</b>	<b>2,671,800</b>	<b>3,844,400</b>	<b>2,831,700</b>	<b>2,853,500</b>
<b>Transfers Out</b>				
CIP Fund (General Capital Projects)	4,900	3,200	2,500	6,700
CIP Fund (Enterprise Capital Projects)	347,200	184,500	192,500	136,000
<b>Subtotal</b>	<b>352,100</b>	<b>187,700</b>	<b>195,000</b>	<b>142,700</b>
<b>Total Uses</b>	<b>3,023,900</b>	<b>4,032,100</b>	<b>3,026,700</b>	<b>2,996,200</b>
<b>Sources Over/(Under) Uses</b>	<b>597,600</b>	<b>(337,200)</b>	<b>738,200</b>	<b>817,400</b>
<b>Ending Fund Balance</b>				
Operating Reserve	412,700	424,600	424,000	430,500
Repair/Replacement Reserve	1,275,100	1,315,200	1,357,900	1,680,100
Fleet Replacement Reserve	1,151,200	254,900	1,482,200	1,482,700
Unreserved Balance*	2,635,049	3,142,149	2,610,949	3,099,149
<b>Total Ending Fund Balance</b>	<b>5,474,049</b>	<b>5,136,849</b>	<b>5,875,049</b>	<b>6,692,449</b>

\*The Unreserved Fund Balance are funds available for the eventual purchase of land adjacent to the airport. The Aviation Fund may require a loan dependent upon the purchase price and City Council's direction.

**Aviation Fees Revenue**

Aviation Fees Revenue FY 2014/15 adopted budget totals \$3.3 million which is \$0.2 million more than the FY 2013/14 adopted budget. The revenue budget assumes no fee increases in FY 2014/15, simply an increase in activity. Aviation fees are for a variety of services provided to airport customers including tie down fees, hangar rentals, fuel sales, and other rental charges. Fees are reviewed annually to determine if they cover the costs of the services provided.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	3.3	3.3 *
2013/14	3.2	3.2 *
2012/13	3.0	3.4
2011/12	3.0	3.2
2010/11	3.0	2.8

**Jet Fuel Tax Revenue**

Jet Fuel Tax Revenue adopted FY 2014/15 budget totals \$0.1 million, remaining flat with the FY 2013/14 year-end forecast.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.1	0.1 *
2013/14	0.1	0.1 *
2012/13	0.1	0.1
2011/12	0.1	0.1
2010/11	0.1	0.1

**Interest Earnings Revenue**

Interest earnings are generated on idle Aviation Fund cash balances throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	-	- *
2013/14	-	- *
2012/13	-	-
2011/12	-	-
2010/11	0.1	0.1

**Transfers-In**

Transfers-In are the authorized movement of cash or other resources from other funds, divisions, departments, and/or capital projects. Transfers in for FY 2014/15 will be \$0.4 million from the Aviation Capital Fund and represents the accumulation of capital improvement project savings.

**Aviation Fund Expenditures By Expenditure Type**

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

**Personnel Services**

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY 2014/15 adopted budget of \$1.1 million is consistent with the FY 2013/14 adopted budget.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.1	1.1 *
2013/14	1.1	1.1 *
2012/13	1.1	1.1
2011/12	1.0	1.0
2010/11	1.0	1.0

**Contractual Services**

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The FY 2014/15 adopted budget of \$0.9 million reflects a 13 percent or \$0.1 million increase from the FY 2013/14 adopted budget primarily related to increases in payments to U.S. Customs and Border Patrol for seven day a week service, as well as a mandated upgrade to the U.S. Customs International Flight Clearing software. These U.S. Customs Service costs are recovered through the user customs fees revenue.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.9	0.9 *
2013/14	0.8	0.8 *
2012/13	0.7	0.7
2011/12	0.6	0.7
2010/11	0.7	0.6

**Commodities**

Commodities are expendable items purchased through the city-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The FY 2014/15 adopted budget of \$0.1 million is flat with the FY 2013/14 budget.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.1	0.1 *
2013/14	0.1	0.1 *
2012/13	0.1	0.1
2011/12	0.1	-
2010/11	-	-

**Capital Outlay**

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. The capital outlay expenditures budgeted in FY 2014/15 are primarily for the purchase of fleet replacement vehicles.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.1	0.1 *
2013/14	0.1	0.1 *
2012/13	-	-
2011/12	-	-
2010/11	-	-

**Indirect/Direct Cost Allocation**

Indirect Cost Allocation represents charges to the Aviation Fund for specific General Fund central administrative functions, which benefit the Enterprise operations (e.g., City Manager, Information Technology, Human Resources, Legal, etc.). The city's indirect costs are allocated to the Enterprise Funds based on relative benefits received. The indirect cost allocation FY 2014/15 adopted budget of \$0.2 million is slightly more than the FY 2013/14 adopted budget. The Direct Cost Allocation represents Aviation Fund charges for the direct cost of fire service at the airport performed by General Fund personnel. The budget for this allocation for FY 2014/15 is \$0.3 million which is 20 percent higher than the FY 2013/14 adopted budget.

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**Transfers-Out**

Transfers-Out are the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. The FY 2014/15 transfers-out of \$6,200 is to fund General Capital Projects related to technology that will benefit aviation and \$126,820 related to capital improvement projects at the airport.

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**Aviation Fund Balance**

Fund balance/reserves protect the city's financial condition and provide for unexpected economic challenges. Growth of fund balance occurs when revenues exceed expenditures. The city's budget planning, and adopted financial policies call for the establishment of reserves as part of the resource allocation/limit setting process. This process allows the city to set aside savings before allocated or spent as budgeted expenditures. The specific make-up of the city's fund balance and reserves are noted below:

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**Operating Reserve**

The FY 2014/15 ending fund balance includes an Operating Reserve of \$0.4 million. This reserve is intended to ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days. The purpose of the reserve is to provide for emergencies, provide for potential grant matches, and to ensure that General Fund subsidies are avoided.

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**Repair and Replacement Reserve**

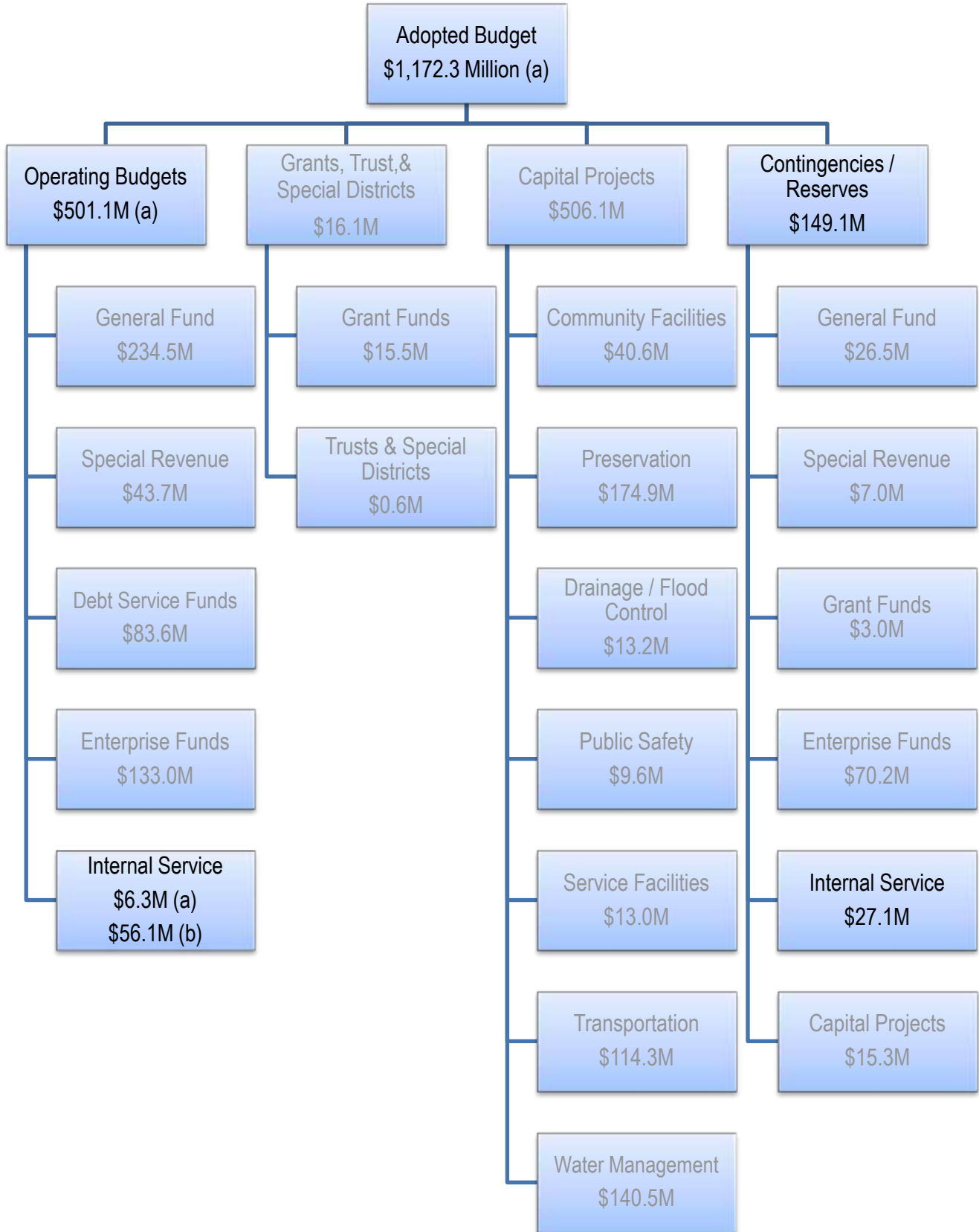
The FY 2014/15 ending fund balance includes a Repair and Replacement Reserve of \$1.0 million. This reserve is intended to ensure adequate funding for emergency repair and replacement needs at the airport. Effective for FY 2014/15 is the designation of a separate Fleet Replacement Reserve of \$1.0 million to ensure adequate funding for replacement of fire apparatus.

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**Unreserved Fund Balance**

The FY 2014/15 ending fund balance includes \$2.5 million of Unreserved Balance. The unreserved balance represents the net financial resources that are expendable or available for budgeting.

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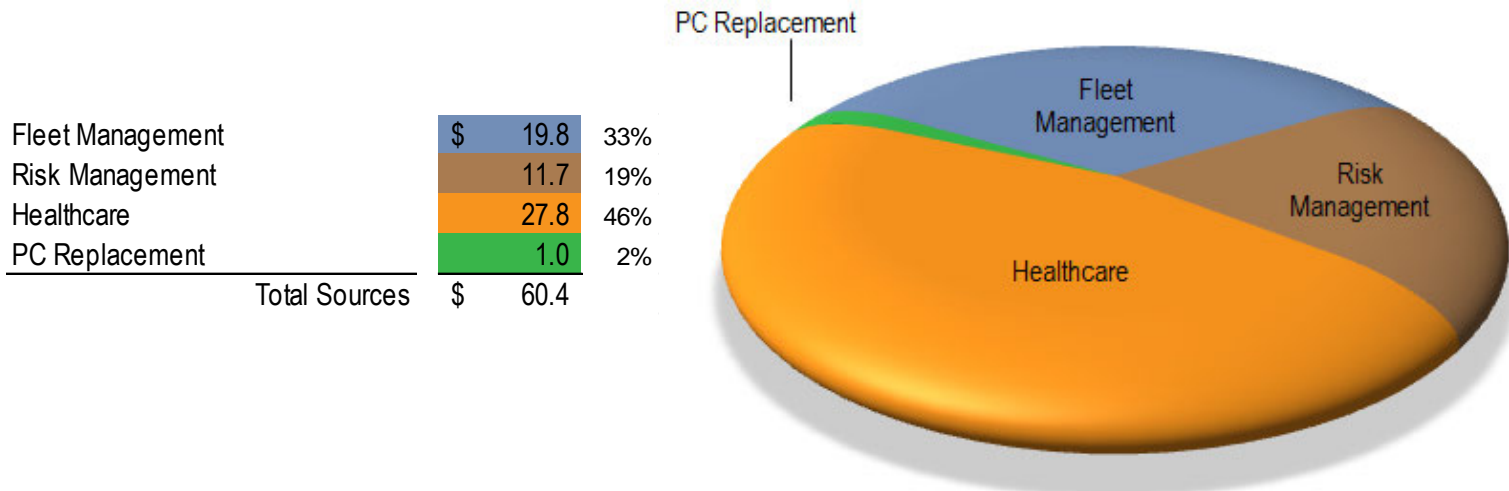
(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$49.8M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$49.8M

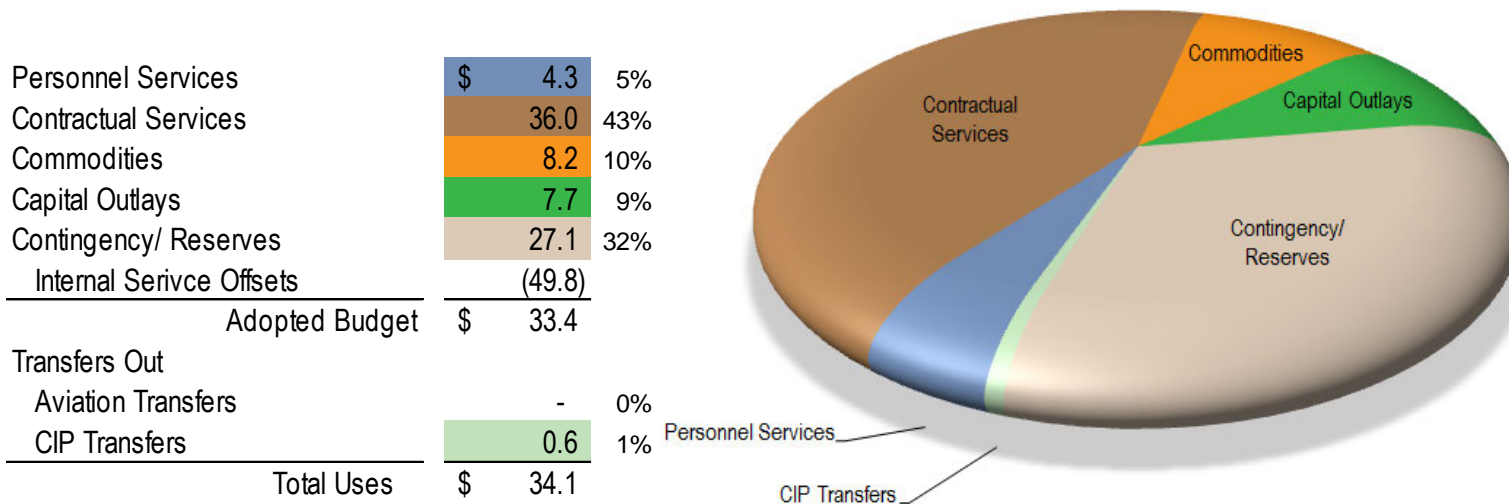
**Fund Purpose**

Internal Service Funds account for the financing, on a cost-reimbursement basis, of commodities or services provided by one program for the benefit of other programs within the city. This allows the internal users of services to be charged for those services based on their use. The concept is the same as Enterprise Funds, except the customers are internal. Scottsdale has four separate Internal Service Funds to account for the activity of this fund type. The individual funds are Fleet Management, PC Replacement, Risk Management and Healthcare. In the adopted budget, Internal Service Offsets are included to eliminate the “double” budget, since the charges for these services are already included in the Divisions’ budgets.

Internal Service Funds Sources by Fund (in millions)



Internal Service Funds Uses (in millions)



Graph excludes the Internal Service Offset of (\$49.8) million

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

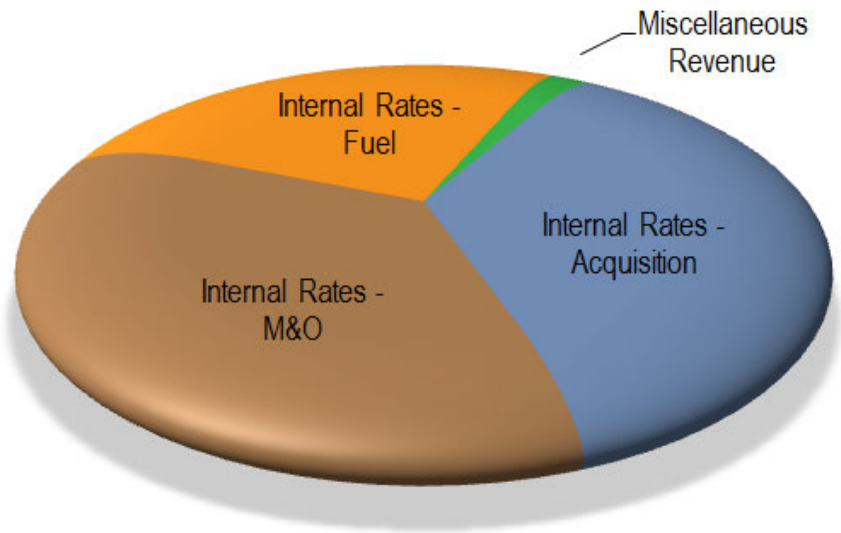


**Fund Purpose**

This fund is used to account for the expenditures associated with purchasing and maintaining the city's vehicles. Replacement and operation of vehicles are charged to the city departments as internal operating costs to each program based on the quantity and type of vehicle used. The department charges become revenue to the Fleet Management Fund.

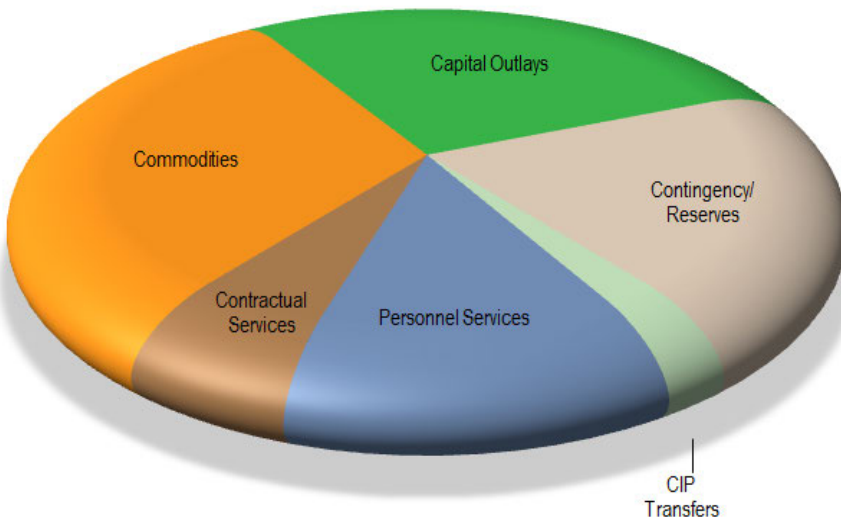
Fleet Management Fund Sources (in millions)

Internal Rates - Acquisition	\$ 7.2	36%
Internal Rates - M&O	7.2	36%
Internal Rates - Fuel	5.0	25%
Miscellaneous Revenue	0.4	2%
<b>Total Revenue</b>	<b>\$ 19.8</b>	
Tranfers In	-	0%
<b>Total Sources</b>	<b>\$ 19.8</b>	



Fleet Management Fund Uses (in millions)

Personnel Services	\$ 3.4	13%
Contractual Services	1.5	6%
Commodities	7.9	30%
Capital Outlays	7.2	28%
Contingency/Reserves	5.2	20%
Internal Service Offset	(19.4)	
<b>Adopted Budget</b>	<b>\$ 5.8</b>	
Transfers Out		
CIP Transfers	0.6	2%
<b>Total Uses</b>	<b>\$ 6.4</b>	



\*Graph excludes the Internal Service Offset of (\$19.4) million

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

## Budget by Fund

## Fleet Management Fund Summary

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance</b>				
Contingency Reserve	500,000	500,000	500,000	700,000
Designated for Future Acquisition	4,836,174	4,929,806	4,843,100	4,745,293
Unreserved, Undesignated	3,986,706	3,504,351	3,878,604	2,891,951
<b>Total Beginning Fund Balance</b>	<b>9,322,880</b>	<b>8,934,157</b>	<b>9,221,704</b>	<b>8,337,244</b>
<b>Revenues</b>				
Rates - Vehicle Acquisition	5,650,632	6,851,280	6,851,280	7,168,644
Rates - Maintenance & Operation	7,204,545	6,555,756	6,555,756	7,210,104
Rates - Fuel	4,753,673	5,757,984	5,767,984	5,033,604
Miscellaneous Revenue	353,628	267,300	267,300	372,600
<b>Subtotal</b>	<b>17,962,477</b>	<b>19,432,320</b>	<b>19,442,320</b>	<b>19,784,952</b>
<b>Total Sources</b>	<b>17,962,477</b>	<b>19,432,320</b>	<b>19,442,320</b>	<b>19,784,952</b>
<b>Expenditures</b>				
Vehicle Acquisition/Capital Outlay	5,643,706	6,194,700	6,194,700	7,168,626
Fleet Operations	7,615,423	7,891,730	7,796,250	7,899,074
Fuel	4,047,924	5,336,849	5,336,849	4,925,443
Citywide Pay Program	-	57,140	-	90,914
Citywide Pay Program Tail	-	-	-	-
Leave Accrual Payments	-	33,200	23,743	33,200
Estimated Personnel Savings from Vacant Positions	-	(199,500)	(38,649)	(199,500)
<b>Subtotal</b>	<b>17,307,053</b>	<b>19,314,119</b>	<b>19,312,893</b>	<b>19,917,757</b>
<b>TOTAL OPERATING BUDGET</b>	<b>17,307,053</b>	<b>19,314,119</b>	<b>19,312,893</b>	<b>19,917,757</b>
<b>Transfers Out</b>				
CIP Fund - General Capital Projects	6,600	14,200	14,200	19,800
CIP Fund - Fleet Projects	750,000	245,300	245,300	589,600
Fleet One-Time Transfer to Aviation Fund	-	754,387	754,387	-
<b>Subtotal</b>	<b>756,600</b>	<b>1,013,887</b>	<b>1,013,887</b>	<b>609,400</b>
<b>Total Uses</b>	<b>18,063,653</b>	<b>20,328,006</b>	<b>20,326,780</b>	<b>20,527,157</b>
<b>Sources Over/(Under) Uses</b>	<b>(101,176)</b>	<b>(895,686)</b>	<b>(884,460)</b>	<b>(742,205)</b>
<b>Total Ending Fund Balance</b>	<b>9,221,704</b>	<b>8,038,471</b>	<b>8,337,244</b>	<b>7,595,039</b>
<b>Ending Fund Balance</b>				
Contingency Reserve	500,000	700,000	700,000	500,000
Designated for Future Acquisition	4,843,100	4,831,999	4,745,293	4,745,311
Unreserved, Undesignated	3,878,604	2,506,472	2,891,951	2,349,728
<b>Total Ending Fund Balance</b>	<b>9,221,704</b>	<b>8,038,471</b>	<b>8,337,244</b>	<b>7,595,039</b>

	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>				
Contingency Reserve	500,000	500,000	500,000	500,000
Designated for Future Acquisition	4,745,311	4,745,400	4,745,400	4,745,400
Unreserved, Undesignated	2,349,728	2,091,139	1,676,539	1,351,039
<b>Total Beginning Fund Balance</b>	<b>7,595,039</b>	<b>7,336,539</b>	<b>6,921,939</b>	<b>6,596,439</b>
<b>Revenues</b>				
Rates - Vehicle Acquisition	7,527,100	7,903,400	8,298,600	8,713,500
Rates - Maintenance & Operation	7,361,600	7,515,700	7,674,100	7,835,200
Rates - Fuel	5,139,800	5,247,500	5,357,300	5,470,100
Miscellaneous Revenue	315,900	344,300	361,500	368,700
<b>Subtotal</b>	<b>20,344,400</b>	<b>21,010,900</b>	<b>21,691,500</b>	<b>22,387,500</b>
<b>Total Sources</b>	<b>20,344,400</b>	<b>21,010,900</b>	<b>21,691,500</b>	<b>22,387,500</b>
<b>Expenditures</b>				
Vehicle Acquisition/Capital Outlay	7,527,000	7,903,400	8,298,600	8,713,500
Fleet Operations	8,037,600	8,294,100	8,318,200	8,465,400
Fuel	5,028,900	5,134,500	5,242,300	5,352,400
Citywide Pay Program	93,800	100,600	100,000	103,200
Citywide Pay Program Tail	76,000	154,300	217,400	281,100
Leave Accrual Payments	33,500	48,600	63,900	34,400
Estimated Personnel Savings from Vacant Positions	(209,500)	(220,000)	(231,000)	(242,600)
<b>Subtotal</b>	<b>20,587,300</b>	<b>21,415,500</b>	<b>22,009,400</b>	<b>22,707,400</b>
<b>TOTAL OPERATING BUDGET</b>	<b>20,587,300</b>	<b>21,415,500</b>	<b>22,009,400</b>	<b>22,707,400</b>
<b>Transfers Out</b>				
CIP Fund - General Capital Projects	15,600	10,000	7,600	22,600
CIP Fund - Fleet Projects	-	-	-	-
Fleet One-Time Transfer to Aviation Fund	-	-	-	-
<b>Subtotal</b>	<b>15,600</b>	<b>10,000</b>	<b>7,600</b>	<b>22,600</b>
<b>Total Uses</b>	<b>20,602,900</b>	<b>21,425,500</b>	<b>22,017,000</b>	<b>22,730,000</b>
<b>Sources Over/(Under) Uses</b>	<b>(258,500)</b>	<b>(414,600)</b>	<b>(325,500)</b>	<b>(342,500)</b>
<b>Total Ending Fund Balance</b>	<b>7,336,539</b>	<b>6,921,939</b>	<b>6,596,439</b>	<b>6,253,939</b>
<b>Ending Fund Balance</b>				
Contingency Reserve	500,000	500,000	500,000	500,000
Designated for Future Acquisition	4,745,400	4,745,400	4,745,400	4,745,400
Unreserved, Undesignated	2,091,139	1,676,539	1,351,039	1,008,539
<b>Total Ending Fund Balance</b>	<b>7,336,539</b>	<b>6,921,939</b>	<b>6,596,439</b>	<b>6,253,939</b>

**Rates - Vehicle Acquisition Revenue**

Rates - Vehicle Acquisition represents the "rental" rate charged to other city funds and programs sufficient for the acquisition and replacement of city vehicles. For FY 2014/15, 36 percent of the Fleet Management Fund's operating revenues come from rates related to vehicle acquisition. The vehicle acquisition rates for FY 2014/15 total \$7.2 million and represent approximately \$0.3 million increase from the FY 2013/14 year-end revenue forecast. The increase is to ensure a more realistic and sustainable funding for future acquisition and replacement.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	7.2	7.2 *
2013/14	6.9	6.9 *
2012/13	5.7	5.7
2011/12	3.1	3.1
2010/11	2.9	2.9

**Maintenance & Operation Revenue**

Rates - Maintenance & Operation represents charges to other city programs based on the usage of city vehicles. For FY 2014/15, 36 percent of the Fleet Management Fund's operating revenues are derived from rates related to vehicle maintenance and operation. The FY 2014/15 hourly rate is billed at \$76.50 per hour and parts are marked up 22 percent. The maintenance and operation rates revenue for FY 2014/15 totals \$7.2 million, which is an increase of \$0.6 million from the FY 2013/14 year-end revenue forecast.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	7.2	7.2 *
2013/14	6.6	6.6 *
2012/13	6.6	7.2
2011/12	7.0	6.8
2010/11	6.8	6.9

**Fuel Revenue**

This revenue represents the charges to other city programs based on the fuel consumption of city vehicles. Rates are determined based on historical as well as future consumption. Included in this methodology are local and national fuel cost trends. The cost basis for this revenue is \$4.07/gallon for bio-diesel and \$3.80/gallon for unleaded. To offset costs associated with the fuel program a markup of \$0.51 per gallon is applied for non-Compressed Natural Gas (CNG) fuels cost when charged to the divisions. CNG is charged at \$1.96 per gallon due to a difference in operation cost of the CNG site. The FY 2014/15 adopted budget of \$5.0 million represents a decrease of approximately \$0.8 million from the FY 2013/14 year-end forecast.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	5.0	5.0 *
2013/14	5.8	5.8 *
2012/13	6.0	4.8
2011/12	4.0	5.0
2010/11	4.4	4.3

**Miscellaneous Revenue**

Miscellaneous Revenue is generated from the liquidation of surplus property as well as any insurance recoveries received. The FY 2014/15 budget is \$0.4 million, which is a slight increase with the FY 2013/14 year-end forecast of \$0.3 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.4	0.4 *
2013/14	0.3	0.3 *
2012/13	0.2	0.4
2011/12	0.2	0.6
2010/11	0.2	-

**Fleet Management Fund Expenditures by Category**

The direct operating expenditures of the Fleet Management Fund are divided into the following four major expenditure categories: personnel services, contractual services, commodities and capital outlay. Additionally, there are transfers-out to other funds.

**Personnel Services**

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The FY 2014/15 adopted personnel services budget totals \$3.4 million, which is an increase of \$0.1 million from the FY 2013/14 forecasted budget as a result of increases in healthcare and retirement rates.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	3.4	3.4 *
2013/14	3.3	3.3 *
2012/13	3.3	3.1
2011/12	3.2	3.1
2010/11	3.1	3.2

**Contractual Services**

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The FY 2014/15 adopted budget of \$1.5 million remains flat with the FY 2013/14 year-end forecast.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.5	1.5 *
2013/14	1.5	1.5 *
2012/13	1.5	1.5
2011/12	1.5	1.5
2010/11	1.5	1.3

**Commodities**

Commodities are expendable items purchased through the city-approved centralized purchasing process. This classification includes fuel, supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The FY 2014/15 adopted budget of \$7.9 million is \$0.5 million lower than the FY 2013/14 adopted budget as a result of unstable fuels costs.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	7.9	7.9 *
2013/14	8.4	8.4 *
2012/13	8.3	7.1
2011/12	6.6	7.0
2010/11	6.8	6.4

**Capital Outlay**

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. The FY 2014/15 adopted capital outlay budget of \$7.2 million is \$1.0 million higher than the FY 2013/14 adopted budget based on planned vehicle replacement purchases for FY 2014/15.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	7.2	7.2 *
2013/14	6.2	6.2 *
2012/13	5.6	5.6
2011/12	5.6	5.0
2010/11	3.7	1.6

**Transfers-Out**

Transfers-Out is the authorized movement of cash or other resources to other funds, divisions, departments, and/or capital projects. Transfers-Out for FY 2014/15 is \$0.6 million and is being transferred to CIP.

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**Fleet Management Fund Balance**

The Fleet Management Fund balance varies primarily due to the vehicle replacement schedule. The portion of internal charges to programs for replacement vehicles is evenly spread over the expected life of the vehicles. This charge becomes revenue to the Fleet Management Fund and is representative of the replacement charge for many vehicles with differing useful lives. Therefore, this revenue does not vary significantly by year, but the year in which vehicles are purchased may vary significantly if, for example, several large, expensive vehicles are scheduled for replacement in a single year. The fund balance at the end of each year includes the accumulated balance to be used for future year vehicle purchases. The ending FY 2014/15 fund balance is \$7.6 million, which is a \$0.7 million decrease from the FY 2013/14 forecasted ending balance.

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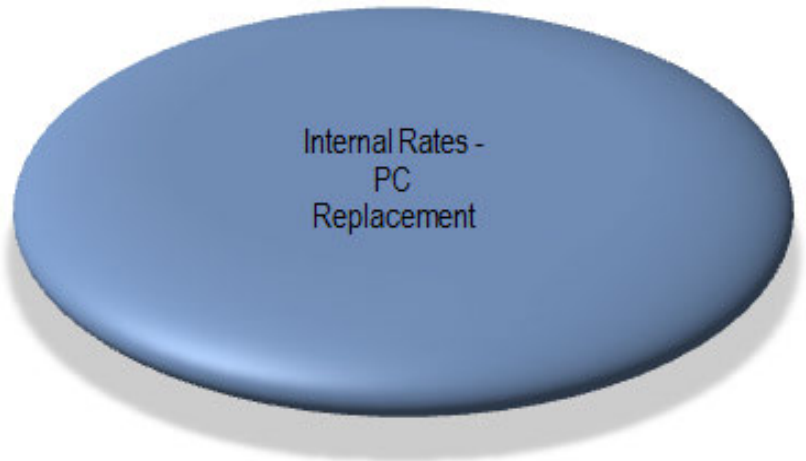


**Fund Purpose**

This fund is used to account for the expenditures associated with purchasing the city's computers, monitors and printers. Replacement of computers, monitors and printers (hardware) is charged to the city divisions as internal operating costs to each program based on the quantity and type of hardware used. The division charges become revenue to the PC Replacement Fund.

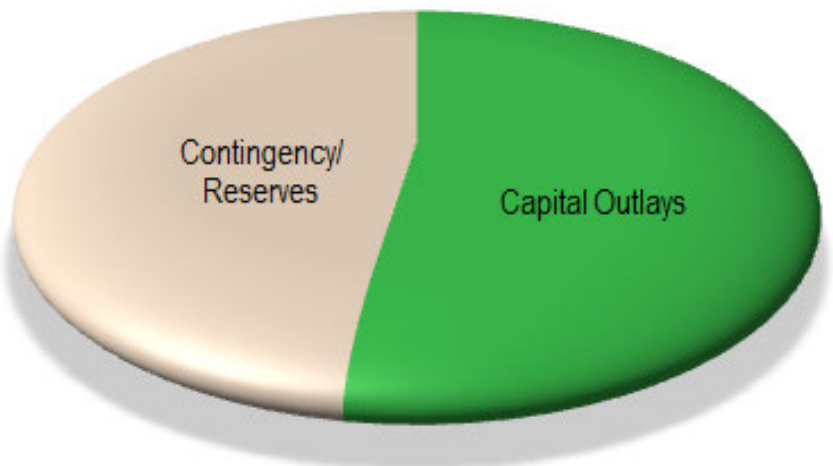
PC Replacement Fund Sources (in millions)

Internal Rates - PC Replacement	\$	1.0	100%
Total Revenue	\$	1.0	
Transfers In		-	
Total Sources	\$	1.0	



PC Replacement Fund Uses (in millions)

Personnel Services	\$	-	0%
Contractual Services		-	0%
Commodities		-	0%
Capital Outlays		0.6	52%
Contingency/Reserves		0.5	48%
Internal Service Offset		(1.0)	
Adopted Budget	\$	0.0	
Transfers Out		-	0%
Total Uses	\$	0.0	



Graph excludes the Internal Service Offset of (\$1.0) million

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

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance</b>				
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	254,784	361,575	107,293	324,679
<b>Total Beginning Fund Balance</b>	<b>754,784</b>	<b>861,575</b>	<b>607,293</b>	<b>824,679</b>
<b>Revenues</b>				
<b>Rates - Computer Hardware Acquisition</b>				
General Fund	243,963	784,630	784,630	823,318
Transportation Fund	39,864	40,595	40,595	39,244
Grants Fund (CDBG)	646	704	704	766
Grants Fund (Section 8 Housing)	1,293	1,408	1,408	1,380
Special Programs Fund (RICO)	381,277	-	-	-
Special Programs Fund (Court Enhancement)	-	2,785	2,785	2,319
Tourism Development	-	704	704	345
Water Fund	127,478	142,977	142,977	135,741
Groundwater Treatment Facility Fund	323	1,337	1,337	1,325
Water Reclamation Fund	15,221	11,867	11,867	19,049
Aviation Fund	3,195	3,204	3,204	2,609
Solid Waste Enterprise Fund	8,473	8,904	8,904	8,945
Fleet Management Fund	11,187	11,874	11,874	9,197
Risk Management Fund	1,593	1,691	1,691	1,801
Benefits Self Insurance	-	176	176	345
<b>Subtotal</b>	<b>834,513</b>	<b>1,012,856</b>	<b>1,012,856</b>	<b>1,046,384</b>
<b>Total Sources</b>	<b>834,513</b>	<b>1,012,856</b>	<b>1,012,856</b>	<b>1,046,384</b>
<b>Expenditures</b>				
<b>Division</b>				
<b>Administrative Services - Information Technology</b>				
CPU Purchases	298,629	392,700	375,027	422,417
Laptop Purchases	58,299	87,072	107,671	20,536
Ruggedized CF-31 Purchases	615,337	259,697	238,007	9,617
Ruggedized CF-19 Purchases	-	11,365	9,291	-
Ruggedized CF-53 Purchases	-	-	-	7,097
Ruggedized HPE276 Purchases	-	-	-	-
Monitors - 17" Purchases	756	-	-	-
Monitors - 19" Purchases	916	47,000	28,294	47,000
Monitors - 24" Purchases	387	4,600	4,600	4,600
Printers - Network B/W	-	26,200	5,000	26,200
Printers - Network Color	7,678	14,000	27,580	14,000
<b>Subtotal</b>	<b>982,004</b>	<b>842,633</b>	<b>795,470</b>	<b>551,467</b>
<b>TOTAL OPERATING BUDGET</b>	<b>982,004</b>	<b>842,633</b>	<b>795,470</b>	<b>551,467</b>
<b>Total Uses</b>	<b>982,004</b>	<b>842,633</b>	<b>795,470</b>	<b>551,467</b>
<b>Sources Over / (Under) Uses</b>	<b>(147,491)</b>	<b>170,223</b>	<b>217,386</b>	<b>494,917</b>
<b>Ending Fund Balance</b>				
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	107,293	531,798	324,679	819,596
<b>Total Ending Fund Balance</b>	<b>607,293</b>	<b>1,031,798</b>	<b>824,679</b>	<b>1,319,596</b>

	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>				
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	819,596	1,014,696	686,196	997,296
<b>Total Beginning Fund Balance</b>	<b>1,319,596</b>	<b>1,514,696</b>	<b>1,186,196</b>	<b>1,497,296</b>
<b>Revenues</b>				
<b>Rates - Computer Hardware Acquisition</b>				
General Fund	823,300	823,300	823,300	823,300
Transportation Fund	39,200	39,200	39,200	39,200
Grants Fund (CDBG)	800	800	800	800
Grants Fund (Section 8 Housing)	1,400	1,400	1,400	1,400
Special Programs Fund (RICO)	-	-	-	-
Special Programs Fund (Court Enhancement)	2,300	2,300	2,300	2,300
Tourism Development	300	300	300	300
Water Fund	135,700	135,700	135,700	135,700
Groundwater Treatment Facility Fund	1,300	1,300	1,300	1,300
Water Reclamation Fund	19,000	19,000	19,000	19,000
Aviation Fund	2,600	2,600	2,600	2,600
Solid Waste Enterprise Fund	8,900	8,900	8,900	8,900
Fleet Management Fund	9,200	9,200	9,200	9,200
Risk Management Fund	1,800	1,800	1,800	1,800
Benefits Self Insurance	300	300	300	300
<b>Subtotal</b>	<b>1,046,100</b>	<b>1,046,100</b>	<b>1,046,100</b>	<b>1,046,100</b>
<b>Total Sources</b>	<b>1,046,100</b>	<b>1,046,100</b>	<b>1,046,100</b>	<b>1,046,100</b>
<b>Expenditures</b>				
<b>Division</b>				
<b>Administrative Services - Information Technology</b>				
CPU Purchases	230,900	419,400	355,000	480,000
Laptop Purchases	89,700	93,100	47,400	105,300
Ruggedized CF-31 Purchases	307,700	759,700	182,700	577,000
Ruggedized CF-19 Purchases	113,700	-	13,600	9,100
Ruggedized CF-53 Purchases	-	10,600	42,600	273,200
Ruggedized HPE276 Purchases	17,200	-	1,900	1,900
Monitors - 17" Purchases	-	-	-	-
Monitors - 19" Purchases	39,800	39,800	39,800	39,800
Monitors - 24" Purchases	11,800	11,800	11,800	11,800
Printers - Network B/W	26,200	26,200	26,200	26,200
Printers - Network Color	14,000	14,000	14,000	14,000
<b>Subtotal</b>	<b>851,000</b>	<b>1,374,600</b>	<b>735,000</b>	<b>1,538,300</b>
<b>TOTAL OPERATING BUDGET</b>	<b>851,000</b>	<b>1,374,600</b>	<b>735,000</b>	<b>1,538,300</b>
<b>Total Uses</b>	<b>851,000</b>	<b>1,374,600</b>	<b>735,000</b>	<b>1,538,300</b>
<b>Sources Over / (Under) Uses</b>	<b>195,100</b>	<b>(328,500)</b>	<b>311,100</b>	<b>(492,200)</b>
<b>Ending Fund Balance</b>				
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	1,014,696	686,196	997,296	505,096
<b>Total Ending Fund Balance</b>	<b>1,514,696</b>	<b>1,186,196</b>	<b>1,497,296</b>	<b>1,005,096</b>

**Rates - Computer Hardware Acquisition**

Rates - Computer Hardware Acquisition represents the rates charged to other city funds and programs sufficient for the acquisition and replacement of city computer hardware. This program was established in FY 2011/12. FY 2012/13 was the first year where user rates were charged to operating divisions. The revenue for FY 2014/15 is \$1.0 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.0	1.0 *
2013/14	1.0	1.0 *
2012/13	1.0	0.8
2011/12	-	-
2010/11	-	-

**PC Replacement Fund Expenditures by Category**

The direct operating expenditures of the PC Replacement Fund are budgeted in the following major expenditure category:

**Capital Outlay**

Capital Outlay includes the purchase of desktop computers, laptops, ruggedized laptops, monitors, and printers. The computer hardware inventory for the entire city is aggregated as one asset and is thus classified as a capital asset on the city's balance sheet. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. The adopted FY 2014/15 capital outlay budget is \$0.6 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.6	0.6 *
2013/14	0.8	0.8 *
2012/13	0.7	0.7
2011/12	1.0	1.0
2010/11	-	-

**PC Replacement Fund Balance**

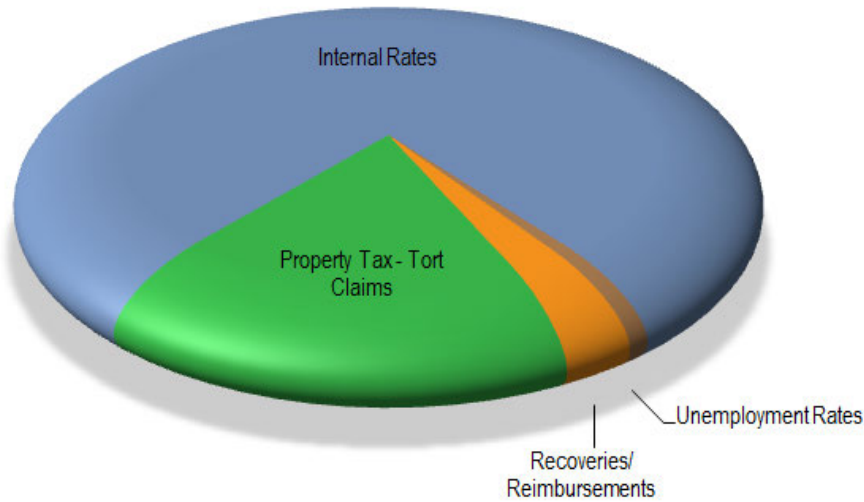
The PC Replacement Fund balance varies primarily due to the hardware replacement schedule. The portion of internal charges to programs for replacement hardware is evenly spread over the expected life of the hardware. This charge becomes revenue to the PC Replacement Fund and is representative of the replacement charge for hardware with different costs. Therefore, the revenue does not vary significantly by year, but the year in which hardware is purchased may vary significantly if, for example, a large order of ruggedized laptops is scheduled for replacement in a single year. The fund balance at the end of each year includes the accumulated balance to be used for future year hardware purchases. The ending FY 2014/15 fund balance is budgeted at \$1.3 million, and includes a contingency amount of \$0.5 million.

**Fund Purpose**

The Risk Management Fund is used to account for the city's self-insurance, safety and risk management functions. Revenue to this fund is derived from internal charges to division programs and is captured as internal rates. Payments for unemployment, workers' compensation, and property and liability claims are made from this fund.

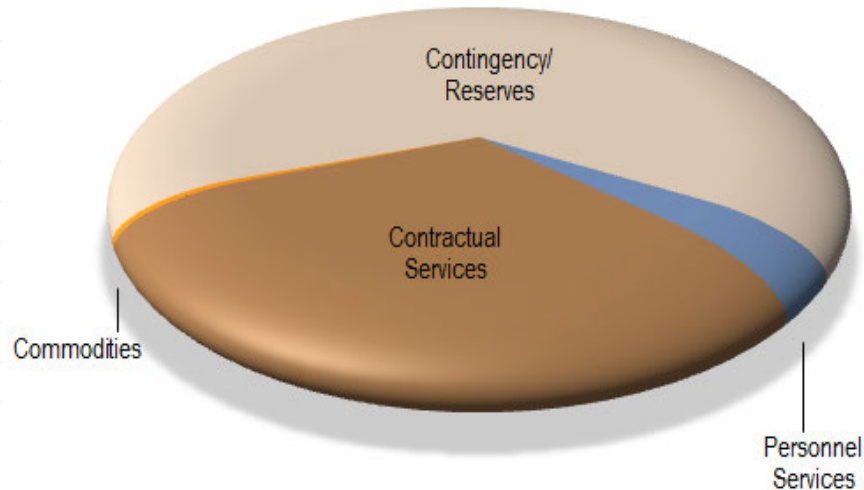
Risk Management Fund Sources (in millions)

Internal Rates	\$	9.2	79%
Unemployment Rates		0.1	1%
Recoveries/Reimbursements		0.3	3%
Property Tax - Tort Claims		2.1	18%
<b>Total Revenue</b>	\$	<b>11.7</b>	
Transfers In		-	0%
<b>Total Sources</b>	\$	<b>11.7</b>	



Risk Management Fund Uses (in millions)

Personnel Services	\$	0.8	3%
Contractual Services		7.4	32%
Commodities		0.1	0%
Capital Outlays		-	0%
Contingency/Reserves		14.6	64%
Internal Service Offset		(9.3)	
<b>Adopted Budget</b>	\$	<b>13.5</b>	
Transfers Out		-	0%
<b>Total Uses</b>	\$	<b>13.5</b>	



Graph excludes the Internal Service Offset of (\$9.3) million

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

## Budget by Fund

## Risk Management Fund Summary

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance</b>				
Accruals (Short Term)	3,560,000	3,560,000	3,560,000	3,033,952
Accruals (Long Term)	5,600,000	5,600,000	5,600,000	5,600,000
Contingency	-	2,500,000	-	2,500,000
Property Casualty Claims Reserve	6,268,436	4,269,254	3,029,065	-
<b>Total Beginning Fund Balance</b>	<b>15,428,436</b>	<b>15,929,254</b>	<b>12,189,065</b>	<b>11,133,952</b>
<b>Revenues and Other Sources</b>				
Property, Liability, Work Comp Rates	4,000,006	6,500,000	6,500,000	9,200,000
Unemployment Taxes	281,119	100,000	100,000	100,000
Property Tax (Tort Claims)	212,914	144,734	144,734	2,076,849
Insurance/Claim Recoveries	175,361	250,000	250,000	250,000
Special Event Reimbursements	88,075	55,000	55,000	75,000
<b>Subtotal</b>	<b>4,757,475</b>	<b>7,049,734</b>	<b>7,049,734</b>	<b>11,701,849</b>
<b>Total Sources</b>	<b>4,757,475</b>	<b>7,049,734</b>	<b>7,049,734</b>	<b>11,701,849</b>
<b>Expenditures and Other Uses</b>				
Risk Mgmt - Operating Budget	1,123,931	1,107,598	1,131,083	1,090,567
Risk Mgmt - Excess Ins. Premiums	25,976	1,778,500	1,778,500	1,943,203
Claims (General Liability)	4,076,495	2,964,130	2,964,130	3,025,191
Claims (Property)	849,279	375,000	375,000	331,261
Claims (Workers' Compensation)	1,863,374	1,753,334	1,753,334	1,783,334
Claims (Unemployment)	56,491	100,000	100,000	75,000
Citywide Pay Program	-	13,317	-	20,645
Citywide Pay Program Tail	-	-	-	-
<b>Subtotal</b>	<b>7,995,546</b>	<b>8,091,879</b>	<b>8,102,047</b>	<b>8,269,201</b>
<b>TOTAL OPERATING BUDGET</b>	<b>7,995,546</b>	<b>8,091,879</b>	<b>8,102,047</b>	<b>8,269,201</b>
<b>Other Uses</b>				
Transfer-Out to CIP Fund (Tech. Replacement)	1,300	2,800	2,800	4,500
<b>Subtotal</b>	<b>1,300</b>	<b>2,800</b>	<b>2,800</b>	<b>4,500</b>
<b>Total Uses</b>	<b>7,996,846</b>	<b>8,094,679</b>	<b>8,104,847</b>	<b>8,273,701</b>
<b>Sources Over/(Under) Uses</b>	<b>(3,239,371)</b>	<b>(1,044,945)</b>	<b>(1,055,113)</b>	<b>3,428,148</b>
<b>Ending Fund Balance</b>				
Accruals (Short Term)	3,560,000	3,560,000	3,033,952	3,034,000
Accruals (Long Term)	5,600,000	5,600,000	5,600,000	5,600,000
Contingency	-	2,500,000	2,500,000	2,500,000
Property Casualty Claims Reserve	3,029,065	3,224,309	-	3,428,100
<b>Total Ending Fund Balance</b>	<b>12,189,065</b>	<b>14,884,309</b>	<b>11,133,952</b>	<b>14,562,100</b>



	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>				
Accruals (Short Term)	3,034,000	3,034,000	3,034,000	3,034,000
Accruals (Long Term)	5,600,000	5,600,000	5,600,000	5,600,000
Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Property Casualty Claims Reserve	3,428,100	6,743,100	8,242,200	9,730,700
<b>Total Beginning Fund Balance</b>	<b>14,562,100</b>	<b>17,877,100</b>	<b>19,376,200</b>	<b>20,864,700</b>
<b>Revenues and Other Sources</b>				
Property, Liability, Work Comp Rates	9,393,200	9,590,500	9,791,900	9,997,500
Unemployment Taxes	100,000	100,000	100,000	100,000
Property Tax (Tort Claims)	2,000,000	250,000	250,000	250,000
Insurance/Claim Recoveries	250,000	250,000	250,000	250,000
Special Event Reimbursements	75,000	75,000	75,000	75,000
<b>Subtotal</b>	<b>11,818,200</b>	<b>10,265,500</b>	<b>10,466,900</b>	<b>10,672,500</b>
<b>Total Sources</b>	<b>11,818,200</b>	<b>10,265,500</b>	<b>10,466,900</b>	<b>10,672,500</b>
<b>Expenditures and Other Uses</b>				
Risk Mgmt - Operating Budget	1,104,900	1,146,400	1,134,500	1,150,300
Risk Mgmt - Excess Ins. Premiums	2,031,100	2,123,100	2,219,500	2,320,700
Claims (General Liability)	3,088,800	3,153,600	3,219,800	3,287,500
Claims (Property)	338,300	345,400	352,600	360,000
Claims (Workers' Compensation)	1,820,800	1,859,000	1,897,900	1,937,900
Claims (Unemployment)	76,600	78,200	79,800	81,500
Citywide Pay Program	21,300	22,800	22,700	23,400
Citywide Pay Program Tail	17,400	35,400	49,900	64,700
<b>Subtotal</b>	<b>8,499,200</b>	<b>8,763,900</b>	<b>8,976,700</b>	<b>9,226,000</b>
<b>TOTAL OPERATING BUDGET</b>	<b>8,499,200</b>	<b>8,763,900</b>	<b>8,976,700</b>	<b>9,226,000</b>
<b>Other Uses</b>				
Transfer-Out to CIP Fund (Tech. Replacement)	4,000	2,500	1,700	6,700
<b>Subtotal</b>	<b>4,000</b>	<b>2,500</b>	<b>1,700</b>	<b>6,700</b>
<b>Total Uses</b>	<b>8,503,200</b>	<b>8,766,400</b>	<b>8,978,400</b>	<b>9,232,700</b>
<b>Sources Over/(Under) Uses</b>	<b>3,315,000</b>	<b>1,499,100</b>	<b>1,488,500</b>	<b>1,439,800</b>
<b>Ending Fund Balance</b>				
Accruals (Short Term)	3,034,000	3,034,000	3,034,000	3,034,000
Accruals (Long Term)	5,600,000	5,600,000	5,600,000	5,600,000
Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Property Casualty Claims Reserve	6,743,100	8,242,200	9,730,700	11,170,500
<b>Total Ending Fund Balance</b>	<b>17,877,100</b>	<b>19,376,200</b>	<b>20,864,700</b>	<b>22,304,500</b>

**Property Casualty Revenues**

Property Casualty Revenues represent this fund's operating resources, which are derived from internal charges for services to other city funds as well as insurance claim recoveries and special event reimbursements. The fund covers excess insurance premiums, administrative charges and claim payments for general and auto liability/physical damages, workers' compensation, unemployment taxes, and property damage

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	9.6	9.6 *
2013/14	6.9	6.9 *
2012/13	4.6	4.5
2011/12	4.8	4.6
2010/11	5.8	6.0

**Property Taxes (Tort Claims)**

This revenue represents a reimbursement to the city's Risk Management Fund for the liability tort settlements and judgments approved by City Council and paid during the most recently completed calendar year. The inclusion of the tort claim reimbursements in the city's primary tax levy is allowed per a March 20, 1986 Arizona Attorney General opinion. The tort expenses are paid from the Risk Management Fund and therefore, the reimbursement becomes revenue to this fund. The budgeted tort claims recoveries total \$2.1 million for FY 2014/15. The significant increase is due to the settlement of several large, unforeseen occurrences.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	2.1	2.1 *
2013/14	0.1	0.1 *
2012/13	0.2	0.2
2011/12	-	-
2010/11	0.7	1.7

### Risk Management Fund Expenditures By Category

The direct operating expenditures of the Risk Management Fund are divided into the following major expenditure categories: personnel services, contractual services and commodities. There are also cash transfer-out to other funds.

#### Personnel Services

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. The adopted budget for this category is \$0.8 million for FY 2014/15, which is unchanged from the FY 2013/14 adopted budget but includes increases for healthcare, retirement contribution rates, and employee pay program increases.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.8	0.8 *
2013/14	0.8	0.8 *
2012/13	0.8	0.8
2011/12	0.6	0.7
2010/11	0.6	0.6

#### Contractual Services

Contractual Services include expenditures for excess insurance premiums, claim payments, services performed by firms, individuals, or other city departments. The adopted budget for FY 2014/15 is \$7.4 million which is \$0.2 million more than the adopted FY 2013/14 budget. This increase continues to be attributed to the increase in insurance and bond premiums.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	7.4	7.4 *
2013/14	7.2	7.2 *
2012/13	7.1	5.9
2011/12	6.6	6.5
2010/11	6.5	4.6

#### Commodities

Commodities include supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted FY 2014/15 commodities budget of approximately \$0.1 million remains consistent with the adopted FY 2013/14 budget.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.1	0.1 *
2013/14	0.1	0.1 *
2012/13	0.1	0.1
2011/12	0.1	0.1
2010/11	0.1	0.1

#### Transfers-Out

Transfers-Out are the authorized movement of cash to other funds, divisions, departments, and capital projects. Transfers-out of \$4,500 are planned to help cover the cost of general capital projects during FY 2014/15.

#### Risk Management Fund Balance

The Risk Management Fund balance is maintained to provide for coverage of unemployment, workers' compensation, and property and liability claims. The required fund balance is set annually by the Loss Trust Fund Board and has been determined to be 85 percent funded. Each year the projected balances are actuarially determined based on current actual losses and potential outstanding claims. The projected FY 2014/15 total ending fund balance is approximately \$14.6 million, which is an increase of \$3.5 million from the FY 2013/14 year-end forecast and is working towards the compliance rate of 85 percent.



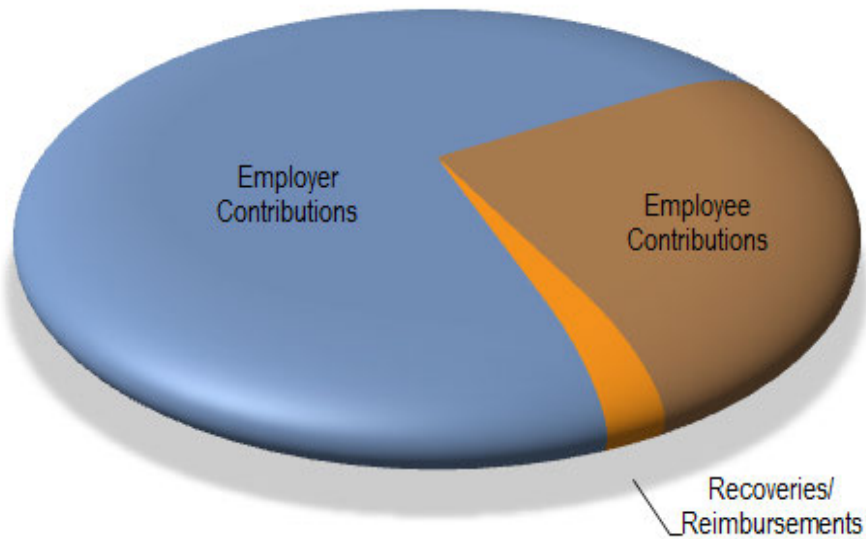
FY 2014/15 Adopted Budget

**Fund Purpose**

The Healthcare Self-Insurance Fund is used to account for the city's self-insured medical and dental benefits. Revenue to this fund is derived from premiums collected through charges (payroll deductions) to division programs, which consist of both city and employee components. Revenue is also collected through premium charges to retirees as well as pharmacy rebates and stop loss insurance recoveries. This fund provides payment of actual healthcare expenses (medical, prescription and dental claims) as well as claims administration and other benefit plan expenses.

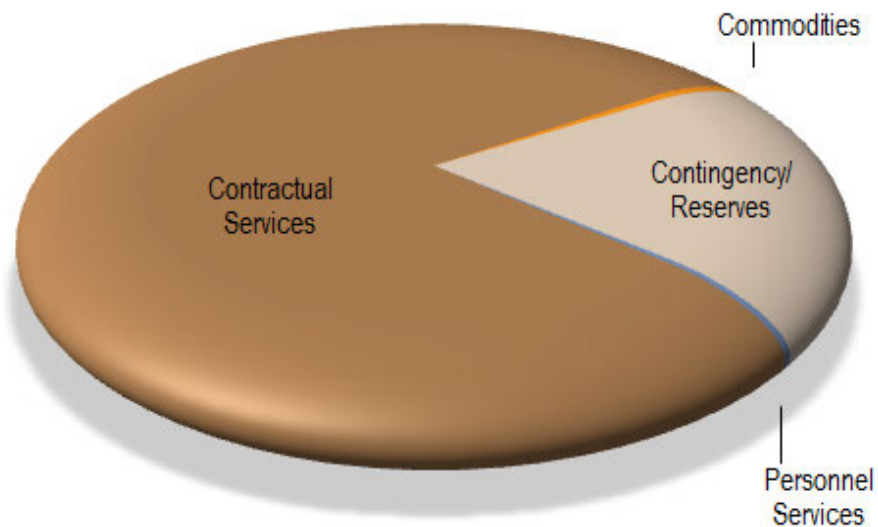
Healthcare Self-Insurance Fund Sources (in millions)

Employer Contributions	\$ 20.0	72%
Employee Contributions	7.2	26%
Retiree Contributions	-	0%
Recoveries/Reimbursements	0.6	2%
<b>Total Revenue</b>	<b>\$ 27.8</b>	
Transfers In	-	0%
<b>Total Sources</b>	<b>\$ 27.8</b>	



Healthcare Self-Insurance Fund Uses (in millions)

Personnel Services	\$ 0.1	0%
Contractual Services	27.1	79%
Commodities	0.2	1%
Capital Outlays	-	0%
Contingency/ Reserves	6.8	20%
Internal Service Offset	(20.0)	
<b>Adopted Budget</b>	<b>\$ 14.2</b>	
Transfers Out	-	0%
<b>Total Uses</b>	<b>\$ 14.2</b>	



Graph excludes the Internal Service Offset of (\$20.0) million

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

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance</b>				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Healthcare Claims Reserve	2,483,720	3,196,767	4,084,776	3,831,715
<b>Total Beginning Fund Balance</b>	<b>4,983,720</b>	<b>5,696,767</b>	<b>6,584,776</b>	<b>6,331,715</b>
<b>Revenues and Other Sources</b>				
Healthcare Premiums - COS	17,537,836	18,455,230	18,455,230	19,211,664
Healthcare Premiums- EE	5,641,346	5,934,440	5,934,440	6,206,016
Healthcare Premium Wellness Incentives	-	(232,850)	(232,850)	225,000
Healthcare Premiums - Disabled Retiree	884,860	763,290	763,290	260,208
Dental Premiums - COS	811,308	816,010	816,010	805,104
Dental Premiums - EE	767,570	774,830	774,830	772,248
Other - Recovery , Rebates, Interest (Active)	845,766	250,000	250,000	350,000
Other - Recovery , Rebates, Interest (Retiree)	115,295	100,000	100,000	10,000
<b>Subtotal</b>	<b>26,603,981</b>	<b>26,860,950</b>	<b>26,860,950</b>	<b>27,840,240</b>
<b>Total Sources</b>	<b>26,603,981</b>	<b>26,860,950</b>	<b>26,860,950</b>	<b>27,840,240</b>
<b>Expenditures and Other Uses</b>				
Healthcare - Medical/Behavioral Claims- Actives	19,919,044	21,997,340	21,997,298	22,905,607
Provider Administrative Expenses	1,291,091	1,319,628	1,319,628	764,010
Federal Re-Insurance Fee	-	-	-	305,643
Stop Loss Insurance	502,237	538,060	538,060	748,745
COS Administrative Expenses	252,715	343,980	346,455	434,256
Live Life Well Program (LLW)	121,766	211,349	211,965	-
Wellness Incentive	-	-	-	210,000
Citywide Pay Program	-	4,756	-	2,980
Citywide Pay Program Tail	-	-	-	-
<b>Subtotal Active Employees</b>	<b>22,086,852</b>	<b>24,415,113</b>	<b>24,413,406</b>	<b>25,371,241</b>
Healthcare - Medical/Behavioral Claims - Retirees	1,257,054	1,043,880	1,043,880	403,092
Provider Administrative Expenses - Retirees	43,394	40,105	40,105	12,203
Federal Re-Insurance Fee	-	-	-	3,655
Stop Loss Insurance - Retirees	13,529	17,180	17,180	8,721
COS Administrative Expenses - Retirees	33,265	30,747	30,482	1,574
Live Life Well Program (LLW) - Retirees	2,161	6,758	6,758	-
<b>Subtotal Retirees</b>	<b>1,349,403</b>	<b>1,138,670</b>	<b>1,138,405</b>	<b>429,245</b>
Dental Claims	1,477,771	1,471,250	1,471,250	1,516,548
Dental Administrative Expenses	88,898	90,950	90,950	59,524
<b>Subtotal Dental</b>	<b>1,566,670</b>	<b>1,562,200</b>	<b>1,562,200</b>	<b>1,576,072</b>
<b>TOTAL OPERATING BUDGET</b>	<b>25,002,925</b>	<b>27,115,983</b>	<b>27,114,011</b>	<b>27,376,558</b>
<b>Total Uses</b>	<b>25,002,925</b>	<b>27,115,983</b>	<b>27,114,011</b>	<b>27,376,558</b>
<b>Sources Over/(Under) Uses</b>	<b>1,601,056</b>	<b>(255,033)</b>	<b>(253,061)</b>	<b>463,682</b>
<b>Ending Fund Balance</b>				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Healthcare Claims Reserve	4,084,776	2,941,734	3,831,715	4,295,397
<b>Total Ending Fund Balance</b>	<b>6,584,776</b>	<b>5,441,734</b>	<b>6,331,715</b>	<b>6,795,397</b>



	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Healthcare Claims Reserve	4,295,397	4,830,397	5,411,197	6,050,697
<b>Total Beginning Fund Balance</b>	<b>6,795,397</b>	<b>7,330,397</b>	<b>7,911,197</b>	<b>8,550,697</b>
<b>Revenues and Other Sources</b>				
Healthcare Premiums - COS	20,748,600	22,408,500	24,201,200	26,137,300
Healthcare Premiums- EE	6,702,500	7,238,600	7,817,800	8,443,300
Healthcare Premium Wellness Incentives	150,000	150,000	150,000	150,000
Healthcare Premiums - Disabled Retiree	281,000	303,500	327,800	354,000
Dental Premiums - COS	829,300	854,100	879,800	906,200
Dental Premiums - EE	795,400	819,300	843,900	869,200
Other - Recovery , Rebates, Interest (Active)	350,000	350,000	350,000	350,000
Other - Recovery , Rebates, Interest (Retiree)	10,000	10,000	10,000	10,000
<b>Subtotal</b>	<b>29,866,800</b>	<b>32,134,000</b>	<b>34,580,500</b>	<b>37,220,000</b>
<b>Total Sources</b>	<b>29,866,800</b>	<b>32,134,000</b>	<b>34,580,500</b>	<b>37,220,000</b>
<b>Expenditures and Other Uses</b>				
Healthcare - Medical/Behavioral Claims- Actives	24,737,900	26,717,100	28,854,500	31,162,900
Provider Administrative Expenses	825,200	891,100	962,400	1,039,400
Federal Re-Insurance Fee	305,600	305,600	305,600	305,600
Stop Loss Insurance	808,600	873,300	943,200	1,018,700
COS Administrative Expenses	461,200	493,900	521,800	555,800
Live Life Well Program (LLW)	-	-	-	-
Wellness Incentive	210,000	210,000	210,000	210,000
Citywide Pay Program	3,100	3,300	3,300	3,400
Citywide Pay Program Tail	1,700	3,200	3,900	4,300
<b>Subtotal Active Employees</b>	<b>27,353,300</b>	<b>29,497,500</b>	<b>31,804,700</b>	<b>34,300,100</b>
Healthcare - Medical/Behavioral Claims - Retirees	327,200	353,600	381,900	412,700
Provider Administrative Expenses - Retirees	13,200	14,200	15,300	16,500
Federal Re-Insurance Fee	3,700	3,700	3,700	3,700
Stop Loss Insurance - Retirees	9,400	10,200	11,000	11,900
COS Administrative Expenses - Retirees	1,700	1,900	2,100	2,300
Live Life Well Program (LLW) - Retirees	-	-	-	-
<b>Subtotal Retirees</b>	<b>355,200</b>	<b>383,600</b>	<b>414,000</b>	<b>447,100</b>
Dental Claims	1,562,000	1,608,900	1,657,200	1,706,900
Dental Administrative Expenses	61,300	63,200	65,100	67,000
<b>Subtotal Dental</b>	<b>1,623,300</b>	<b>1,672,100</b>	<b>1,722,300</b>	<b>1,773,900</b>
<b>TOTAL OPERATING BUDGET</b>	<b>29,331,800</b>	<b>31,553,200</b>	<b>33,941,000</b>	<b>36,521,100</b>
<b>Total Uses</b>	<b>29,331,800</b>	<b>31,553,200</b>	<b>33,941,000</b>	<b>36,521,100</b>
<b>Sources Over/(Under) Uses</b>	<b>535,000</b>	<b>580,800</b>	<b>639,500</b>	<b>698,900</b>
<b>Ending Fund Balance</b>				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Healthcare Claims Reserve	4,830,397	5,411,197	6,050,697	6,749,597
<b>Total Ending Fund Balance</b>	<b>7,330,397</b>	<b>7,911,197</b>	<b>8,550,697</b>	<b>9,249,597</b>

**Healthcare Premiums – COS**

This revenue represents the city's contribution towards employee healthcare premiums. The city's premium cost sharing varies for the three healthcare plans offered. The city contributes 80 percent of the employee only premium for the costliest plan; 85 percent for the middle cost plan; and 90 percent of the lowest cost plan. For all three plans, the city contributes 75 percent of the difference in cost from employee to dependent coverage. Rising healthcare costs are resulting in increased premiums overall.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	19.2	19.2 *
2013/14	18.5	18.5 *
2012/13	17.3	17.5
2011/12	16.8	15.9
2010/11	16.6	13.7

**Healthcare Premiums – Employee**

This revenue captures the employee portion of healthcare premiums collected through payroll deductions, as well as cobra and state retirement subsidies. Historically the premium cost sharing has shifted a larger share of total cost to the employees. Prior to FY 2012/13 the retiree portion of premiums was included in the employee amounts. Effective with FY 2012/13 retirees are accounted for separately.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	6.2	6.2 *
2013/14	5.9	5.9 *
2012/13	5.1	5.6
2011/12	6.4	4.5
2010/11	2.9	4.5

**Healthcare Premiums – Retiree**

This revenue captures the retiree healthcare premiums collected through direct collections as well as state retirement subsidies. The premiums are set to recover 100 percent of the cost of claims and administration. There is no city contribution for retirees; however, public safety disabled retirees premiums are charged at the same rate as an active employee (with the disabled retiree paying both the employee and the city portion). With the large increases in the cost of coverage, many retirees have not elected to continue insurance coverage through the city. Prior to FY 2012/13 the retiree portion of premiums was included in the employee amounts. Effective with FY 2012/13, retirees are budgeted separately.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.3	0.3 *
2013/14	0.8	0.8 *
2012/13	4.1	0.9
2011/12	-	2.1
2010/11	-	-

**Dental Premiums – COS**

This revenue is comprised of the city's contribution to the dental premiums. The city contributes 88 percent of the employee portion of premium cost, and 12 percent of the dependent portion of the premium for coverage that includes dependents.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.8	0.8 *
2013/14	0.8	0.8 *
2012/13	0.8	0.8
2011/12	0.8	0.8
2010/11	1.5	0.7

**Dental Premiums – Employee**

This revenue captures the employee portion of dental premiums collected through payroll deductions, as well as cobra elections.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.8	0.8 *
2013/14	0.8	0.8 *
2012/13	0.8	0.8
2011/12	0.8	0.8
2010/11	0.8	0.7

**Other - Recovery, Rebates**

Miscellaneous revenues are the result of pharmacy rebates and reimbursements on medical claims over the city's stop loss limit.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.4	0.4 *
2013/14	0.4	0.4 *
2012/13	0.4	1.0
2011/12	-	0.3
2010/11	-	0.5

**Healthcare Self-Insurance Fund Expenditures By Category**

The direct operating expenditures of the Healthcare Self-Insurance Fund are divided into the following four major expenditure categories plus transfers-out:

**Personnel Services**

Personnel Services include the salaries and wages paid to employees, plus the city's contribution for fringe benefits such as retirement, social security, and healthcare. The FY 2014/15 adopted budget of approximately \$0.1 million is lower than the FY 2013/14 adopted budget as a result of reducing applicable work order credits to align position expenditures with work performed.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.1	0.1 *
2013/14	0.3	0.3 *
2012/13	0.4	0.4
2011/12	0.5	0.5
2010/11	0.6	-

**Contractual Services**

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The budget of \$27.1 million represents approximately 98 percent of the FY 2014/15 Healthcare Self-Insurance Fund operating budget. The contractual services budget includes \$26.6 million for health and dental claims and administration.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	27.1	27.1 *
2013/14	26.7	26.7 *
2012/13	28.2	25.1
2011/12	25.9	26.0
2010/11	25.1	24.5

**Commodities**

Commodities include supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature. The adopted FY 2014/15 commodities budget totals approximately \$210,000. The increase is due to the employee wellness incentive being accounted for separately as an expenditure whereas in previous years this was recognized as a reduction in employee contributions. The change is due to utilizing a new healthcare provider for FY 2014/15.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	210,000	210,000 *
2013/14	10,500	10,500 *
2012/13	10,500	10,500
2011/12	13,500	13,500
2010/11	27,000	-

**Capital Outlay**

Capital Outlay includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. To qualify as capital outlay, an item must have an estimated useful life of more than two years, typically have a unit cost of \$10,000 or more, and be a betterment or improvement. There are no capital outlay expenditures budgeted for FY 2014/15.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	-	- *
2013/14	50,000	50,000 *
2012/13	-	-
2011/12	50,000	-
2010/11	50,000	-

**Healthcare Self-Insurance Fund Balance**

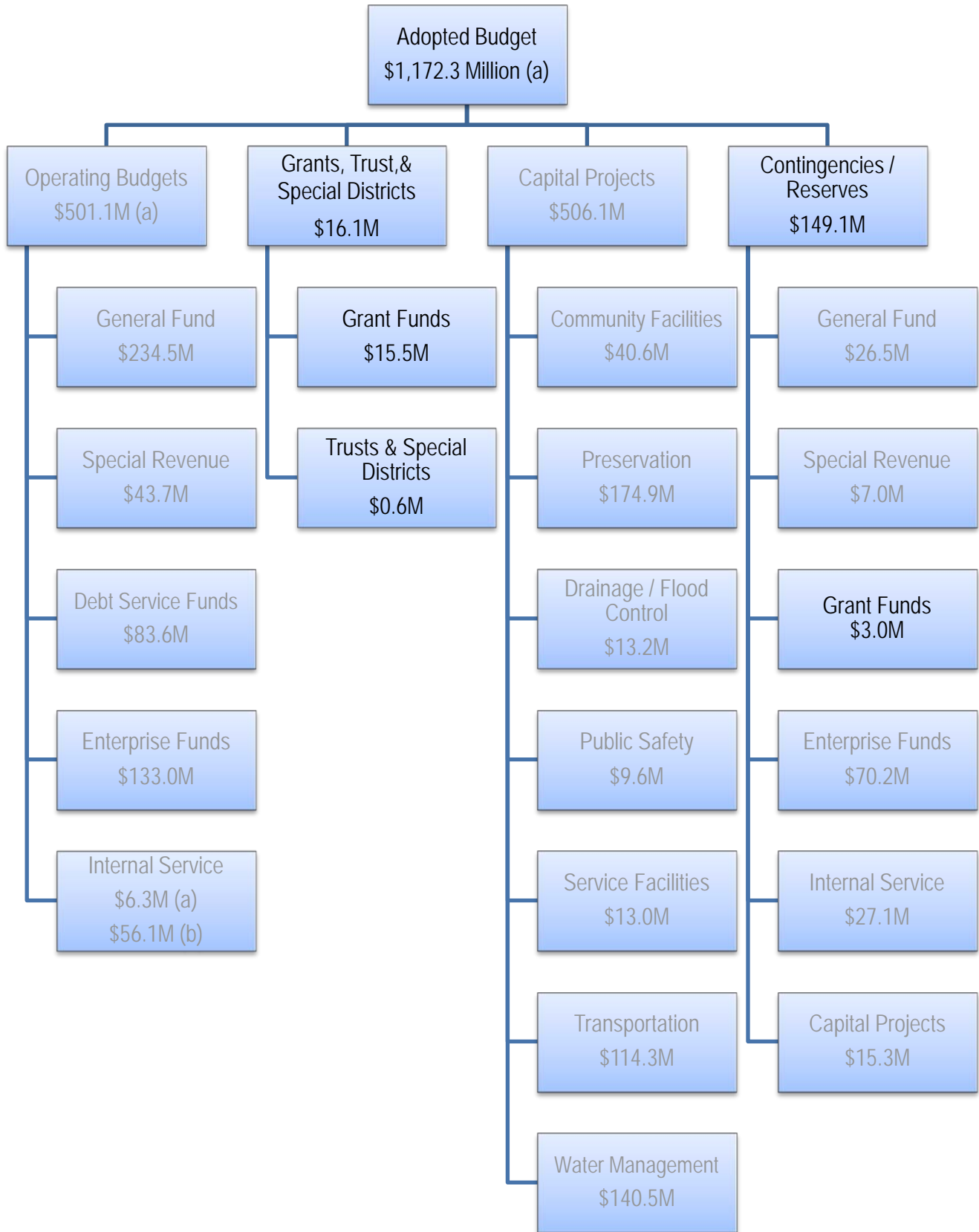
The Healthcare Self-Insurance Fund balance is maintained to provide for coverage of self-insured benefits. The required fund balance is actuarially determined on an annual basis. The projected FY 2014/15 total ending fund balance is approximately \$6.8 million, which is an increase of \$0.5 million from the FY 2013/14 year-end forecast and is within actuary recommendations.

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FY 2014/15 Adopted Budget





(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$49.8M

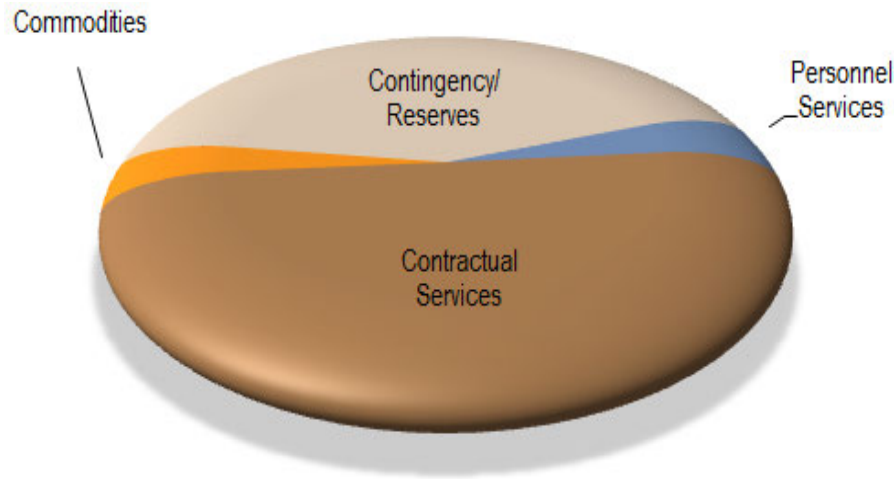
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$49.8M

**Grant Funds**

The Grant Funds receive and expend the city's federal, state, and local grant revenues. The amount of grants received is generally based upon application to granting agencies by the city and through entitlement grants, contingent upon availability of funding by the grantors. Grant revenues may be used only for the stated purpose in the approved grant agreement and are subject to grantor expenditure guidelines and audits. The city will only expend grant funds that have been appropriately awarded by the granting agency and accepted in accordance with the city's grant policy.

Grant Fund Uses

Personnel Services	\$ 0.8	4%
Contractual Services	9.3	50%
Commodities	0.7	4%
Capital Outlays	-	0%
Contingency/Reserves	7.8	42%
Adopted Budget	\$ 18.5	
Transfers Outs	0.0	0%
<b>Total Uses</b>	<b>\$ 18.5</b>	



**Trust Fund**

This fund is used to account for assets "held in trust" by the city. The city holds the funds in a trustee capacity as defined by the Governmental Accounting Standards Board (GASB) Statement No. 34.

**Special Districts Fund**

This fund is used to account for proceeds received by property owners in return for the city providing agreed-upon increased levels of municipal services beyond the standard level of core city services as allowed by statute. More specifically, the fund is used to account for the city's streetlight districts.

Special Districts Fund Uses

Contractual Services	\$ 0.6	100%
Contingency/Reserves	-	0%
Adopted Budget	\$ 0.6	
Transfers Out	-	0%
<b>Total Uses</b>	<b>\$ 0.6</b>	



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

**GRANT FUND SUMMARY**

<b>Grant Description</b>	<b>Adopted FY 2014/15</b>
CDBG	1,900,795
CDBG REHAB	910,624
HOME	981,385
SECTION 8	5,983,634
2013 CBRNE - POLICE	20,000
2013 TLO SUSTAINMENT	10,000
DEA TASK FORCE	120,000
EUREKA GRANT	15,000
FY 2012/13 FULL SERVICE FORENSIC CRIME LAB	19,500
FY 2013/14 FULL SERVICE FORENSIC CRIME LAB	90,091
KNOWING AND GROWING FY 2013/14	25,000
SRP-MIC LOCAL REV SHARING FY 2012/13	300,000
SRP-MIC LOCAL REV SHARING FY 2013/14	280,000
STATE GRANT-IN-AID 01A19	13,000
STATE LIBRARY READING BUDDIES PLUS	5,000
<b>Subtotal: Grants</b>	<b>10,674,029</b>
GRANTS ANTICIPATED FY 2014/15	4,778,700
GRANT CONTINGENCY	3,020,091
<b>Subtotal: Future Grants</b>	<b>7,798,791</b>
<b>Total Grants</b>	<b>18,472,820</b>

The City determinedly seeks grant funding to leverage City funds to address priority program service needs. The major areas of the grant revenue budget are noted below:

#### Community Development Block Grant (CDBG) and Housing Choice Voucher (Section 8)

Community Development Block Grant (CDBG) and Housing Choice Voucher funds are awarded annually by the U.S. Department of Housing and Urban Development (HUD) through entitlement grants, based on formula allocations. These grant revenues may only be used for those projects specifically approved in the funding agreement meeting applicable federal regulations and are subject to agency expenditure guidelines and audits. Staff estimates the CDBG and Housing Choice Voucher allocations and prior year's carryover for FY 2014/15 to be \$2.8 million and \$6.0 million respectively for a total of \$8.8 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	8.8	8.8 *
2013/14	10.1	10.1 *
2012/13	11.4	11.4
2011/12	10.5	10.5
2010/11	8.9	7.0

#### HOME Funds

HOME funds are received through the Maricopa County Home Consortium. Staff estimates the HOME allocation and prior year's carryover for FY 2014/15 to total \$1.0 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.0	1.0 *
2013/14	1.6	1.6 *
2012/13	1.5	1.5
2011/12	1.6	1.6
2010/11	1.2	-

#### Miscellaneous Federal, State and Local Grants

Miscellaneous Federal, State and Local Grants include grants for law enforcement, fire services, community services, transportation, preservation projects and future grants contingency. The budget for these grants is estimated to total \$8.7 million for FY 2014/15, of which \$7.8 million is designated as future grants and contingency revenue.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	8.7	8.7 *
2013/14	12.4	12.4 *
2012/13	19.5	19.5
2011/12	17.1	17.1
2010/11	14.9	2.4

**Grant Fund Expenditures By Grant**

The City aggressively seeks grant funding to leverage City funds to address priority program and service needs. The major areas of the grants expenditures budget are noted below:

**Community Development Block Grants (CDBG) and Housing Choice Voucher Funds (Section 8)**

Community Development Block Grants (CDBG) and Housing Choice Voucher funds are used for social and housing services for the elderly, disabled and low-income families. The FY 2014/15 combined adopted budget is \$8.8 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	8.8	8.8 *
2013/14	10.1	10.1 *
2012/13	11.3	11.3
2011/12	10.4	8.1
2010/11	8.9	7.0

**HOME Funds**

HOME funds are used to provide affordable housing, expand the capacity of non-profit housing providers, strengthen the ability of local governments to provide housing, and leverage private-sector participation in housing. The FY 2014/15 adopted budget is \$1.0 million, reflecting a decrease of \$0.6 million from the adopted FY 2013/14 budget.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	1.0	1.0 *
2013/14	1.6	1.6 *
2012/13	1.5	1.5
2011/12	1.6	0.5
2010/11	1.2	-

**Miscellaneous Federal, State & Local Grants**

Miscellaneous Federal, State & Local Grants are typically used for the purchase of equipment and services related to the law enforcement, fire services, community services, transportation, preservation projects, anticipated grants and grant contingency. The FY 2014/15 adopted budget of \$8.7 million reflects a decrease of \$7.3 million from the FY 2013/14 budget. The majority of this decrease is the result of reducing the contingency and anticipated grants.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	8.7	8.7 *
2013/14	12.4	12.4 *
2012/13	19.5	19.5
2011/12	17.1	2.6
2010/11	14.9	2.4

**Fund Purpose**

This fund is used to account for assets "held in trust" by the city. The city holds the funds in a trustee capacity as defined by the Governmental Accounting Standards Board (GASB) Statement No. 34. All funds not expended in the current fiscal year are carried over to the next fiscal year to continue funding the intended purpose. The city maintains the following Trust Fund:

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**Mayor's Committee for Employment of the Handicapped**

This fund is used to account for proceeds for programs and activities to promote employment of handicapped individuals. The FY 2014/15 adopted budget for this trust fund is \$6,000 and will be distributed to individuals in accordance with the program guidelines.

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**Trust Fund Balance**

All balances not expended in the current fiscal year are carried over to the next fiscal year to continue funding for the intended purpose.

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**Special District Fund Revenues**

The revenue for these districts is a levy amount on the annual property tax bill of the property owners within the district. The levy is based on the relative value of each property tax parcel. All revenue not expended in the current fiscal year is carried over to the next fiscal year to continue funding the intended purposes.

**Special Districts Revenue**

Streetlight Districts Revenue represents the levy assessed on property owners within each of the city's more than 350 streetlight districts. The adopted FY 2014/15 revenue budget is \$0.5 million.

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

FISCAL YEAR	ADOPTED BUDGET	ACTUAL / FORECAST*
2014/15	0.5	0.5 *
2013/14	0.6	0.4 *
2012/13	0.6	0.6
2011/12	0.7	0.6
2010/11	0.6	0.6

**Special Districts Fund Expenditures by District**

Streetlight District adopted FY 2014/15 expenditure budget is \$0.6 million and will be used for electric costs and maintenance services of streetlights installed within certain areas throughout the community.

**Special Districts Fund Balance**

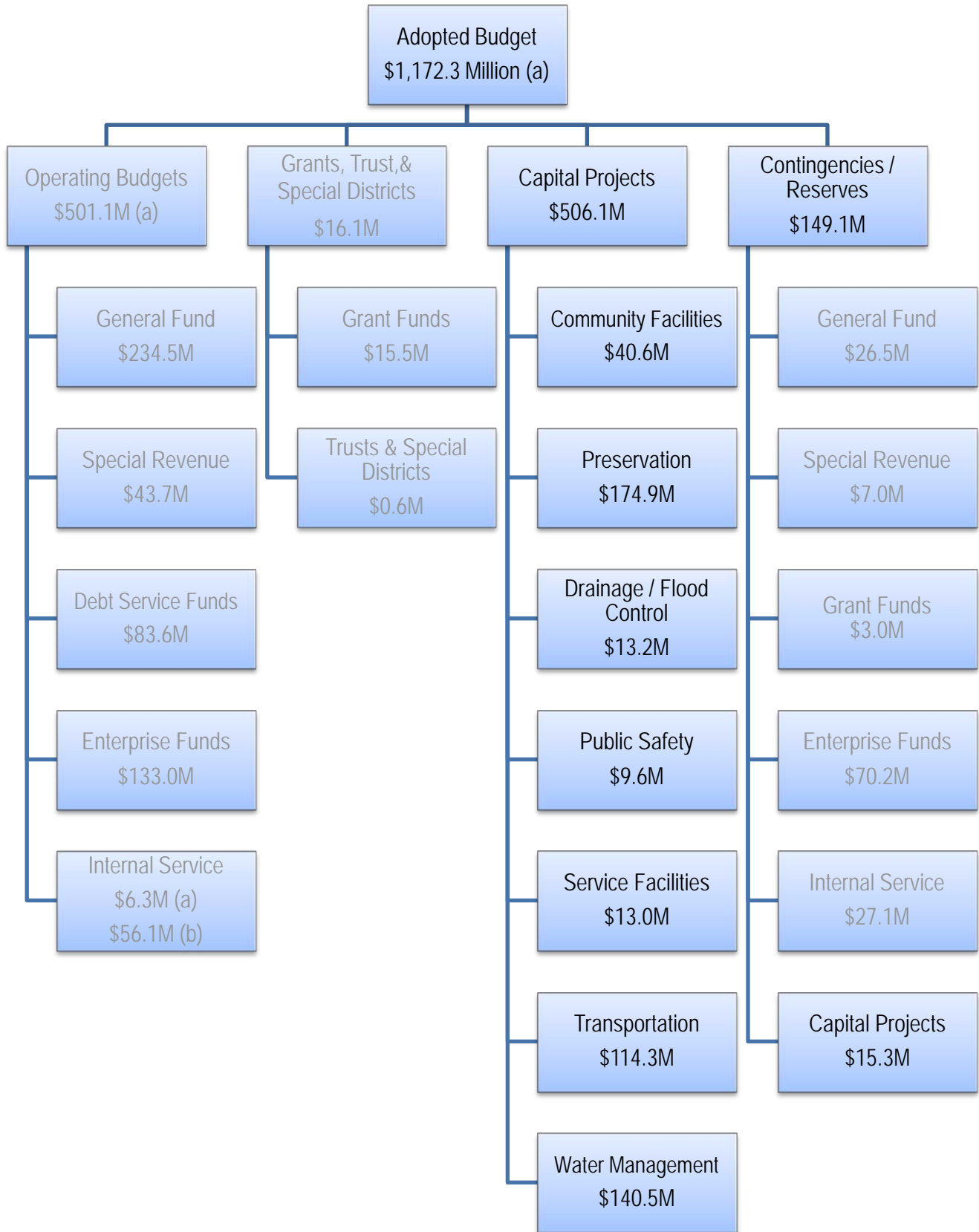
The FY 2014/15 Special Districts ending fund balance of approximately \$1,700 represents cash received from special district assessments and is restricted for the specific uses for which the district was established. All balances not expended in the current fiscal year are carried over to the next fiscal year to continue funding the intended purpose. The reduction in fund balance is due to an attempt to match current revenues with expenses and reduce the existing reserve to a more appropriate level.

	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Beginning Fund Balance</b>				
Streetlight Districts	260,418	257,570	242,638	68,314
<b>Total Beginning Fund Balance</b>	<b>260,418</b>	<b>257,570</b>	<b>242,638</b>	<b>68,314</b>
<b>Revenues</b>				
Streetlight Districts	551,255	647,219	396,775	533,043
<b>Subtotal</b>	<b>551,255</b>	<b>647,219</b>	<b>396,775</b>	<b>533,043</b>
<b>Total Sources</b>	<b>551,255</b>	<b>647,219</b>	<b>396,775</b>	<b>533,043</b>
<b>Expenditures</b>				
<b>Operating</b>				
Streetlight Districts	569,035	647,219	571,099	599,654
<b>Subtotal</b>	<b>569,035</b>	<b>647,219</b>	<b>571,099</b>	<b>599,654</b>
<b>TOTAL OPERATING BUDGET</b>	<b>569,035</b>	<b>647,219</b>	<b>571,099</b>	<b>599,654</b>
<b>Total Uses</b>	<b>569,035</b>	<b>647,219</b>	<b>571,099</b>	<b>599,654</b>
<b>Sources Over/(Under) Uses</b>	<b>(17,780)</b>	<b>-</b>	<b>(174,324)</b>	<b>(66,611)</b>
<b>Ending Fund Balance</b>				
Streetlight Districts	242,638	257,570	68,314	1,703
<b>Total Ending Fund Balance</b>	<b>242,638</b>	<b>257,570</b>	<b>68,314</b>	<b>1,703</b>

	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance</b>				
Streetlight Districts	1,703	(9,363)	(9,363)	(9,363)
<b>Total Beginning Fund Balance</b>	<b>1,703</b>	<b>(9,363)</b>	<b>(9,363)</b>	<b>(9,363)</b>
<b>Revenues</b>				
Streetlight Districts	612,600	648,600	674,500	701,500
<i>Subtotal</i>	<b>612,600</b>	<b>648,600</b>	<b>674,500</b>	<b>701,500</b>
<b>Total Sources</b>	<b>612,600</b>	<b>648,600</b>	<b>674,500</b>	<b>701,500</b>
<b>Expenditures</b>				
<b>Operating</b>				
Streetlight Districts	623,666	648,600	674,500	701,500
<i>Subtotal</i>	<b>623,666</b>	<b>648,600</b>	<b>674,500</b>	<b>701,500</b>
<b>TOTAL OPERATING BUDGET</b>	<b>623,666</b>	<b>648,600</b>	<b>674,500</b>	<b>701,500</b>
<b>Total Uses</b>	<b>623,666</b>	<b>648,600</b>	<b>674,500</b>	<b>701,500</b>
<b>Sources Over/(Under) Uses</b>	<b>(11,066)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>				
Streetlight Districts	(9,363)	(9,363)	(9,363)	(9,363)
<b>Total Ending Fund Balance</b>	<b>(9,363)</b>	<b>(9,363)</b>	<b>(9,363)</b>	<b>(9,363)</b>



FY 2014/15 Adopted Budget



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$49.8M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$49.8M

## Budget by Fund

## CIP Funds Summary

	<b>Actual 2012/13</b>	<b>Adopted 2013/14</b>	<b>Forecast 2013/14</b>	<b>Adopted 2014/15</b>
<b>Beginning Fund Balance <sup>(A)</sup></b>	<b>185,730.4</b>	<b>162,096.7</b>	<b>178,137.9</b>	<b>150,181.2</b>
<b>Revenues</b>				
<b>Bonds/Contracts</b>				
General Obligation Preserve	74,907.8	75,000.0	12,000.0	100,000.0
Municipal Properties Corporation	43,560.0	38,000.0	13,800.0	18,045.0
<b>Pay-As-You-Go</b>				
Water & Sewer Development Fees	-	-	-	162.2
Regional Transportation Sales Tax (Prop 400)	8,157.4	21,800.6	10,704.4	12,361.6
Grants	22,730.7	36,894.1	15,881.6	6,766.2
Intergovernmental	5,904.3	-	500.0	400.0
In-Lieu Fees	-	110.0	110.0	110.0
Other Contributions	487.8	5,534.8	1,142.8	134.8
Interest Earnings	776.3	1,064.4	1,064.4	652.7
Miscellaneous	16,811.7	-	-	-
<b>Subtotal</b>	<b>173,336.1</b>	<b>178,403.9</b>	<b>55,203.2</b>	<b>138,632.5</b>
<b>Transfers In</b>				
General Fund	5,300.5	5,517.6	5,795.6	13,116.0
General Fund CIP Fund	1,064.3	-	4,728.0	-
CFD Fund	86.7	-	-	-
Transportation Fund	8,443.8	8,704.7	9,017.1	9,256.1
CIP Bed Tax Fund	-	-	2,100.0	3,043.2
Preservation Privilege Tax Funds	5,817.6	3,820.0	8,637.0	2,000.0
Tourism Development	2,818.8	150.0	530.0	2,650.3
GO Bond	2,500.5	-	-	-
Special Programs Fund	3,343.6	4,939.0	5,866.3	584.7
Aviation Fund	4,103.5	5.1	1,380.8	133.0
Water & Sewer Fund	96,596.7	49,412.4	43,281.0	47,353.5
CIP Sewer Bonds	-	-	6,131.4	8,800.0
MPC Fund	33,825.0	-	8,625.0	-
Aviation Operations	4.6	-	-	-
Grants	-	2.8	-	-
Solid Waste Fund	307.9	843.6	719.6	303.6
Fleet Fund	756.6	259.5	259.5	609.4
Internal Service Funds	1.3	2.8	2.8	4.5
<b>Subtotal</b>	<b>164,971.4</b>	<b>73,657.4</b>	<b>97,074.0</b>	<b>87,854.3</b>
<b>Total Sources</b>	<b>338,307.5</b>	<b>252,061.4</b>	<b>152,277.2</b>	<b>226,486.8</b>



	Actual 2012/13	Adopted 2013/14	Forecast 2013/14	Adopted 2014/15
<b>Use of Funds:</b>				
<b>Expenditures</b>				
<b>Program</b>				
Community Facilities	37,257.4	69,444.3	29,622.6	40,596.0
Preservation	96,830.5	106,704.1	28,736.0	174,906.3
Drainage/Flood Control	4,406.3	29,419.0	4,764.5	13,158.6
Public Safety	4,269.4	8,079.3	6,958.1	9,640.7
Service Facilities	4,833.8	16,207.1	9,444.8	13,001.5
Transportation	35,335.2	151,534.3	39,684.7	114,268.3
Water Management	41,499.8	136,029.4	28,715.1	140,538.7
Prior Year Unexpended <sup>(A)</sup>	-	-	-	-
<b>Subtotal</b>	<b>224,432.5</b>	<b>517,417.5</b>	<b>147,925.8</b>	<b>506,110.1</b>
<b>Less: Estimated Capital Improvement Expenditures</b>	-	<b>(274,865.3)</b>	-	<b>(232,138.1)</b>
<b>Subtotal: Unexpended at Year End</b>	-	<b>242,552.2</b>	-	<b>273,972.0</b>
<b>Transfers Out</b>				
CIP General Fund	4,030.5	-	2,100.0	3,043.2
To Debt Service Fund	125.0	-	-	-
General CIP Fund - Bond Exp Reimb	1,941.8	-	-	-
Transp Privilege Tax CIP Fund - Bond Exp Reimb	558.7	-	-	-
CIP Water & Water Reclamation Funds	4,088.4	-	-	-
CIP Bed Tax Fund	33,677.6	-	13,353.0	-
CIP Transportation Fund	41.4	-	-	-
Aviation Operating	-	-	-	430.0
Development Fees Transfer for Debt Service	62,493.3	16,855.1	15,955.1	15,101.4
RWDS	900.0	-	900.0	900.0
CIP In Lieu Stormwater Fund	45.4	-	-	-
To Special Programs Fund	1,380.5	-	-	-
<b>Subtotal</b>	<b>109,282.5</b>	<b>16,855.1</b>	<b>32,308.1</b>	<b>19,474.6</b>
<b>Total Uses</b>	<b>333,714.9</b>	<b>291,720.4</b>	<b>180,233.9</b>	<b>251,612.8</b>
Other GAAP Adjustments <sup>(B)</sup>	(12,185.1)	-	-	-
<b>Ending Fund Balance</b>				
Capital Grant Contingency <sup>(C)</sup>	543.4	5,000.0	-	5,000.0
Capital Airport Grant Contingency <sup>(C)</sup>	442.8	5,950.0	-	5,750.0
Capital General Contingency <sup>(C)</sup>	57,104.3	34,500.0	3,827.9	4,500.0
<b>Reserved:</b>				
Reserved Fund Balance	178,137.9	122,437.6	150,181.2	125,055.3
<b>Total Ending Fund Balance</b>	<b>178,137.9</b>	<b>122,437.6</b>	<b>150,181.2</b>	<b>125,055.3</b>

(A) Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) or by program (Uses).  
Prior year unexpended uses are based on annual cashflow estimates.

(B) Impacts fund balance, but does not affect revenues or expenses.

(C) Capital Grant Contingency, Capital Airport Grant Contingency and Capital General Contingency are unfunded contingencies that allow for the expenditure of unanticipated revenues and is not included in the beginning or ending fund balance. City Council approval is required before making expenditures from capital contingencies.

## Budget by Fund

## CIP Funds Five-Year Financial Forecast

	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Beginning Fund Balance <sup>(A)</sup></b>	<b>125,055.3</b>	<b>94,339.6</b>	<b>76,746.4</b>	<b>49,927.3</b>
<b>Revenues</b>				
<b>Bonds/Contracts</b>				
General Obligation Preserve	-	-	-	-
Municipal Properties Corporation	-	-	-	-
<b>Pay-As-You-Go</b>				
Water & Sewer Development Fees	600.0	600.0	600.0	500.0
Regional Transportation Sales Tax (Prop 400)	8,875.6	14,512.0	14,807.0	8,438.0
Grants	2,895.1	2,900.0	2,371.0	1,212.0
Intergovernmental	2,606.0	16,000.0	10,000.0	15,381.7
In-Lieu Fees	110.0	110.0	110.0	110.0
Other Contributions	134.8	134.8	134.8	134.8
Interest Earnings	1,179.3	1,415.8	1,904.3	2,031.7
Miscellaneous	-	-	-	-
<b>Subtotal</b>	<b>16,400.8</b>	<b>35,672.6</b>	<b>29,927.1</b>	<b>27,808.2</b>
<b>Transfers In</b>				
General Fund	5,099.3	2,112.4	2,132.8	2,153.5
General Fund CIP Fund	-	-	-	-
CFD Fund	-	-	-	-
Transportation Fund	9,347.5	9,638.4	9,951.5	10,330.1
CIP Bed Tax Fund	-	-	-	-
Preservation Privilege Tax Funds	4,280.0	3,280.0	3,280.0	2,280.0
Tourism Development	0.1	-	-	-
GO Bond	-	-	-	-
Special Programs Fund	154.4	301.3	21.7	25.3
Aviation Fund	352.1	187.7	195.0	142.7
Water & Sewer Fund	40,681.8	40,517.7	41,017.6	40,582.7
CIP Sewer Bonds	5,800.0	-	-	5,000.0
MPC Fund	-	-	-	-
Aviation Operations	-	-	-	-
Grants	-	-	-	-
Solid Waste Fund	14.4	7.7	5.7	17.9
Fleet Fund	15.6	10.0	7.6	22.6
Internal Service Funds	4.0	2.5	1.7	6.7
<b>Subtotal</b>	<b>65,749.1</b>	<b>56,057.6</b>	<b>56,613.6</b>	<b>60,561.5</b>
<b>Total Sources</b>	<b>82,149.9</b>	<b>91,730.2</b>	<b>86,540.7</b>	<b>88,369.7</b>

	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19
<b>Use of Funds:</b>				
<b>Expenditures</b>				
<b>Program</b>				
Community Facilities	202.2	202.2	202.2	202.2
Preservation	4,280.0	3,280.0	3,280.0	2,280.0
Drainage/Flood Control	4,872.2	10,709.9	9,171.9	31,684.6
Public Safety	676.9	6,953.1	1,536.1	1,628.8
Service Facilities	3,669.8	2,553.3	2,804.8	4,296.1
Transportation	44,889.4	19,912.1	26,907.0	21,833.1
Water Management	42,136.1	36,608.8	21,167.5	21,329.5
Prior Year Unexpended <sup>(A)</sup>	273,972.0	277,924.3	265,465.1	233,944.5
<b>Subtotal</b>	<b>374,698.6</b>	<b>358,143.7</b>	<b>330,534.6</b>	<b>317,198.8</b>
<b>Less: Estimated Capital Improvement Expenditures</b>	<b>(96,774.2)</b>	<b>(92,678.6)</b>	<b>(96,590.1)</b>	<b>(81,212.1)</b>
<b>Subtotal: Unexpended at Year End</b>	<b>277,924.3</b>	<b>265,465.1</b>	<b>233,944.5</b>	<b>235,986.7</b>
<b>Transfers Out</b>				
CIP General Fund	-	-	-	-
To Debt Service Fund	-	-	-	-
General CIP Fund - Bond Exp Reimb	-	-	-	-
Transp Privilege Tax CIP Fund - Bond Exp Reimb	-	-	-	-
CIP Water & Water Reclamation Funds	-	-	-	-
CIP Bed Tax Fund	-	-	-	-
CIP Transportation Fund	-	-	-	-
Aviation Operating	-	-	-	-
Development Fees Transfer for Debt Service	15,191.4	15,744.8	15,869.6	15,943.4
RWDS	900.0	900.0	900.0	900.0
CIP In Lieu Stormwater Fund	-	-	-	-
To Special Programs Fund	-	-	-	-
<b>Subtotal</b>	<b>16,091.4</b>	<b>16,644.8</b>	<b>16,769.6</b>	<b>16,843.4</b>
<b>Total Uses</b>	<b>112,865.6</b>	<b>109,323.4</b>	<b>113,359.7</b>	<b>98,055.5</b>
Other GAAP Adjustments <sup>(B)</sup>	-	-	-	-
<b>Ending Fund Balance</b>				
Capital Grant Contingency <sup>(C)</sup>	5,000.0	5,000.0	5,000.0	5,000.0
Capital Airport Grant Contingency <sup>(C)</sup>	-	-	-	-
Capital General Contingency <sup>(C)</sup>	4,500.0	4,500.0	4,500.0	4,500.0
<b>Reserved:</b>				
Reserved Fund Balance	94,339.6	76,746.4	49,927.3	40,241.5
<b>Total Ending Fund Balance</b>	<b>94,339.6</b>	<b>76,746.4</b>	<b>49,927.3</b>	<b>40,241.5</b>

(A) Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) or by program (Uses).  
Prior year unexpended uses are based on annual cashflow estimates.

(B) Impacts fund balance, but does not affect revenues or expenses.

(C) Capital Grant Contingency, Capital Airport Grant Contingency and Capital General Contingency are unfunded contingencies that allow for the expenditure of unanticipated revenues and is not included in the beginning or ending fund balance. City Council approval is required before making expenditures from capital contingencies.



FY 2014/15 Adopted Budget

Community Services | **Library Systems**

**Strategic Goal(s)**

*Indicates which strategic goal(s) the program supports.*



**Description**

*Describes the services provided by the program.*

The Scottsdale Public Library System fosters lifelong learning by providing access to information, knowledge and ideas. With 5 accessible facilities and online resources, the library provides learning opportunities through books, DVDs, CDs, cultural and educational programming, annual destination events, electronic resources, innovative technology and knowledgeable staff. Scottsdale libraries teach early literacy skills, foster the love of reading and develop critical and creative thinking skills among children, teens and adults. The library delivers training in technology and digital information. Library staff provide expertise in the latest software skills, boosting small business and high-growth entrepreneurship start-ups, formulating partnerships and supporting the innovation economy.

**Services Provided**

*Highlights the significant services provided.*

- Serves 1.4 million people annually with an array of services including books, DVDs, CDs, e-resources, databases, computers, Wi-Fi access, print/copy services, and adult and youth programs.
- Provide physical and electronic materials checked-out 3.4 million times annually.
- Offer an array of programs for all ages attended by 90,000 people annually.
- Provide public computers and Wi-Fi access 520,900 times annually.
- Guide 7,500 entrepreneurs annually through the Eureka Loft for their programming, mentoring, networking and small business needs.
- Develop and host high-profile destination events for 7,800 visitors and participants annually.

**FY 2013/14 Achievements**

*Describes major achievements from the prior fiscal year.*

- Expanded the bandwidth at all 5 library locations resulting in a 123 percent increase in customers accessing Wi-Fi.
- Received a \$165,000 grant from First Things First Northeast Regional Council for Community-Based Parent Education emphasizing early literacy throughout the Northeast Maricopa region.
- Expanded services in the Eureka Loft, a collaborative community co-working space at the library free to anyone with an interest in problem solving, inventing, small business or entrepreneurship.
- Increased adult programs offered by 35 percent and adult program attendance by 37 percent.
- Refurbished and upgraded all self-check machines.

**FY 2014/15 Objectives**

*Indicates specifically what the program would like to accomplish in the new fiscal year.*

- Double wireless capacity at public libraries in response to continued increases in customer demand.
- Increase selection within formats to supply library materials in media types most preferred by customers to maintain circulation rates.
- Create and implement a Discovery Zone collection model for acquiring and merchandising materials for youth that complements digital learning and increases checkouts.
- Establish strategic partnerships to identify funding opportunities to design and construct the Discovery Zone, a 21st century learning center for children.

Community Services | Library Systems

Summarizes the full-time equivalents by program and shows the percent of city's FTEs.

	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
<b>Staff Summary</b>				
Full-time Equivalents (FTE)	118.30	118.30	116.93	-1.37
% of City's FTEs			4.84 %	

Highlights the specific revenue source(s) associated with the given program

	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
<b>Expenditures By Fund</b>				
General Fund	8,595,171	8,960,895	8,851,151	-109,744
Grant Funds	248,675	72,500	58,000	-14,500
Special Programs Fund	177,574	343,800	489,037	145,237
<b>Total Budget</b>	<b>9,021,420</b>	<b>9,377,195</b>	<b>9,398,188</b>	<b>20,993</b>

See Glossary in Appendix for a description of the expenditure types.

	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
<b>Expenditures By Type</b>				
Personnel Services	6,969,799	7,192,412	7,134,232	-58,180
Contractual Services	797,944	886,614	917,186	30,572
Commodities	1,240,389	1,298,169	1,346,770	48,601
Capital Outlays	13,287	0	0	0
<b>Subtotal Operating Budget</b>	<b>9,021,420</b>	<b>9,377,195</b>	<b>9,398,188</b>	<b>20,993</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>9,021,420</b>	<b>9,377,195</b>	<b>9,398,188</b>	<b>20,993</b>

Describes the significant changes to the budget since last fiscal year.

**Budget Notes and Changes**

- Personnel Services includes a decrease due to the elimination of two part-time positions (Library Aide and Library Assistant), offset slightly by increases to healthcare and retirement rates.
- The increase in spending in Special Programs Fund is due to the purchases of library materials in expanded formats for the Discovery Zone collection model.



	<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<i>Measures the performance of the services provided by the program as a function of workload</i>	<b>Workload</b>			
	Participation in adult programs	15,222	16,000	17,000
	Attendance at early literacy programs Note: Increased participation due to a \$165,000 grant from Arizona's First Things First program for early literacy training for youth and their caregivers in the northeast valley. This grant provides five part-time temporary employees for ten months per year; two at 15 hours per week, two at 20 hours per week and one at 30 hours per week.	49,015	50,000	51,000
<i>Measures the performance of the services provided by the program as function of efficiency</i>	Number of people accessing Wi-Fi at the city's 5 libraries Note: In FY 2013/14, a new Wi-Fi network was installed and bandwidth was increased to 100 Mbps to meet the 5-year, 200 percent increase in customer demand for wireless access. Thus far, FY 2013/14 Mbps maximums have been 105 Mbps. FY 2014/15 maximums are projected to be 150 Mbps. Estimates are based on growth in actual usage, file sizes and the increase in portable devices used by customers.	88,106	130,000	190,000
	<b>Efficiency</b>			
	Dollars spent on materials per check-out Note: This measure is calculated by dividing total expenditures on materials by the number of check-outs.	\$0.34	\$0.37	\$0.34
<i>Measures the performance of the services provided by the program as function of effectiveness</i>	<b>Effectiveness</b>			
	Total registered borrowers as a percentage of total Scottsdale population	79%	86%	88%
	Library check-out rates for physical items (books, CDs, DVDs) on a per resident basis Note: Based upon International City/County Management Association data, Scottsdale has the highest per capita circulation in the Phoenix metropolitan area and ranks in the upper quartile in the nation. Physical material checkouts have declined with the shift to e-reading. Physical circulation FY 2011/12 was 3,400,934; FY 2012/13 was 3,101,900 and FY 2013/14 projected 2,811,378. Physical checkouts per capita are projected to remain relatively flat in FY 2014/15.	14.1	12.9	11.5
	Library check-out rates for electronic materials (e-books, e-music, e-movies) on a per resident basis Note: E-material check-out rates continue to experience a high growth rate. Library professionals estimate that growth will continue, but at a slower annual rate.	1.32	1.63	1.81
	Check-outs per registered borrower Note: The number of library cards issued is increasing, while circulation check-outs have remained flat. Performance objectives are in place to increase the frequency and quantity of check-outs per library card holder.	19	17	16
Adult Services Programs customer satisfaction on a 5 point scale: 5=highly satisfied, 1=not satisfied. Note: Customer satisfaction surveys are distributed, collected and tabulated after every adult services program throughout the year.	n/a	4.75	4.80	

<b>Volunteer Hours</b>		<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
<i>Summarizes the volunteer information of the program</i>	Adult volunteers: Supplement library services for library shops, book/DVD/CD shelving, children's early literacy programs and other assistance as needed by individual branches. Volunteers also serve on the Library Board and Friends of the Library.	380	36,000	\$810,720	17.3
	Teen volunteers: Support the library's summer reading program and special outreach events throughout the year by assisting library staff with registrations, prize handouts, crafts, shelving materials and customer service.	392	6,307	\$142,034	3.0
	<b>Total</b>	<b>772</b>	<b>42,307</b>	<b>\$952,754</b>	<b>20.3</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."



FY 2014/15 Adopted Budget

	Actual FY 2012/13	Adopted FY 2013/14	Approved FY 2013/14	Change	Adopted FY 2014/15
<b>MAYOR AND CITY COUNCIL</b>					
Full Time	10.00	10.00	10.00	0.00	10.00
Total FTE	10.00	10.00	10.00	0.00	10.00
<b>CITY ATTORNEY</b>					
Full Time	52.00	52.00	52.00	0.00	52.00
Part Time	1.50	1.50	1.50	0.00	1.50
Total FTE	53.50	53.50	53.50	0.00	53.50
<b>CITY AUDITOR</b>					
Full Time	7.00	7.00	7.00	-1.00	6.00
Total FTE	7.00	7.00	7.00	-1.00	6.00
<b>CITY CLERK</b>					
Full Time	8.00	8.00	8.00	0.00	8.00
Total FTE	8.00	8.00	8.00	0.00	8.00
<b>CITY COURT</b>					
Full Time	55.00	55.00	55.00	0.00	55.00
Part Time	1.48	1.48	1.48	-0.60	0.88
Total FTE	56.48	56.48	56.48	-0.60	55.88
<b>CITY MANAGER</b>					
Full Time	8.00	8.00	8.00	-2.00	6.00
Total FTE	8.00	8.00	8.00	-2.00	6.00
<b>CITY TREASURER</b>					
Full Time	93.00	93.00	92.00	-3.00	89.00
Part Time	0.00	0.00	1.00	0.00	1.00
Total FTE	93.00	93.00	93.00	-3.00	90.00
<b>ADMINISTRATIVE SERVICES</b>					
Full Time	119.00	122.00	122.00	-3.00	119.00
Part Time	2.56	2.41	2.41	-0.50	1.91
Total FTE	121.56	124.41	124.41	-3.50	120.91
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>					
Full Time	188.00	189.00	189.00	-3.00	186.00
Part Time	1.50	1.50	1.50	-0.03	1.47
Total FTE	189.50	190.50	190.50	-3.03	187.47
<b>COMMUNITY SERVICES</b>					
Full Time	270.00	271.00	270.00	-2.00	268.00
Part Time	172.23	171.23	172.23	-2.94	169.29
Grant	12.00	12.00	12.00	-1.00	11.00
Total FTE	454.23	454.23	454.23	-5.94	448.29
<b>PUBLIC SAFETY - FIRE</b>					
Full Time	258.00	257.00	265.00	2.00	267.00
Total FTE	258.00	257.00	265.00	2.00	267.00
<b>PUBLIC SAFETY - POLICE</b>					
Full Time	663.00	666.00	666.00	-5.00	661.00
Part Time	2.60	2.60	2.60	0.00	2.60
Grant	1.00	1.00	1.00	0.00	1.00
Total FTE	666.60	669.60	669.60	-5.00	664.60
<b>PUBLIC WORKS</b>					
Full Time	293.00	294.00	294.00	1.00	295.00
Total FTE	293.00	294.00	294.00	1.00	295.00
<b>WATER RESOURCES</b>					
Full Time	204.00	204.00	204.00	1.00	205.00
Total FTE	204.00	204.00	204.00	1.00	205.00
<b>Total Full-time Position FTE</b>	<b>2,228.00</b>	<b>2,236.00</b>	<b>2,242.00</b>	<b>-15.00</b>	<b>2,227.00</b>
<b>Total Part-time Position FTE</b>	<b>181.87</b>	<b>180.72</b>	<b>182.72</b>	<b>-4.07</b>	<b>178.65</b>
<b>Total Grant Funded Position FTE</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-1.00</b>	<b>12.00</b>
<b>Total Citywide Position FTE</b>	<b>2,422.87</b>	<b>2,429.72</b>	<b>2,437.72</b>	<b>-20.07</b>	<b>2,417.65</b>

NOTE:  
The budget includes funding for various services rendered by temporary or seasonal staffing, which is not included in the calculation of the full time equivalent (FTE) count. These slots are short-term and/or transitional in nature such as those in the Police and Fire pipelines. The number of slots listed below represents the number of positions allocated to each service area. The Human Resources Division uses the number of slots allocated solely for administrative control purposes. Fiscal control for these slots is maintained through the budget. However, due to the limited nature of the services performed by these slots, they are not considered part of the City's overall FTE count.

Recreation Specialists - are for up to 212 seasonal slots throughout various times of the year. The funding for these slots is included in the Community Services Division budget.

Police Pipeline Officers - are used for up to 16 cadet slots while they are in the police academy or during the field training phases after the academy. These slots minimize the impact of police officer vacancies caused by attrition, transitional duty, military leave, and the extensive 9.5 month police officer training program. The funding for these slots is included in the Public Safety - Police Division Budget.

Fire Pipeline Firefighters - are used for up to 12 cadet slots while they are in the fire academy or after completing the academy and waiting for a sworn fire position. There is no funding in FY 2013/14 for these slots as no academy is planned.

Pro-Tem Judges - are used to compensate up to 24 Pro-Tem Judge slots that serve on an "as needed" basis to support the City Judge and Associate City Judges. The funding for these slots is included in the City Court budget.

WestWorld has 14 slots used to compensate up to 2 Custodial Workers, 4 Feed and Bedding Workers, 7 Maintenance Helpers and 1 Office Assistant. The funding for these slots is included in the WestWorld budget.

Water Resources Pipeline - are used for up to 5 slots for high turn-over positions that require significant training. The funding for these slots is included in the Water Resources budget.

Temporary Workers - are slots used when the work circumstances necessitate a temporary assignment or reassignment of an employee. While the Human Resources Division manages these 20 slots, no funding is included in the budget for these slots. Funding would typically come from within a division's accepted budget.

	General Fund	Transportation	Special Revenue	Enterprise	Internal Service	Adopted FY 2014/15
<b>MAYOR AND CITY COUNCIL</b>						
Full Time	10.00	0.00	0.00	0.00	0.00	10.00
Total FTE	10.00	0.00	0.00	0.00	0.00	10.00
<b>CITY ATTORNEY</b>						
Full Time	52.00	0.00	0.00	0.00	0.00	52.00
Part Time	1.50	0.00	0.00	0.00	0.00	1.50
Total FTE	53.50	0.00	0.00	0.00	0.00	53.50
<b>CITY AUDITOR</b>						
Full Time	6.00	0.00	0.00	0.00	0.00	6.00
Total FTE	6.00	0.00	0.00	0.00	0.00	6.00
<b>CITY CLERK</b>						
Full Time	8.00	0.00	0.00	0.00	0.00	8.00
Total FTE	8.00	0.00	0.00	0.00	0.00	8.00
<b>CITY COURT</b>						
Full Time	46.00	0.00	9.00	0.00	0.00	55.00
Part Time	0.00	0.00	0.88	0.00	0.00	0.88
Total FTE	46.00	0.00	9.88	0.00	0.00	55.88
<b>CITY MANAGER</b>						
Full Time	6.00	0.00	0.00	0.00	0.00	6.00
Total FTE	6.00	0.00	0.00	0.00	0.00	6.00
<b>CITY TREASURER</b>						
Full Time	69.00	0.00	0.00	12.00	8.00	89.00
Part Time	1.00	0.00	0.00	0.00	0.00	1.00
Total FTE	70.00	0.00	0.00	12.00	8.00	90.00
<b>ADMINISTRATIVE SERVICES</b>						
Full Time	119.00	0.00	0.00	0.00	0.00	119.00
Part Time	1.91	0.00	0.00	0.00	0.00	1.91
Total FTE	120.91	0.00	0.00	0.00	0.00	120.91
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>						
Full Time	149.00	21.00	2.00	14.00	0.00	186.00
Part Time	1.00	0.00	0.00	0.47	0.00	1.47
Total FTE	150.00	21.00	2.00	14.47	0.00	187.47
<b>COMMUNITY SERVICES</b>						
Full Time	266.00	0.00	2.00	0.00	0.00	268.00
Part Time	158.86	0.00	10.43	0.00	0.00	169.29
Grant	0.00	0.00	11.00	0.00	0.00	11.00
Total FTE	424.86	0.00	23.43	0.00	0.00	448.29
<b>PUBLIC SAFETY - FIRE</b>						
Full Time	267.00	0.00	0.00	0.00	0.00	267.00
Total FTE	267.00	0.00	0.00	0.00	0.00	267.00
<b>PUBLIC SAFETY - POLICE</b>						
Full Time	657.00	0.00	4.00	0.00	0.00	661.00
Part Time	2.60	0.00	0.00	0.00	0.00	2.60
Grant	0.00	0.00	1.00	0.00	0.00	1.00
Total FTE	659.60	0.00	5.00	0.00	0.00	664.60
<b>PUBLIC WORKS</b>						
Full Time	99.00	60.00	0.00	90.00	46.00	295.00
Total FTE	99.00	60.00	0.00	90.00	46.00	295.00
<b>WATER RESOURCES</b>						
Full Time	0.00	0.00	0.00	205.00	0.00	205.00
Total FTE	0.00	0.00	0.00	205.00	0.00	205.00
<b>Total Full-time Position FTE</b>	<b>1,754.00</b>	<b>81.00</b>	<b>17.00</b>	<b>321.00</b>	<b>54.00</b>	<b>2,227.00</b>
<b>Total Part-time Position FTE</b>	<b>166.87</b>	<b>0.00</b>	<b>11.31</b>	<b>0.47</b>	<b>0.00</b>	<b>178.65</b>
<b>Total Grant Funded Position FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>12.00</b>	<b>0.00</b>	<b>0.00</b>	<b>12.00</b>
<b>Total Citywide Position FTE</b>	<b>1,920.87</b>	<b>81.00</b>	<b>40.31</b>	<b>321.47</b>	<b>54.00</b>	<b>2,417.65</b>

See Note on previous page

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>MAYOR AND CITY COUNCIL</b>			
City Councilman	6.00	6.00	0.00
Executive Secretary to Mayor	1.00	1.00	0.00
Management Assistant to Mayor	1.00	1.00	0.00
Mayor	1.00	1.00	0.00
Mayor's Chief of Staff	1.00	1.00	0.00
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>
<b>TOTAL MAYOR AND CITY COUNCIL</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>
<b>CIVIL</b>			
Administrative Secretary	1.00	1.00	0.00
City Attorney	1.00	1.00	0.00
City Attorney, Assistant	1.50	1.00	0.50
City Attorney, Asst, Sr I	4.00	4.00	0.00
City Attorney, Asst, Sr II	3.00	3.00	0.00
City Attorney, Deputy	2.00	2.00	0.00
Executive Secretary	1.00	1.00	0.00
Legal Assistant	2.00	2.00	0.00
Legal Secretary	2.00	2.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Paralegal	1.00	1.00	0.00
Paralegal, Senior	1.00	1.00	0.00
Public Records Request Admin	1.00	1.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
<b>Total</b>	<b>22.50</b>	<b>22.00</b>	<b>0.50</b>
<b>PROSECUTION</b>			
City Prosecutor	1.00	1.00	0.00
City Prosecutor, Assistant I	4.00	4.00	0.00
City Prosecutor, Assistant II	6.00	6.00	0.00
City Prosecutor, Assistant, Sr	1.00	1.00	0.00
Legal Secretary	1.00	1.00	0.00
Paralegal	6.00	6.00	0.00
Prosecution Specialist	6.00	6.00	0.00
Systems Integrator	1.00	1.00	0.00
<b>Total</b>	<b>26.00</b>	<b>26.00</b>	<b>0.00</b>



Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>VICTIM SERVICES</b>			
Victim Advocate	2.50	2.00	0.50
Victim Advocate, Sr.	1.00	1.00	0.00
Victim Assistance Notif Spec	0.50	0.00	0.50
Victim Services Manager	1.00	1.00	0.00
<b>Total</b>	<b>5.00</b>	<b>4.00</b>	<b>1.00</b>
<b>TOTAL CITY ATTORNEY</b>	<b>53.50</b>	<b>52.00</b>	<b>1.50</b>
<b>CITY AUDITOR</b>			
Auditor, Sr.	4.00	4.00	0.00
City Auditor	1.00	1.00	0.00
City Auditor, Assistant	1.00	1.00	0.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>
<b>TOTAL CITY AUDITOR</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>
<b>CITY CLERK</b>			
City Clerk	1.00	1.00	0.00
City Clerk Assistant	2.00	2.00	0.00
City Clerk, Assistant Deputy	1.00	1.00	0.00
City Clerk, Deputy	1.00	1.00	0.00
Executive Secretary	2.00	2.00	0.00
Technology Specialist	1.00	1.00	0.00
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>
<b>TOTAL CITY CLERK</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>CITY COURT</b>			
City Judge	1.00	1.00	0.00
City Judge, Associate	3.00	3.00	0.00
Court Administrator	1.00	1.00	0.00
Court Administrator, Deputy	2.00	2.00	0.00
Court Interpreter	1.00	1.00	0.00
Court Services Rep	27.00	27.00	0.00
Court Services Rep, Sr.	7.00	7.00	0.00
Court Services Supervisor	3.00	3.00	0.00
Executive Secretary	1.00	1.00	0.00
Hearing Officer	2.00	2.00	0.00
Management Analyst	1.00	1.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Municipal Security Guard, Lead	1.00	1.00	0.00
Security Guard	1.88	1.00	0.88
Systems Integrator	1.00	1.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Technology Coordinator	1.00	1.00	0.00
<b>Total</b>	<b>55.88</b>	<b>55.00</b>	<b>0.88</b>

<b>TOTAL CITY COURT</b>	<b>55.88</b>	<b>55.00</b>	<b>0.88</b>
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**CITY MANAGER**

Administrative Assistant	1.00	1.00	0.00
Assistant to the City Manager	1.00	1.00	0.00
Citizen Liaison	1.00	1.00	0.00
City Manager	1.00	1.00	0.00
Government Relations Director	1.00	1.00	0.00
Management Asst to City Mgr	1.00	1.00	0.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>

<b>TOTAL CITY MANAGER</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>
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Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>CITY TREASURER - ACCOUNTING</b>			
Account Specialist	4.00	4.00	0.00
Account Specialist, Sr.	1.00	1.00	0.00
Accountant I	1.00	1.00	0.00
Accountant II	2.00	2.00	0.00
Accountant, Sr.	2.00	2.00	0.00
Accounting Director	1.00	1.00	0.00
Accounting Manager	1.00	1.00	0.00
Accounting Technician, Sr.	2.00	2.00	0.00
Office Coordinator	1.00	1.00	0.00
Payroll Specialist	4.00	4.00	0.00
Payroll Specialist, Lead	1.00	1.00	0.00
Systems Integrator	5.00	5.00	0.00
<b>Total</b>	<b>25.00</b>	<b>25.00</b>	<b>0.00</b>
<b>CITY TREASURER - BUDGET</b>			
Budget Analyst, Sr.	3.00	3.00	0.00
Budget Director	1.00	1.00	0.00
Finance Analyst, Sr.	1.00	1.00	0.00
Systems Integrator	1.00	1.00	0.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>
<b>CITY TREASURER - BUSINESS SERVICES</b>			
Administrative Secretary	1.00	1.00	0.00
Business Services Director	1.00	1.00	0.00
Business Services Manager	4.00	4.00	0.00
Customer Service Rep, Lead	4.00	4.00	0.00
Customer Service Rep	17.00	17.00	0.00
License Inspector	2.00	2.00	0.00
Revenue Collector	3.00	3.00	0.00
Revenue Collector, Sr.	3.00	3.00	0.00
Support Assistant	1.00	0.00	1.00
Systems Integrator	2.00	2.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Tax Auditor, Sr.	5.00	5.00	0.00
Technology Specialist	2.00	2.00	0.00
<b>Total</b>	<b>46.00</b>	<b>45.00</b>	<b>1.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>CITY TREASURER - CITY TREASURER AND FINANCE</b>			
Accountant II	1.00	1.00	0.00
City Treasurer	1.00	1.00	0.00
Enterprise Finance Manager	1.00	1.00	0.00
Finance Analyst, Sr.	1.00	1.00	0.00
Finance Director	1.00	1.00	0.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
<b>CITY TREASURER - RISK MANAGEMENT</b>			
Claims Adjuster	1.00	1.00	0.00
Risk Coordinator	1.00	1.00	0.00
Risk Management Director	1.00	1.00	0.00
Safety Coordinator	1.00	1.00	0.00
Safety Manager	1.00	1.00	0.00
Secretary	1.00	1.00	0.00
Systems Integrator	1.00	1.00	0.00
Worker's Comp Claims Adjuster	1.00	1.00	0.00
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>
<b>TOTAL CITY TREASURER</b>	<b>90.00</b>	<b>89.00</b>	<b>1.00</b>
<b>ADMINISTRATIVE SERVICES - COMMUNICATIONS</b>			
Communicatns & Pub Affairs Dir	1.00	1.00	0.00
Public Affairs Manager	1.00	1.00	0.00
Public Information Officer	2.50	2.00	0.50
Video Engineer	0.60	0.00	0.60
Video Production Specialist	2.00	2.00	0.00
Video Production Supervisor	1.00	1.00	0.00
<b>Total</b>	<b>8.10</b>	<b>7.00</b>	<b>1.10</b>

<b>Division/Department/Job Title</b>	<b>Total FTEs</b>	<b>Full-Time FTEs</b>	<b>Part-Time FTEs</b>
<b>ADMINISTRATIVE SERVICES - HUMAN RESOURCES</b>			
Benefits Analyst, Lead	1.00	1.00	0.00
Benefits Analyst, Sr.	1.00	1.00	0.00
Human Resources Analyst	3.00	3.00	0.00
Human Resources Analyst, Lead	1.00	1.00	0.00
Human Resources Analyst, Sr.	6.00	6.00	0.00
Human Resources Director	1.00	1.00	0.00
Human Resources Manager	1.00	1.00	0.00
Human Resources Rep	1.00	1.00	0.00
Human Resources Rep, Sr.	1.00	1.00	0.00
Management Analyst	1.00	1.00	0.00
Systems Integrator	2.00	2.00	0.00
<b>Total</b>	<b>19.00</b>	<b>19.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>ADMINISTRATIVE SERVICES - INFORMATION TECHNOLOGY</b>			
Application Development Mgr	1.00	1.00	0.00
Business Intelligence Manager	1.00	1.00	0.00
Chief Information Officer	1.00	1.00	0.00
Communications Director	1.00	1.00	0.00
Customer Support Rep, Sr.	1.00	1.00	0.00
Database Administrator	1.00	1.00	0.00
Digital Media Designer	2.00	2.00	0.00
Enterprise Communications Engr	3.00	3.00	0.00
Enterprise Sys Engineering Mgr	1.00	1.00	0.00
Enterprise Sys Integrator, Ld	1.00	1.00	0.00
Enterprise Systems Engineer	5.00	5.00	0.00
Enterprise Systems Integrator	11.00	11.00	0.00
Finance & Acctg Technology Dir	1.00	1.00	0.00
GIS Analyst	2.00	2.00	0.00
GIS Director	1.00	1.00	0.00
GIS Manager	1.00	1.00	0.00
GIS Technician	3.00	3.00	0.00
Information Technology Dir	1.00	1.00	0.00
IT Project Manager	1.00	1.00	0.00
IT Support Manager	1.00	1.00	0.00
IT Technician	6.00	6.00	0.00
IT Technician, Sr.	4.00	4.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Network Security Engineer	1.00	1.00	0.00
Office Manager	1.00	1.00	0.00
Radio Communications Engineer	1.00	1.00	0.00
Radio Engineering Manager	1.00	1.00	0.00
Radio Systems Integrator	1.00	1.00	0.00
Radio Systms Netwrk Integrator	1.00	1.00	0.00
Secretary	0.81	0.00	0.81
Software Engineer	4.00	4.00	0.00
Software Engineer, Sr	4.00	4.00	0.00
Systems Analyst, Sr.	1.00	1.00	0.00
Telecom Policy Coordinator	1.00	1.00	0.00
Web & Media Services Manager	1.00	1.00	0.00
Web Services Engineer	2.00	2.00	0.00
<b>Total</b>	<b>70.81</b>	<b>70.00</b>	<b>0.81</b>



Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>ADMINISTRATIVE SERVICES - PURCHASING</b>			
Bid & Contract Assistant	1.00	1.00	0.00
Bid & Contract Specialist	4.00	4.00	0.00
Buyer	3.00	3.00	0.00
Buyer Aide	1.00	1.00	0.00
Financial Services Technician	1.00	1.00	0.00
Graphics Designer	1.00	1.00	0.00
Graphics Technician, Sr.	1.00	1.00	0.00
Mail Services Courier	1.00	1.00	0.00
Purchasing Director	1.00	1.00	0.00
Purchasing Operations Manager	2.00	2.00	0.00
Stock Clerk, Lead	2.00	2.00	0.00
Technology Specialist	1.00	1.00	0.00
Warehouse Mail Technician	4.00	4.00	0.00
<b>Total</b>	<b>23.00</b>	<b>23.00</b>	<b>0.00</b>

<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>120.91</b>	<b>119.00</b>	<b>1.91</b>
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**COMMUNITY & ECONOMIC DEVELOPMENT - AVIATION**

Administrative Assistant	1.00	1.00	0.00
Airport Operations Manager	1.00	1.00	0.00
Airport Operations Supervisor	1.00	1.00	0.00
Airport Operations Tech, Sr.	7.00	7.00	0.00
Aviation Director	1.00	1.00	0.00
Aviation Plan & Outreach Coord	1.00	1.00	0.00
Intern	0.47	0.00	0.47
Maintenance Tech II - Aviation	1.00	1.00	0.00
Management Analyst	1.00	1.00	0.00
<b>Total</b>	<b>14.47</b>	<b>14.00</b>	<b>0.47</b>

**COMMUNITY & ECONOMIC DEVELOPMENT - ECONOMIC DEVELOPMENT**

Administrative Assistant	1.00	1.00	0.00
Economic Development Asst Dir	1.00	1.00	0.00
Economic Development Director	1.00	1.00	0.00
Economic Development Manager	3.00	3.00	0.00
Economic Development Specialst	1.00	1.00	0.00
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT - PLANNING AND DEVELOPMENT</b>			
Administrative Secretary	1.00	1.00	0.00
Area Director - Planning & Dev	3.00	3.00	0.00
Building Inspection Supervisor	1.00	1.00	0.00
Citizen Advisor	1.00	1.00	0.00
Citizen Liaison	2.00	2.00	0.00
Citizen Services Assistant	2.00	2.00	0.00
Civil Engineer, Sr.	4.00	4.00	0.00
Code Enforcement Specialist	2.00	2.00	0.00
Code Enforcement Supervisor	3.00	3.00	0.00
Code Inspector II	10.00	10.00	0.00
Code Inspector, Sr	1.00	1.00	0.00
Community Planner	1.00	1.00	0.00
Development Engineering Mgr	1.00	1.00	0.00
Development Services Manager	1.00	1.00	0.00
Development Services Rep II	10.00	10.00	0.00
Development Services Rep, Lead	2.00	2.00	0.00
Drainage Inspector	1.00	1.00	0.00
Engineering Associate	1.00	1.00	0.00
Exec Asst for Spec Projects	1.00	1.00	0.00
Executive Secretary	1.00	1.00	0.00
Field Engineering Lead	1.00	1.00	0.00
Field Engineering Supervisor	1.00	1.00	0.00
Green Building Program Manager	1.00	1.00	0.00
Inspections Manager	1.00	1.00	0.00
Inspector II	13.00	13.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Neighborhood Resource Supv	1.00	1.00	0.00
Plan Review Manager	1.00	1.00	0.00
Planner	5.00	5.00	0.00
Planner, Associate	4.00	4.00	0.00
Planner, Environment	1.00	1.00	0.00
Planner, Sr.	9.00	9.00	0.00
Planning & Development Dir	1.00	1.00	0.00
Planning Administration Managr	1.00	1.00	0.00
Planning Assistant	2.00	2.00	0.00
Planning Specialist	2.00	2.00	0.00
Plans Examiner	3.00	3.00	0.00
Plans Examiner, Sr.	5.00	5.00	0.00
PNT Manager	4.00	4.00	0.00

<b>Division/Department/Job Title</b>	<b>Total FTEs</b>	<b>Full-Time FTEs</b>	<b>Part-Time FTEs</b>
Project Coordination Liaison	3.00	3.00	0.00
Secretary	2.50	2.00	0.50
Stormwater Engineer, Sr	3.00	3.00	0.00
Stormwater Manager	1.00	1.00	0.00
Structural Engineer, Sr.	1.00	1.00	0.00
Structural Plans Examiner	2.00	2.00	0.00
Systems Integrator	1.00	1.00	0.00
Technology Coordinator	1.00	1.00	0.00
Technology Specialist	1.00	1.00	0.00
<b>Total</b>	<b>121.50</b>	<b>121.00</b>	<b>0.50</b>

**COMMUNITY & ECONOMIC DEVELOPMENT - TOURISM AND EVENTS**

Administrative Assistant	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	0.00
Customer Service Rep	1.00	1.00	0.00
Customer Support Rep, Sr.	1.00	1.00	0.00
Economic Development Manager	1.00	1.00	0.00
Economic Development Specialst	1.00	1.00	0.00
Events Contract Coordinator	1.00	1.00	0.00
Facilities Manager	1.00	1.00	0.00
Feed & Bedding Store Supervisor	1.00	1.00	0.00
GM WestWorld	1.00	1.00	0.00
Maintenance Worker III	8.00	8.00	0.00
Management Analyst	1.00	1.00	0.00
Planner, Sr.	1.00	1.00	0.00
Planning Specialist	0.50	0.00	0.50
Tourism & Events Director	1.00	1.00	0.00
WestWorld Business Manager	1.00	1.00	0.00
WestWorld Director	1.00	1.00	0.00
<b>Total</b>	<b>23.50</b>	<b>23.00</b>	<b>0.50</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT - TRANSPORTATION</b>			
Maintenance Worker III	1.00	1.00	0.00
Office Coordinator	1.00	1.00	0.00
Right of Way Supervisor	1.00	1.00	0.00
Traffic Engineer, Principal	2.00	2.00	0.00
Traffic Engineer, Sr.	2.00	2.00	0.00
Traffic Engineering & Ops Mgr	1.00	1.00	0.00
Traffic Engineering Analyst	1.00	1.00	0.00
Traffic Engineering Tech, Sr.	3.00	3.00	0.00
Traffic Engrng Technician Lead	1.00	1.00	0.00
Transit Supervisor	1.00	1.00	0.00
Transportation Director	1.00	1.00	0.00
Transportation Planner, Sr.	3.00	3.00	0.00
Transportation Plnr, Principal	2.00	2.00	0.00
Transportation Rep, Sr.	1.00	1.00	0.00
<b>Total</b>	<b>21.00</b>	<b>21.00</b>	<b>0.00</b>

<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>187.47</b>	<b>186.00</b>	<b>1.47</b>
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**COMMUNITY SERVICES - COMMUNITY SERVICES PLANNING AND ADMIN**

Budget Analyst, Sr.	1.00	1.00	0.00
Community Services Director	1.00	1.00	0.00
Office Manager	1.00	1.00	0.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>COMMUNITY SERVICES - HUMAN SERVICES</b>			
Account Specialist, Sr.	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	0.00
Community Assistance Manager	1.00	1.00	0.00
Food Bank Specialist	1.00	1.00	0.00
Grant Program Specialist	3.00	3.00	0.00
Grant Program Specialist, Sr.	4.00	4.00	0.00
Grants Accountant	1.00	1.00	0.00
Housing Coordinator	2.00	2.00	0.00
Human Services Coordinator	4.00	4.00	0.00
Human Services Manager	3.00	3.00	0.00
Human Services Planner	1.00	1.00	0.00
Human Services Rep	7.00	7.00	0.00
Human Services Specialist	8.70	8.00	0.70
Job Preparation Specialist	1.00	1.00	0.00
Occupancy Specialist	1.00	1.00	0.00
Recreation Coordinator	2.00	2.00	0.00
Recreation Leader I	0.19	0.00	0.19
Recreation Leader II	18.05	1.00	17.05
Recreation Leader III	3.00	3.00	0.00
Recreation Supervisor	1.00	1.00	0.00
Service Support Worker	1.00	1.00	0.00
<b>Total</b>	<b>64.94</b>	<b>47.00</b>	<b>17.94</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>COMMUNITY SERVICES - LIBRARY SYSTEMS</b>			
Account Specialist, Sr.	2.00	2.00	0.00
Administrative Secretary	1.00	1.00	0.00
Customer Service Rep	1.00	1.00	0.00
Graphics Designer	1.00	1.00	0.00
Librarian I	17.00	12.00	5.00
Librarian II	7.00	7.00	0.00
Librarian III	2.00	2.00	0.00
Librarian IV	6.00	6.00	0.00
Library Aide	19.22	8.00	11.22
Library Assistant	22.12	11.00	11.12
Library Courier	2.00	2.00	0.00
Library Director	1.00	1.00	0.00
Library Manager, Sr.	3.00	3.00	0.00
Library Monitor	4.25	0.00	4.25
Library Page	13.34	0.00	13.34
Library Supervisor	9.00	9.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Marketing/Communications Coord	1.00	1.00	0.00
Systems Integrator	1.00	1.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Systems Integrator, Sr.	1.00	1.00	0.00
Technology Coordinator	1.00	1.00	0.00
<b>Total</b>	<b>116.93</b>	<b>72.00</b>	<b>44.93</b>



Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>COMMUNITY SERVICES - PARKS &amp; RECREATION</b>			
Administrative Secretary	2.00	2.00	0.00
Contracts Coordinator	1.00	1.00	0.00
Human Services Coordinator	1.00	1.00	0.00
Human Services Rep	1.00	1.00	0.00
Human Services Specialist	3.00	3.00	0.00
Irrigation Systems Coordinator	1.00	1.00	0.00
Irrigation Technician	9.00	9.00	0.00
Landscape Contracts Coord	3.00	3.00	0.00
Lifeguard/Instructor/Cashier	20.39	0.00	20.39
Maintenance Coord, Aquatics	1.00	1.00	0.00
Maintenance Coordinator	1.00	1.00	0.00
Maintenance Tech II - Horticul	2.00	2.00	0.00
Maintenance Tech II - Irgation	1.00	1.00	0.00
Maintenance Tech, Aquatics	2.00	2.00	0.00
Maintenance Technician I	2.00	2.00	0.00
Maintenance Worker I	19.75	19.00	0.75
Maintenance Worker II	42.00	42.00	0.00
Maintenance Worker III	7.00	7.00	0.00
Parks & Rec and Human Svcs Dir	1.00	1.00	0.00
Parks & Recreation Manager	6.00	6.00	0.00
Parks Laborer	2.75	2.00	0.75
Personnel Specialist	1.00	1.00	0.00
Pool Manager	4.22	4.00	0.22
Pool Manager, Assistant	10.10	0.00	10.10
Railroad & Mechanical Ops Spec	2.00	2.00	0.00
Recreation Coordinator	6.00	6.00	0.00
Recreation Leader I	15.84	0.00	15.84
Recreation Leader II	59.37	1.00	58.37
Recreation Leader III	21.00	21.00	0.00
Recreation Supervisor	8.00	8.00	0.00
Stadium Facilities Lead	1.00	1.00	0.00
Stadium Supervisor	1.00	1.00	0.00
Technology Coordinator	2.00	2.00	0.00
<b>Total</b>	<b>260.42</b>	<b>154.00</b>	<b>106.42</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>COMMUNITY SERVICES - PRESERVE MANAGEMENT</b>			
Planner, Sr.	1.00	1.00	0.00
Preservation Coordinator	2.00	2.00	0.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

<b>TOTAL COMMUNITY SERVICES</b>	<b>448.29</b>	<b>279.00</b>	<b>169.29</b>
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**PUBLIC SAFETY - FIRE - FIRE & LIFE SAFETY**

Administrative Secretary	1.00	1.00	0.00
Fire Chief, Deputy	1.00	1.00	0.00
Fire Division Chief	1.00	1.00	0.00
Fire Inspector II	4.00	4.00	0.00
Fire Marshal, Deputy	3.00	3.00	0.00
Fire Marshal, Senior Deputy	2.00	2.00	0.00
Fire Plans Reviewer	2.00	2.00	0.00
Fire Plans Reviewer, Sr.	1.00	1.00	0.00
<b>Total</b>	<b>15.00</b>	<b>15.00</b>	<b>0.00</b>

**PUBLIC SAFETY - FIRE - OFFICE OF THE FIRE CHIEF**

Administrative Secretary	1.00	1.00	0.00
Emergency Management Coord	1.00	1.00	0.00
Fire Chief	1.00	1.00	0.00
Fire Chief, Assistant	1.00	1.00	0.00
Fire Chief, Exec Asst	1.00	1.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC SAFETY - FIRE - OPERATIONS</b>			
Administrative Secretary	2.00	2.00	0.00
Fire Battalion Chief (56)	6.00	6.00	0.00
Fire Captain (56)	54.00	54.00	0.00
Fire Division Chief	2.00	2.00	0.00
Fire Engineer (56)	57.00	57.00	0.00
Firefighter (56)	110.00	110.00	0.00
Public Education Officer	1.00	1.00	0.00
Safety Fitness Wellness Coord	1.00	1.00	0.00
<b>Total</b>	<b>233.00</b>	<b>233.00</b>	<b>0.00</b>
<b>PUBLIC SAFETY - FIRE - PROFESSIONAL SERVICES</b>			
Administrative Secretary	2.00	2.00	0.00
Equipment Coordinator - Fire	1.00	1.00	0.00
Facilities Management Coord	1.00	1.00	0.00
Fire Captain Day Asgn	3.00	3.00	0.00
Fire Chief, Deputy	1.00	1.00	0.00
Fire Division Chief	3.00	3.00	0.00
Systems Integrator	2.00	2.00	0.00
<b>Total</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>
<b>TOTAL PUBLIC SAFETY - FIRE</b>	<b>267.00</b>	<b>267.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC SAFETY - POLICE - INVESTIGATIVE SERVICES</b>			
Administrative Secretary	4.00	4.00	0.00
Crime Scene Manager	1.00	1.00	0.00
Crime Scene Specialist	8.00	8.00	0.00
Crime Scene Specialist, Lead	2.00	2.00	0.00
Crisis Intervention Specialist	6.00	6.00	0.00
Crisis Intervention Supervisor	1.00	1.00	0.00
Evidence Control Mgr	1.00	1.00	0.00
Fingerprint Technician	4.00	4.00	0.00
Forensic Laboratory Manager	1.00	1.00	0.00
Forensic Scientist II	2.00	2.00	0.00
Forensic Scientist III	8.00	8.00	0.00
Forensic Scientist Supervisor	2.00	2.00	0.00
Pawn Specialist	1.00	1.00	0.00
Photo Lab Technician	1.00	1.00	0.00
Photo Lab Technician, Sr.	1.00	1.00	0.00
Police Aide	3.00	3.00	0.00
Police Commander	1.00	1.00	0.00
Police Forensic Services Dir	1.00	1.00	0.00
Police Intelligence Analyst	1.00	1.00	0.00
Police Intelligence Specialist	1.00	1.00	0.00
Police Lieutenant	5.00	5.00	0.00
Police Officer	94.00	94.00	0.00
Police Rangemaster	2.00	2.00	0.00
Police Sergeant	17.00	17.00	0.00
Property / Evidence Supervisor	1.00	1.00	0.00
Property / Evidence Tech, Lead	1.00	1.00	0.00
Property / Evidence Technician	3.50	3.00	0.50
Records Specialist	2.00	2.00	0.00
<b>Total</b>	<b>175.50</b>	<b>175.00</b>	<b>0.50</b>

<b>Division/Department/Job Title</b>	<b>Total FTEs</b>	<b>Full-Time FTEs</b>	<b>Part-Time FTEs</b>
<b>PUBLIC SAFETY - POLICE - OFFICE OF THE POLICE CHIEF</b>			
Administrative Secretary	1.00	1.00	0.00
Executive Secretary	1.00	1.00	0.00
Police Chief	1.00	1.00	0.00
Police Chief, Assistant	3.00	3.00	0.00
Police Officer	1.00	1.00	0.00
Police Sergeant	3.00	3.00	0.00
Public Education Officer	1.00	1.00	0.00
Public Safety Analyst, Senior	1.00	1.00	0.00
Public Safety Budget Manager	1.00	1.00	0.00
<b>Total</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC SAFETY - POLICE - OPERATIONAL SUPPORT</b>			
Account Specialist	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	0.00
Communications Technician	2.00	2.00	0.00
Crime Analysis Unit Supervisor	1.00	1.00	0.00
Logistics Technician	4.00	4.00	0.00
Municipal Security Manager	1.00	1.00	0.00
Personnel Specialist	1.00	1.00	0.00
Police Analyst	1.00	1.00	0.00
Police Analyst II	1.00	1.00	0.00
Polygraph Examiner	1.00	1.00	0.00
Pub Saf Oper Support Dir	1.00	1.00	0.00
Pub Saf Plan Rsrch & Acred Dir	1.00	1.00	0.00
Pub Saf Records Mngr	1.00	1.00	0.00
Pub Saf Records Spc, Sr	10.00	10.00	0.00
Pub Saf Records Specialist	10.00	10.00	0.00
Pub Saf Records Supervisor	3.00	3.00	0.00
Pub Saf Resource Mngr	1.00	1.00	0.00
Pub Saf Tech & Records Dir	1.00	1.00	0.00
Public Safety Analyst	3.00	3.00	0.00
Public Safety Analyst, Senior	3.00	3.00	0.00
Public Safety Comm Systems Mgr	1.00	1.00	0.00
Public Safety Personnel Mgr	1.00	1.00	0.00
Security Guard	2.00	2.00	0.00
Security Project Coordinator	1.00	1.00	0.00
Systems Integrator	5.00	5.00	0.00
Systems Integrator, Lead	2.00	2.00	0.00
Systems Integrator, Sr.	1.00	1.00	0.00
<b>Total</b>	<b>61.00</b>	<b>61.00</b>	<b>0.00</b>



Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC SAFETY - POLICE - POLICE UNIFORMED SERVICES</b>			
Administrative Secretary	2.00	2.00	0.00
Communications Dispatcher	39.00	39.00	0.00
Communications Supervisor	6.00	6.00	0.00
Detention Manager	1.00	1.00	0.00
Detention Officer	22.00	22.00	0.00
Detention Supervisor	9.00	9.00	0.00
Parking Control Checker	1.00	1.00	0.00
Photo Enforcement Program Mgr	1.00	1.00	0.00
Police Aide	38.00	38.00	0.00
Police Commander	5.00	5.00	0.00
Police Communications Op Mgr	1.00	1.00	0.00
Police Lieutenant	13.00	13.00	0.00
Police Officer	233.00	233.00	0.00
Police Records Supervisor	1.00	1.00	0.00
Police Sergeant	38.00	38.00	0.00
Records Specialist	3.00	3.00	0.00
Wrangler	2.10	0.00	2.10
<b>Total</b>	<b>415.10</b>	<b>413.00</b>	<b>2.10</b>
<b>TOTAL PUBLIC SAFETY - POLICE</b>	<b>664.60</b>	<b>662.00</b>	<b>2.60</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC WORKS - CAPITAL PROJECT MANAGEMENT</b>			
Asset Management Coordinator	1.00	1.00	0.00
Building Inspector II	3.00	3.00	0.00
City Engineer	1.00	1.00	0.00
Civil Engineer	1.00	1.00	0.00
Civil Engineer, Principal	1.00	1.00	0.00
Civil Engineer, Sr.	1.00	1.00	0.00
Construction Admin Supervisor	3.00	3.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Office Coordinator	1.00	1.00	0.00
Plans Examiner	1.00	1.00	0.00
Plans Examiner, Sr.	1.00	1.00	0.00
Project Management Assistant	3.00	3.00	0.00
Project Manager, Principal	1.00	1.00	0.00
Project Manager, Sr.	9.00	9.00	0.00
Public Works Director	1.00	1.00	0.00
Public Works Inspector II	8.00	8.00	0.00
Public Works Planner	1.00	1.00	0.00
Public Works Project Coord	1.00	1.00	0.00
Real Estate Manager, Sr.	1.00	1.00	0.00
Real Estate Mgmt Specialist	2.00	2.00	0.00
Right-Of-Way Agent	1.00	1.00	0.00
Right-Of-Way Agent, Sr.	1.00	1.00	0.00
Secretary	1.00	1.00	0.00
<b>Total</b>	<b>45.00</b>	<b>45.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC WORKS - FACILITIES MANAGEMENT</b>			
Citizen Services Rep	1.00	1.00	0.00
Contracts Coordinator	4.00	4.00	0.00
Dept Director - Public Works	1.00	1.00	0.00
Energy Management Control Spec	2.00	2.00	0.00
Facilities Management Spec	1.00	1.00	0.00
Facilities Supervisor	3.00	3.00	0.00
Maintenance Tech II - Building	9.00	9.00	0.00
Maintenance Tech II - Construc	7.00	7.00	0.00
Maintenance Tech II - Electric	8.00	8.00	0.00
Maintenance Tech II - HVAC	6.00	6.00	0.00
Maintenance Tech II - Painter	2.00	2.00	0.00
Maintenance Tech II - Plumber	4.00	4.00	0.00
Maintenance Tech II - Security	2.00	2.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Service Area Manager	1.00	1.00	0.00
Space Planning Analyst	1.00	1.00	0.00
Technology Specialist	1.00	1.00	0.00
<b>Total</b>	<b>54.00</b>	<b>54.00</b>	<b>0.00</b>
<b>PUBLIC WORKS - FLEET MANAGEMENT</b>			
Customer Support Rep, Sr.	1.00	1.00	0.00
Dept Director - Public Works	1.00	1.00	0.00
Equip Parts Supervisor	1.00	1.00	0.00
Equipment Coordinator - Fleet	1.00	1.00	0.00
Equipment Parts Technician	6.00	6.00	0.00
Equipment Service Writer	2.00	2.00	0.00
Fleet Maint Superintendent	1.00	1.00	0.00
Fleet Systems Coordinator	1.00	1.00	0.00
Fleet Technician Crew Chief	3.00	3.00	0.00
Fleet Technician II	6.00	6.00	0.00
Fleet Technician III	20.00	20.00	0.00
Fleet Technician, Lead	3.00	3.00	0.00
<b>Total</b>	<b>46.00</b>	<b>46.00</b>	<b>0.00</b>

<b>Division/Department/Job Title</b>	<b>Total FTEs</b>	<b>Full-Time FTEs</b>	<b>Part-Time FTEs</b>
<b>PUBLIC WORKS - SOLID WASTE MANAGEMENT</b>			
Citizen Services Rep	3.00	3.00	0.00
Container Repairer	5.00	5.00	0.00
Dept Director - Public Works	1.00	1.00	0.00
Equipment Operator I	12.00	12.00	0.00
Equipment Operator II	11.00	11.00	0.00
Equipment Operator III	45.00	45.00	0.00
Office Manager	1.00	1.00	0.00
Solid Waste Program Rep	5.00	5.00	0.00
Solid Waste Services Mgr	5.00	5.00	0.00
Solid Waste Systems Mgr	1.00	1.00	0.00
Systems Integrator	1.00	1.00	0.00
<b>Total</b>	<b>90.00</b>	<b>90.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>PUBLIC WORKS - STREET OPERATIONS</b>			
Citizen Services Rep	2.00	2.00	0.00
Dept Director - Public Works	1.00	1.00	0.00
Equipment Operator II-FS	1.00	1.00	0.00
Equipment Operator III-FS	13.00	13.00	0.00
ITS Analyst	1.00	1.00	0.00
ITS Analyst, Assistant	1.00	1.00	0.00
ITS Manager	1.00	1.00	0.00
ITS Network Technician	1.00	1.00	0.00
ITS Signals Manager	1.00	1.00	0.00
ITS Signals Tech I	1.00	1.00	0.00
ITS Signals Tech II	5.00	5.00	0.00
ITS Signals Tech III	2.00	2.00	0.00
ITS Signals Tech, Lead	2.00	2.00	0.00
Maintenance Manager	1.00	1.00	0.00
Maintenance Supervisor	3.00	3.00	0.00
Maintenance Tech II - Streets	3.00	3.00	0.00
Maintenance Technician I	3.00	3.00	0.00
Maintenance Worker I	1.00	1.00	0.00
Maintenance Worker II	1.00	1.00	0.00
Maintenance Worker II - CDL	4.00	4.00	0.00
Public Works Inspector II	3.00	3.00	0.00
Sign Fabricator	1.00	1.00	0.00
Sign Technician	4.00	4.00	0.00
Street Operations Manager	1.00	1.00	0.00
Technology Coordinator	2.00	2.00	0.00
Traffic Engineer, Sr.	1.00	1.00	0.00
<b>Total</b>	<b>60.00</b>	<b>60.00</b>	<b>0.00</b>
<b>TOTAL PUBLIC WORKS</b>	<b>295.00</b>	<b>295.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>WATER RESOURCES - WATER PLANNING AND ENGINEERING</b>			
Engineer In Training	1.00	1.00	0.00
Financial Specialist - Water	2.00	2.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Public Information Officer	1.00	1.00	0.00
Water Audit Technician	2.00	2.00	0.00
Water Conservation Coordinator	1.00	1.00	0.00
Water Conservation Specialist	3.00	3.00	0.00
Water Resources Advisor	1.00	1.00	0.00
Water Resources Director	1.00	1.00	0.00
Water Resources Engineer	2.00	2.00	0.00
Water Resources Engineer, Sr.	2.00	2.00	0.00
Water Resources Plng & Eng Dir	1.00	1.00	0.00
Water Resources Principal Eng	3.00	3.00	0.00
<b>Total</b>	<b>21.00</b>	<b>21.00</b>	<b>0.00</b>
<b>WATER RESOURCES - WATER QUALITY</b>			
Drainage Inspector	1.00	1.00	0.00
Quality Assurance Coordinator	1.00	1.00	0.00
Scientist	1.00	1.00	0.00
Scientist, Principal	3.00	3.00	0.00
Scientist, Senior	2.00	2.00	0.00
Water Quality Coordinator	3.00	3.00	0.00
Water Quality Director	1.00	1.00	0.00
Water Quality Laboratory Mgr	1.00	1.00	0.00
Water Quality Regulatory Mgr	1.00	1.00	0.00
Water Quality Specialist	5.00	5.00	0.00
Water Quality Specialist, Sr	2.00	2.00	0.00
Water Quality Technician	2.00	2.00	0.00
<b>Total</b>	<b>23.00</b>	<b>23.00</b>	<b>0.00</b>



Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>WATER RESOURCES - WATER RECLAMATION SERVICES</b>			
W/WW Maintenance Tech III	5.00	5.00	0.00
W/WW Treatment Plant Op III	2.00	2.00	0.00
Wastewater Collections Manager	1.00	1.00	0.00
Water Reclamation Svc Director	1.00	1.00	0.00
Water Wastewater Main Tech IV	2.00	2.00	0.00
Water/Wastewater Main Tech II	3.00	3.00	0.00
Water/Wastewater Ops Supervisr	1.00	1.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper II	10.00	10.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper IV	3.00	3.00	0.00
<b>Total</b>	<b>28.00</b>	<b>28.00</b>	<b>0.00</b>
<b>WATER RESOURCES - WATER SERVICES</b>			
HVAC Technician	1.00	1.00	0.00
W/WW Electronic Technician III	1.00	1.00	0.00
W/WW Maintenance Tech III	1.00	1.00	0.00
W/WW Treatment Plant Op III	2.00	2.00	0.00
Water Distribution Manager	1.00	1.00	0.00
Water Meter Reader	10.00	10.00	0.00
Water Meter Reader, Lead	1.00	1.00	0.00
Water Production Manager	1.00	1.00	0.00
Water Quality Specialist	1.00	1.00	0.00
Water Services Director	1.00	1.00	0.00
Water Wastewater Main Tech IV	1.00	1.00	0.00
Water/Wastewater Main Tech I	1.00	1.00	0.00
Water/Wastewater Main Tech II	3.00	3.00	0.00
Water/Wastewater Ops Supervisr	3.00	3.00	0.00
Water/Wastewater Srvcs Wkr I	2.00	2.00	0.00
Water/Wastewater Srvcs Wkr II	10.00	10.00	0.00
Water/Wastewater Srvcs Wkr III	6.00	6.00	0.00
Water/Wastewater Srvcs Wkr IV	9.00	9.00	0.00
Water/Wastewater Srvcs Wkr V	1.00	1.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper II	17.00	17.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper IV	4.00	4.00	0.00
<b>Total</b>	<b>77.00</b>	<b>77.00</b>	<b>0.00</b>

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
<b>WATER RESOURCES - WATER TECHNOLOGY &amp; ADMIN</b>			
Administrative Secretary	3.00	3.00	0.00
Citizen Services Rep	4.00	4.00	0.00
GIS Technician	2.00	2.00	0.00
Office Coordinator	1.00	1.00	0.00
Office Manager	1.00	1.00	0.00
Systems Integrator	1.00	1.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Technology Coordinator	1.00	1.00	0.00
Telemetry Controls Spec, Sr.	1.00	1.00	0.00
Telemetry Controls Specialist	4.00	4.00	0.00
Trng, Safety & Security Coord	2.00	2.00	0.00
Utility Technology Supervisor	1.00	1.00	0.00
W/WW Electronic Technician I	1.00	1.00	0.00
W/WW Electronic Technician II	9.00	9.00	0.00
W/WW Electronic Technician III	1.00	1.00	0.00
W/WW Maintenance Tech III	1.00	1.00	0.00
Water Asset Mgmt Tech I	1.00	1.00	0.00
Water Asset Mgmt Tech II	1.00	1.00	0.00
Water Maintenance Manager	1.00	1.00	0.00
Water Res HVAC Contracts Coord	1.00	1.00	0.00
Water Resources Administrator	1.00	1.00	0.00
Water Systems Advisor	2.00	2.00	0.00
Water Systems Analyst	4.00	4.00	0.00
Water Systems Supervisor	1.00	1.00	0.00
Water/Wastewater Main Tech II	8.00	8.00	0.00
Water/Wastewater Ops Supervisr	1.00	1.00	0.00
Water/Wastewater Srvcs Wkr IV	1.00	1.00	0.00
<b>Total</b>	<b>56.00</b>	<b>56.00</b>	<b>0.00</b>
<b>TOTAL WATER RESOURCES</b>	<b>205.00</b>	<b>205.00</b>	<b>0.00</b>
<b>Grand Total</b>	<b>2,417.65</b>	<b>2,239.00</b>	<b>178.65</b>



FY 2014/15 Adopted Budget

Code	Job Title	FTE	Minimum	Maximum	Minimum	Maximum
0509	Account Specialist	5.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0510	Account Specialist, Sr.	4.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
1445	Accountant I	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
2272	Accountant II	3.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2271	Accountant, Sr.	2.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2195	Accounting Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2055	Accounting Manager	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
0425	Accounting Technician, Sr.	2.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
0255	Adapted Recreation Specialist		\$ 12.10	\$ 17.55	\$ 25,168.00	\$ 36,504.00
1005	Administrative Assistant	4.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0005	Administrative Secretary	25.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0251	Adult Flag Football Official		\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0263	Adult Kickball Official		\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0254	Adult Volleyball Official		\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0259	Adult/Youth Sports Scorekeeper		\$ 12.10	\$ 17.55	\$ 25,168.00	\$ 36,504.00
0260	Adult/Youth Sports Site Supv		\$ 10.98	\$ 15.91	\$ 22,838.40	\$ 33,092.80
0462	Adult/Yth Basketball Official		\$ 12.71	\$ 18.42	\$ 26,436.80	\$ 38,313.60
0600	After School Program Site Supr		\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
2074	Airport Operations Manager	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
2078	Airport Operations Supervisor	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0459	Airport Operations Tech, Sr.	7.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0460	Airport Operations Technician		\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
2035	Application Development Mgr	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
0252	Aquatics Instructor		\$ 11.52	\$ 16.71	\$ 23,961.60	\$ 34,756.80
2316	Area Director - Planning & Dev	3.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1421	Asset Management Coordinator	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
2292	Assistant to the City Manager	1.00	\$ 45.18	\$ 65.51	\$ 93,974.40	\$ 136,260.80
0544	Audit Associate		\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
1581	Auditor, Sr.	4.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2198	Aviation Director	1.00	\$ 52.30	\$ 75.83	\$ 108,784.00	\$ 157,726.40
2220	Aviation Plan & Outreach Coord	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2203	Benefits Analyst, Lead	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1909	Benefits Analyst, Sr.	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
0178	Bid & Contract Assistant	1.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
1343	Bid & Contract Specialist	4.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1934	Budget Analyst, Sr.	4.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1881	Budget Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1513	Building Inspection Supervisor	1.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
0591	Building Inspector I		\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0592	Building Inspector II	3.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2236	Business Intelligence Manager	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2297	Business Services Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2304	Business Services Manager	4.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1022	Buyer	3.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0014	Buyer Aide	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1620	Chief Information Officer	1.00	\$ 57.66	\$ 83.60	\$ 119,932.80	\$ 173,888.00
1929	Citizen Advisor	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1847	Citizen Liaison	3.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0396	Citizen Services Assistant	2.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0409	Citizen Services Rep	10.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0356	Citizen Services Specialist		\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
1025	City Attorney	1.00	\$ 91.35	\$ 91.35	\$ 190,008.00	\$ 190,008.00
1014	City Attorney, Assistant	1.50	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2273	City Attorney, Asst, Sr I	4.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2261	City Attorney, Asst, Sr II	3.00	\$ 47.43	\$ 68.78	\$ 98,654.40	\$ 143,062.40
1363	City Attorney, Deputy	2.00	\$ 49.81	\$ 72.22	\$ 103,604.80	\$ 150,217.60
1391	City Auditor	1.00	\$ 66.35	\$ 66.35	\$ 138,008.00	\$ 138,008.00
1484	City Auditor, Assistant	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1398	City Clerk	1.00	\$ 66.11	\$ 66.11	\$ 137,508.80	\$ 137,508.80
0598	City Clerk Assistant	2.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
2296	City Clerk, Assistant Deputy	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00

Code	Job Title	FTE	Minimum	Maximum	Minimum	Maximum
1455	City Clerk, Deputy	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
1791	City Councilman	6.00	\$ 13.85	\$ 13.85	\$ 18,000.00	\$ 18,000.00
1769	City Engineer	1.00	\$ 52.30	\$ 75.83	\$ 108,784.00	\$ 157,726.40
1026	City Judge	1.00	\$ 76.93	\$ 76.93	\$ 160,014.40	\$ 160,014.40
1933	City Judge, Associate	3.00	\$ 70.60	\$ 70.60	\$ 146,848.00	\$ 146,848.00
1397	City Manager	1.00	\$ 98.56	\$ 98.56	\$ 205,004.80	\$ 205,004.80
1480	City Prosecutor	1.00	\$ 49.81	\$ 72.22	\$ 103,604.80	\$ 150,217.60
2293	City Prosecutor, Assistant I	4.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2294	City Prosecutor, Assistant II	6.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
2260	City Prosecutor, Assistant, Sr	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2142	City Treasurer	1.00	\$ 67.31	\$ 67.31	\$ 140,004.80	\$ 140,004.80
1308	Civil Engineer	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2086	Civil Engineer, Principal	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1469	Civil Engineer, Sr.	5.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2192	Claims Adjuster	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0437	Code Enforcement Specialist	2.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
2254	Code Enforcement Supervisor	3.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0608	Code Inspector I		\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0609	Code Inspector II	10.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0546	Code Inspector, Sr	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1931	Communications Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0415	Communications Dispatcher	39.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
0416	Communications Supervisor	6.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0380	Communications Technician	2.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
2274	Communicatns & Pub Affairs Dir	1.00	\$ 45.18	\$ 65.51	\$ 93,974.40	\$ 136,260.80
1561	Community Assistance Manager	1.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
1632	Community Planner	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2312	Community Services Director	1.00	\$ 60.54	\$ 87.78	\$ 125,923.20	\$ 182,582.40
2176	Construction Admin Supervisor	3.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0023	Container Repairer	5.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1424	Contracts Coordinator	5.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1759	Court Administrator	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
1777	Court Administrator, Deputy	2.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
0443	Court Interpreter	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0024	Court Services Rep	27.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0204	Court Services Rep, Sr.	7.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1383	Court Services Supervisor	3.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0497	Crime Analysis Technician		\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
2067	Crime Analysis Unit Supervisor	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2215	Crime Scene Manager	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0461	Crime Scene Specialist	8.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
0577	Crime Scene Specialist, Lead	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0094	Crisis Intervention Specialist	6.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0337	Crisis Intervention Supervisor	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0604	Custodial Worker		\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
0431	Customer Service Rep, Lead	4.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0030	Customer Service Rep	19.00	\$ 14.71	\$ 21.33	\$ 30,596.80	\$ 44,366.40
0422	Customer Support Rep, Sr.	3.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0253	Data Entry Specialist		\$ 12.10	\$ 17.55	\$ 25,168.00	\$ 36,504.00
1704	Database Administrator	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
2306	Dept Director - Public Works	4.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
1494	Detention Manager	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0309	Detention Officer	22.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0412	Detention Supervisor	9.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
1924	Development Engineering Mgr	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
1051	Development Services Manager	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
0579	Development Services Rep I		\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
0580	Development Services Rep II	10.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0617	Development Services Rep, Lead	2.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
2245	Digital Media Designer	2.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1882	Diversity & Dialogue Director		\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20

Code	Job Title	FTE	Minimum	Maximum	Minimum	Maximum
0583	Drainage Inspector	2.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
2300	Economic Development Asst Dir	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2299	Economic Development Director	1.00	\$ 52.30	\$ 75.83	\$ 108,784.00	\$ 157,726.40
2301	Economic Development Manager	4.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
2302	Economic Development Specialist	2.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2097	Emergency Management Coord	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
0574	Energy Management Control Spec	2.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0489	Engineer In Training	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0556	Engineering Associate	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
1711	Enterprise Communications Engr	3.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
1912	Enterprise Finance Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2084	Enterprise Sys Engineering Mgr	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2124	Enterprise Sys Integrator, Ld	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2116	Enterprise Systems Engineer	5.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
1674	Enterprise Systems Integrator	11.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1916	Equip Parts Supervisor	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0535	Equipment Coordinator - Fire	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0664	Equipment Coordinator - Fleet	1.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0043	Equipment Operator I	12.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0044	Equipment Operator II	11.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0805	Equipment Operator II-FS	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0045	Equipment Operator III	45.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0806	Equipment Operator III-FS	13.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0674	Equipment Parts Technician	6.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0517	Equipment Service Writer	2.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0683	Eureka Loft Room Host		\$ 10.45	\$ 15.16	\$ 21,736.00	\$ 31,532.80
1878	Events Contract Coordinator	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0297	Events Specialist		\$ 9.03	\$ 13.09	\$ 18,782.40	\$ 27,227.20
2216	Evidence Control Mgr	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1985	Exec Asst for Spec Projects	1.00	\$ 54.91	\$ 79.62	\$ 114,212.80	\$ 165,609.60
0538	Executive Secretary	6.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0524	Executive Secretary to Mayor	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1646	Facilities Management Coord	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1930	Facilities Management Spec	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
1668	Facilities Manager	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2174	Facilities Supervisor	3.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
0622	Feed & Bedding Store Supervisr	1.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0618	Feed & Bedding Worker		\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
2154	Field Engineering Lead	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2079	Field Engineering Supervisor	1.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2118	Finance & Acctg Technology Dir	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2207	Finance Analyst, Sr.	2.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2246	Finance Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0541	Financial Services Technician	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1867	Financial Specialist - Water	2.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0214	Fingerprint Technician	4.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
2002	Fire Battalion Chief (40)		\$ 42.16	\$ 56.91	\$ 87,692.80	\$ 118,372.80
1976	Fire Battalion Chief (56)	6.00	\$ 30.11	\$ 40.65	\$ 87,692.80	\$ 118,372.80
0998	Fire Captain (40)		\$ 33.03	\$ 44.59	\$ 68,702.40	\$ 92,747.20
0995	Fire Captain (56)	54.00	\$ 23.59	\$ 31.85	\$ 68,702.40	\$ 92,747.20
0996	Fire Captain Day Asgn	3.00	\$ 33.03	\$ 44.59	\$ 68,702.40	\$ 92,747.20
1947	Fire Chief	1.00	\$ 57.66	\$ 83.60	\$ 119,932.80	\$ 173,888.00
1956	Fire Chief, Assistant	1.00	\$ 51.24	\$ 69.18	\$ 106,579.20	\$ 143,894.40
1967	Fire Chief, Deputy	2.00	\$ 48.80	\$ 65.88	\$ 101,504.00	\$ 137,030.40
2228	Fire Chief, Exec Asst	1.00	\$ 53.80	\$ 72.64	\$ 111,904.00	\$ 151,091.20
2289	Fire Division Chief	6.00	\$ 44.26	\$ 59.76	\$ 92,060.80	\$ 124,300.80
0533	Fire Engineer (40)		\$ 29.96	\$ 40.45	\$ 62,316.80	\$ 84,136.00
0530	Fire Engineer (56)	57.00	\$ 21.40	\$ 28.89	\$ 62,316.80	\$ 84,136.00
0570	Fire Inspector I		\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0571	Fire Inspector II	4.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
0997	Fire Marshal, Deputy	3.00	\$ 29.96	\$ 40.45	\$ 62,316.80	\$ 84,136.00



Code	Job Title	FTE	Minimum	Maximum	Minimum	Maximum
0573	Fire Marshal, Senior Deputy	2.00	\$ 33.03	\$ 44.59	\$ 68,702.40	\$ 92,747.20
1979	Fire Plans Reviewer	2.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1992	Fire Plans Reviewer, Sr.	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0534	Firefighter (40)		\$ 23.47	\$ 31.69	\$ 48,817.60	\$ 65,915.20
0531	Firefighter (56)	110.00	\$ 16.76	\$ 22.64	\$ 48,817.60	\$ 65,915.20
0532	Firefighter Recruit		\$ 18.39	\$ 24.83	\$ 38,251.20	\$ 51,646.40
0569	Firefighter, Pipeline					
2143	Fleet Coordinator		\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
1913	Fleet Maint Superintendent	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1773	Fleet Systems Coordinator	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2033	Fleet Technician Crew Chief	3.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0563	Fleet Technician I		\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0561	Fleet Technician II	6.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0557	Fleet Technician III	20.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0562	Fleet Technician, Lead	3.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0432	Food Bank Specialist	1.00	\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
2266	Forensic Laboratory Manager	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
2263	Forensic Scientist II	2.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2264	Forensic Scientist III	8.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2265	Forensic Scientist Supervisor	2.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2248	GIS Analyst	2.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1697	GIS Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1485	GIS Manager	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
0393	GIS Technician	5.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1848	GM WestWorld	1.00	\$ 49.81	\$ 72.22	\$ 103,604.80	\$ 150,217.60
1982	Government Relations Director	1.00	\$ 45.18	\$ 65.51	\$ 93,974.40	\$ 136,260.80
0436	Grant Program Specialist	3.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1710	Grant Program Specialist, Sr.	4.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
1349	Grants Accountant	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0391	Graphics Designer	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0294	Graphics Technician, Sr.	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
2060	Green Building Program Manager	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
0264	Group Leader		\$ 8.60	\$ 12.47	\$ 17,888.00	\$ 25,937.60
1654	Hearing Officer	2.00	\$ 45.18	\$ 65.51	\$ 93,974.40	\$ 136,260.80
1709	Housing Coordinator	2.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1905	Human Resources Analyst	3.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
1959	Human Resources Analyst, Lead	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1898	Human Resources Analyst, Sr.	6.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
1075	Human Resources Director	1.00	\$ 57.66	\$ 83.60	\$ 119,932.80	\$ 173,888.00
1925	Human Resources Manager	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0513	Human Resources Rep	1.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0511	Human Resources Rep, Sr.	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
1569	Human Services Coordinator	5.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1078	Human Services Manager	3.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1899	Human Services Planner	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0428	Human Services Rep	8.00	\$ 14.71	\$ 21.33	\$ 30,596.80	\$ 44,366.40
1079	Human Services Specialist	11.70	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0324	HVAC Technician	1.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
1958	Information Technology Dir	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2146	Inspections Manager	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
0581	Inspector I		\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0582	Inspector II	13.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0386	Intern	0.47	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
1083	Internal Auditor		\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0614	Irrigation Systems Coordinator	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0439	Irrigation Technician	9.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
2101	IT Project Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1680	IT Support Manager	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
0424	IT Technician	6.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0423	IT Technician, Sr.	4.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1797	ITS Analyst	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80



Code	Job Title	FTE	Minimum	Maximum	Minimum	Maximum
0693	ITS Analyst, Assistant	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
2189	ITS Manager	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
0692	ITS Network Technician	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2171	ITS Signals Manager	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0688	ITS Signals Tech I	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0689	ITS Signals Tech II	5.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0690	ITS Signals Tech III	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0691	ITS Signals Tech, Lead	2.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
2050	Job Preparation Specialist	1.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
1794	Landscape Contracts Coord	3.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0606	Latent Print Examiner		\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0400	Legal Assistant	2.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0064	Legal Secretary	3.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
2282	Librarian I	17.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
2193	Librarian II	7.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
2165	Librarian III	2.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2164	Librarian IV	6.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0066	Library Aide	19.22	\$ 12.10	\$ 17.55	\$ 25,168.00	\$ 36,504.00
0607	Library Assistant	22.12	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
0067	Library Courier	2.00	\$ 12.71	\$ 18.42	\$ 26,436.80	\$ 38,313.60
1089	Library Director	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2163	Library Manager, Sr.	3.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
0495	Library Monitor	4.25	\$ 10.98	\$ 15.91	\$ 22,838.40	\$ 33,092.80
0069	Library Page	13.34	\$ 10.45	\$ 15.16	\$ 21,736.00	\$ 31,532.80
0605	Library Page, Assistant		\$ 8.60	\$ 12.47	\$ 17,888.00	\$ 25,937.60
2194	Library Supervisor	9.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0315	License Inspector	2.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0485	Lifeguard, Head - Aquatics		\$ 12.10	\$ 17.55	\$ 25,168.00	\$ 36,504.00
0072	Lifeguard/Instructor/Cashier	20.39	\$ 10.98	\$ 15.91	\$ 22,838.40	\$ 33,092.80
0361	Logistics Technician	4.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0190	Mail Services Courier	1.00	\$ 12.10	\$ 17.55	\$ 25,168.00	\$ 36,504.00
0615	Maintenance Coord, Aquatics	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1786	Maintenance Coordinator	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0602	Maintenance Helper		\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
2150	Maintenance Manager	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2173	Maintenance Supervisor	3.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0675	Maintenance Tech II - Aviation	1.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0676	Maintenance Tech II - Building	9.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0677	Maintenance Tech II - Construc	7.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0684	Maintenance Tech II - Electric	8.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0678	Maintenance Tech II - Horticul	2.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0685	Maintenance Tech II - HVAC	6.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0679	Maintenance Tech II - Irrigation	1.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0680	Maintenance Tech II - Painter	2.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0686	Maintenance Tech II - Plumber	4.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0681	Maintenance Tech II - Security	2.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0682	Maintenance Tech II - Streets	3.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0322	Maintenance Tech, Aquatics	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0325	Maintenance Technician I	5.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0327	Maintenance Worker I	20.75	\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
0328	Maintenance Worker II	43.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
0519	Maintenance Worker II - CDL	4.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0355	Maintenance Worker III	16.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
1918	Management Analyst	4.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2018	Management Analyst, Sr	9.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1983	Management Assistant to Mayor	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2107	Management Asst to City Mgr	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2308	Marketing/Communications Coord	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1178	Mayor	1.00			\$ 36,000.00	\$ 36,000.00
2233	Mayor's Chief of Staff	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
0547	Municipal Security Guard, Lead	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60

Code	Job Title	FTE	Minimum	Maximum	Minimum	Maximum
2099	Municipal Security Manager	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0555	Museum Attendant		\$ 9.03	\$ 13.09	\$ 18,782.40	\$ 27,227.20
2147	Neighborhood Resource Supv	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1788	Network Security Engineer	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
0318	Occupancy Specialist	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0603	Office Assistant		\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
2047	Office Coordinator	4.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
2295	Office Manager	4.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0640	Paralegal	7.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0644	Paralegal, Senior	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0079	Parking Control Checker	1.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
2247	Parks & Rec and Human Svcs Dir	1.00	\$ 54.91	\$ 79.62	\$ 114,212.80	\$ 165,609.60
2256	Parks & Rec Operation Supervsr		\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1945	Parks & Recreation Manager	6.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0082	Parks Laborer	2.75	\$ 9.95	\$ 14.43	\$ 20,696.00	\$ 30,014.40
0475	Pawn Specialist	1.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0418	Payroll Specialist	4.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0539	Payroll Specialist, Lead	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0317	Personnel Specialist	2.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
1819	Personnel Supervisor		\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2098	Photo Enforcement Program Mgr	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0493	Photo Lab Technician	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0494	Photo Lab Technician, Sr.	1.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
1984	Plan Review Manager	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
1107	Planner	5.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1321	Planner, Associate	4.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
1639	Planner, Environment	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1892	Planner, Principal		\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1142	Planner, Sr.	11.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2315	Planning & Development Dir	1.00	\$ 49.81	\$ 72.22	\$ 103,604.80	\$ 150,217.60
2075	Planning Administration Managr	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
0367	Planning Assistant	2.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0230	Planning Specialist	2.50	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0488	Plans Examiner	4.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1806	Plans Examiner, Sr.	6.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2205	PNT Manager	4.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
0092	Police Aide	41.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
1450	Police Analyst	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1815	Police Analyst II	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
1109	Police Chief	1.00	\$ 63.57	\$ 92.17	\$ 132,225.60	\$ 191,713.60
2058	Police Chief, Assistant	2.00	\$ 54.91	\$ 79.62	\$ 114,212.80	\$ 165,609.60
2223	Police Chief, Assistant	1.00	\$ 54.91	\$ 79.62	\$ 114,212.80	\$ 165,609.60
1932	Police Commander	6.00	\$ 47.43	\$ 68.78	\$ 98,654.40	\$ 143,062.40
2091	Police Communications Op Mgr	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2219	Police Forensic Services Dir	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1449	Police Intelligence Analyst	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0505	Police Intelligence Specialist	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0999	Police Lieutenant	18.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
0096	Police Officer	328.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
0272	Police Officer Trainee		\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
0456	Police Officer, Pipeline					
0597	Police Rangemaster	2.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0599	Police Records Supervisor	1.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0339	Police Sergeant	58.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2307	Polygraph Examiner	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
0100	Pool Manager	4.22	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0009	Pool Manager, Assistant	10.10	\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
2178	Preservation Coordinator	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
2156	Project Coordination Liaison	3.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0560	Project Management Assistant	3.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
1432	Project Manager		\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40

Code	Job Title	FTE	Minimum	Maximum	Minimum	Maximum
2085	Project Manager, Principal	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1498	Project Manager, Sr.	9.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2217	Property / Evidence Supervisor	1.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0612	Property / Evidence Tech, Lead	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0518	Property / Evidence Technician	3.50	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0471	Prosecution Specialist	6.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
2140	Pro-Tem Judge		\$ 52.30	\$ 75.83	\$ 108,784.00	\$ 157,726.40
2278	Pub Saf Oper Support Dir	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2291	Pub Saf Plan Rsrch & Acred Dir	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2280	Pub Saf Records Mngr	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0653	Pub Saf Records Spc, Sr	10.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0652	Pub Saf Records Specialist	10.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
0659	Pub Saf Records Supervisor	3.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
2290	Pub Saf Resource Mngr	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2285	Pub Saf Tech & Records Dir	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1572	Public Affairs Manager	1.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2003	Public Education Officer	2.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1973	Public Information Officer	3.50	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0647	Public Records Request Admin	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2258	Public Safety Analyst	3.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2259	Public Safety Analyst, Senior	4.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2225	Public Safety Budget Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2242	Public Safety Comm Systems Mgr	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2239	Public Safety Personnel Mgr	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
2313	Public Works Director	1.00	\$ 60.54	\$ 87.78	\$ 125,923.20	\$ 182,582.40
0593	Public Works Inspector I		\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0594	Public Works Inspector II	11.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1562	Public Works Planner	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
1124	Public Works Project Coord	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1125	Purchasing Director	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
1487	Purchasing Operations Manager	2.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2049	Quality Assurance Coordinator	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1935	Radio Communications Engineer	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0610	Radio Communications Tech, Sr		\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
2064	Radio Engineering Manager	1.00	\$ 40.98	\$ 59.42	\$ 85,238.40	\$ 123,593.60
2117	Radio Systems Integrator	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2109	Radio Systms Netwrk Integrator	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0575	Railroad & Mechanical Ops Spec	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0107	Railroad Engineer		\$ 12.10	\$ 17.55	\$ 25,168.00	\$ 36,504.00
2318	Real Estate Manager, Sr.	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2127	Real Estate Mgmt Specialist	2.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0588	Records Specialist	5.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
1333	Recreation Coordinator	8.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0111	Recreation Leader I	16.03	\$ 8.60	\$ 12.47	\$ 17,888.00	\$ 25,937.60
0112	Recreation Leader II	77.42	\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
0113	Recreation Leader III	24.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0256	Recreation Specialist					
2177	Recreation Supervisor	9.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0115	Revenue Collector	3.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0223	Revenue Collector, Sr.	3.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
2151	Right of Way Supervisor	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
1314	Right-Of-Way Agent	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
1495	Right-Of-Way Agent, Sr.	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
0673	Risk Coordinator	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
1136	Risk Management Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0616	Safety Coordinator	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
2238	Safety Fitness Wellness Coord	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2093	Safety Manager	1.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
2041	Scientist	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
2255	Scientist, Principal	3.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2042	Scientist, Senior	2.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80

Code	Job Title	FTE	Minimum	Maximum	Minimum	Maximum
0668	Seasonal Assistant Pool Mgr		\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
0586	Seasonal Instructor		\$ 11.52	\$ 16.71	\$ 23,961.60	\$ 34,756.80
0585	Seasonal Lifeguard		\$ 10.98	\$ 15.91	\$ 22,838.40	\$ 33,092.80
0669	Seasonal Rec Leader I		\$ 8.60	\$ 12.47	\$ 17,888.00	\$ 25,937.60
0670	Seasonal Rec Leader II		\$ 13.34	\$ 19.34	\$ 27,747.20	\$ 40,227.20
0117	Secretary	5.31	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0319	Security Guard	3.88	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
2100	Security Project Coordinator	1.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0427	Security Screener		\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
1651	Service Area Manager	1.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
0392	Service Support Worker	1.00	\$ 12.71	\$ 18.42	\$ 26,436.80	\$ 38,313.60
0651	Sign Fabricator	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0590	Sign Technician	4.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
2094	Software Engineer	4.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2095	Software Engineer, Sr	4.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
0398	Solid Waste Program Rep	5.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
2170	Solid Waste Services Mgr	5.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2172	Solid Waste Systems Mgr	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2200	Space Planning Analyst	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0671	Specialty Class Instructor I		\$ 9.48	\$ 13.75	\$ 19,718.40	\$ 28,600.00
0672	Specialty Class Instructor II		\$ 14.71	\$ 21.33	\$ 30,596.80	\$ 44,366.40
2180	Stadium Facilities Lead	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2208	Stadium Supervisor	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
0063	Stock Clerk, Lead	2.00	\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
1921	Storm Water Planner		\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1920	Storm Water Planner, Sr.		\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2036	Stormwater Engineer		\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2037	Stormwater Engineer, Sr	3.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2191	Stormwater Manager	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
2184	Street Operations Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1807	Structural Engineer, Sr.	1.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
1808	Structural Plans Examiner	2.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0124	Student Worker		\$ 7.90	\$ 11.31	\$ 16,432.00	\$ 23,524.80
0687	Support Assistant	1.00	\$ 7.90	\$ 11.31	\$ 16,432.00	\$ 23,524.80
1671	Systems Analyst, Sr.	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1612	Systems Integrator	24.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1828	Systems Integrator, Lead	7.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1827	Systems Integrator, Sr.	2.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
1441	Tax Auditor		\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
1442	Tax Auditor, Sr.	5.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0499	Technology Coordinator	8.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0498	Technology Specialist	6.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
1744	Telecom Policy Coordinator	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
0496	Telemetry Controls Spec, Sr.	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
0308	Telemetry Controls Specialist	4.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0138	Temporary Worker					
2311	Tourism & Events Director	1.00	\$ 52.30	\$ 75.83	\$ 108,784.00	\$ 157,726.40
1966	Traffic Engineer		\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1964	Traffic Engineer, Principal	2.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
1965	Traffic Engineer, Sr.	3.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
2159	Traffic Engineering & Ops Mgr	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20
1504	Traffic Engineering Analyst	1.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0526	Traffic Engineering Tech, Sr.	3.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0175	Traffic Engineering Technician		\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
2153	Traffic Engrng Technician Lead	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2148	Transit Supervisor	1.00	\$ 30.58	\$ 44.34	\$ 63,606.40	\$ 92,227.20
2317	Transportation Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
1962	Transportation Planner		\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
1961	Transportation Planner, Sr.	3.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1960	Transportation Plnr, Principal	2.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
0516	Transportation Rep		\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60

Code	Job Title	FTE	Minimum	Maximum	Minimum	Maximum
0525	Transportation Rep, Sr.	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
2062	Trng, Safety & Security Coord	2.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2243	Utility Technology Supervisor	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
1884	Victim Advocate	2.50	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
1885	Victim Advocate, Sr.	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
0504	Victim Assistance Notif Spec	0.50	\$ 12.71	\$ 18.42	\$ 26,436.80	\$ 38,313.60
1906	Victim Services Manager	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
2268	Video Engineer	0.60	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
1353	Video Production Specialist	2.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2187	Video Production Supervisor	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0625	W/WW Electronic Technician I	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0626	W/WW Electronic Technician II	9.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0627	W/WW Electronic Technician III	2.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0658	W/WW Maintenance Tech III	7.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0438	W/WW Treatment Plant Op I		\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
0667	W/WW Treatment Plant Op III	4.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
0619	Warehouse Mail Technician	4.00	\$ 14.01	\$ 20.31	\$ 29,140.80	\$ 42,244.80
2305	Wastewater Collections Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
0641	Water Asset Mgmt Tech I	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
0642	Water Asset Mgmt Tech II	1.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0420	Water Audit Technician	2.00	\$ 17.88	\$ 25.92	\$ 37,190.40	\$ 53,913.60
2063	Water Conservation Coordinator	1.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
1490	Water Conservation Specialist	3.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
2196	Water Distribution Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2288	Water Maintenance Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
0465	Water Maintenance Technician		\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0132	Water Meter Reader	10.00	\$ 14.71	\$ 21.33	\$ 30,596.80	\$ 44,366.40
0248	Water Meter Reader, Lead	1.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
2197	Water Production Manager	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2043	Water Quality Coordinator	3.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2017	Water Quality Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2249	Water Quality Laboratory Mgr	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2252	Water Quality Regulatory Mgr	1.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
0383	Water Quality Specialist	6.00	\$ 21.73	\$ 31.51	\$ 45,198.40	\$ 65,540.80
2211	Water Quality Specialist, Sr	2.00	\$ 23.96	\$ 34.74	\$ 49,836.80	\$ 72,259.20
0377	Water Quality Technician	2.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
2251	Water Reclamation Svc Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0621	Water Res HVAC Contracts Coord	1.00	\$ 25.16	\$ 36.48	\$ 52,332.80	\$ 75,878.40
2162	Water Resources Administrator	1.00	\$ 54.91	\$ 79.62	\$ 114,212.80	\$ 165,609.60
2253	Water Resources Advisor	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
2314	Water Resources Director	1.00	\$ 60.54	\$ 87.78	\$ 125,923.20	\$ 182,582.40
1468	Water Resources Engineer	2.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
1809	Water Resources Engineer, Sr.	2.00	\$ 32.11	\$ 46.55	\$ 66,788.80	\$ 96,824.00
0265	Water Resources Pipeline					
2008	Water Resources Ping & Eng Dir	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
2257	Water Resources Principal Eng	3.00	\$ 35.40	\$ 51.33	\$ 73,632.00	\$ 106,766.40
2182	Water Services Director	1.00	\$ 43.02	\$ 62.39	\$ 89,481.60	\$ 129,771.20
0224	Water Services Worker		\$ 16.22	\$ 23.51	\$ 33,737.60	\$ 48,900.80
2232	Water Systems Advisor	2.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
0620	Water Systems Analyst	4.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
2234	Water Systems Supervisor	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0643	Water Wastewater Main Tech IV	3.00	\$ 22.82	\$ 33.08	\$ 47,465.60	\$ 68,806.40
0656	Water/Wastewater Main Tech I	1.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0657	Water/Wastewater Main Tech II	14.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
2181	Water/Wastewater Ops Supervisor	5.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
0628	Water/Wastewater Srvcs Wkr I	2.00	\$ 14.01	\$ 20.31	\$ 29,140.80	\$ 42,244.80
0629	Water/Wastewater Srvcs Wkr II	10.00	\$ 15.44	\$ 22.39	\$ 32,115.20	\$ 46,571.20
0665	Water/Wastewater Srvcs Wkr III	6.00	\$ 17.03	\$ 24.69	\$ 35,422.40	\$ 51,355.20
0666	Water/Wastewater Srvcs Wkr IV	10.00	\$ 18.77	\$ 27.22	\$ 39,041.60	\$ 56,617.60
0632	Water/Wastewater Srvcs Wkr V	1.00	\$ 20.70	\$ 30.01	\$ 43,056.00	\$ 62,420.80
2188	Web & Media Services Manager	1.00	\$ 39.02	\$ 56.59	\$ 81,161.60	\$ 117,707.20



Code	Job Title	FTE	Minimum	Maximum	Minimum	Maximum
2077	Web Services Engineer	2.00	\$ 33.71	\$ 48.88	\$ 70,116.80	\$ 101,670.40
2241	WestWorld Business Manager	1.00	\$ 27.73	\$ 40.21	\$ 57,678.40	\$ 83,636.80
2244	WestWorld Director	1.00	\$ 37.17	\$ 53.89	\$ 77,313.60	\$ 112,091.20
2209	Worker's Comp Claims Adjuster	1.00	\$ 29.12	\$ 42.23	\$ 60,569.60	\$ 87,838.40
0189	Wrangler	2.10	\$ 11.52	\$ 16.71	\$ 23,961.60	\$ 34,756.80
0623	Wtr/Wstwtr Trtmnt Plnt Oper II	27.00	\$ 19.71	\$ 28.58	\$ 40,996.80	\$ 59,446.40
0624	Wtr/Wstwtr Trtmnt Plnt Oper IV	7.00	\$ 26.41	\$ 38.30	\$ 54,932.80	\$ 79,664.00
0261	Youth Sports Coach		\$ 9.48	\$ 13.75	\$ 19,718.40	\$ 28,600.00
0307	Youth Sports Official		\$ 10.45	\$ 15.16	\$ 21,736.00	\$ 31,532.80
<b>Total</b>		<b>2,417.65</b>				

The following matrix provides a summary of the total adopted FY 2014/15 operating budget by division and highlights each division's specific service area by account category. Additionally, the report includes the applicable number of full-time equivalent employees (FTE's) by department and division.

Division/Department	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2014/15 Total
<b>MAYOR AND CITY COUNCIL</b>							
MAYOR AND CITY COUNCIL	10.00	509,374	425,557	17,800	0	0	952,731
<b>TOTAL MAYOR AND CITY COUNCIL</b>	<b>10.00</b>	<b>509,374</b>	<b>425,557</b>	<b>17,800</b>	<b>0</b>	<b>0</b>	<b>952,731</b>
<b>CITY ATTORNEY</b>							
CIVIL	22.50	2,782,200	112,606	53,123	0	0	2,947,929
PROSECUTION	26.00	2,355,292	176,762	19,788	0	0	2,551,842
VICTIM SERVICES	5.00	397,592	22,566	3,994	0	0	424,152
<b>TOTAL CITY ATTORNEY</b>	<b>53.50</b>	<b>5,535,084</b>	<b>311,934</b>	<b>76,905</b>	<b>0</b>	<b>0</b>	<b>5,923,923</b>
<b>CITY AUDITOR</b>							
CITY AUDITOR	6.00	614,146	231,885	2,750	0	0	848,781
<b>TOTAL CITY AUDITOR</b>	<b>6.00</b>	<b>614,146</b>	<b>231,885</b>	<b>2,750</b>	<b>0</b>	<b>0</b>	<b>848,781</b>
<b>CITY CLERK</b>							
CITY CLERK	8.00	625,426	371,447	3,575	0	0	1,000,448
<b>TOTAL CITY CLERK</b>	<b>8.00</b>	<b>625,426</b>	<b>371,447</b>	<b>3,575</b>	<b>0</b>	<b>0</b>	<b>1,000,448</b>
<b>CITY COURT</b>							
CITY COURT	55.88	4,268,232	1,571,495	69,244	0	0	5,908,971
<b>TOTAL CITY COURT</b>	<b>55.88</b>	<b>4,268,232</b>	<b>1,571,495</b>	<b>69,244</b>	<b>0</b>	<b>0</b>	<b>5,908,971</b>
<b>CITY MANAGER</b>							
CITY MANAGER	6.00	809,540	208,076	29,275	0	0	1,046,891
<b>TOTAL CITY MANAGER</b>	<b>6.00</b>	<b>809,540</b>	<b>208,076</b>	<b>29,275</b>	<b>0</b>	<b>0</b>	<b>1,046,891</b>
<b>CITY TREASURER</b>							
CITY TREASURER AND FINANCE	5.00	614,542	265,106	1,893	0	0	881,541
ACCOUNTING	25.00	1,754,080	621,337	12,019	0	0	2,387,436
BUDGET	6.00	477,306	30,298	0	1,100	0	508,704
BUSINESS SERVICES	46.00	3,208,022	1,381,850	30,346	0	0	4,620,218
RISK MANAGEMENT	8.00	728,478	7,397,019	93,969	0	0	8,219,466
<b>TOTAL CITY TREASURER</b>	<b>90.00</b>	<b>6,782,428</b>	<b>9,695,610</b>	<b>138,227</b>	<b>1,100</b>	<b>0</b>	<b>16,617,365</b>



Division/Department	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2014/15 Total
<b>ADMINISTRATIVE SERVICES</b>							
COMMUNICATIONS	8.10	745,146	48,730	9,250	0	0	803,126
HUMAN RESOURCES	19.00	1,651,698	27,666,658	320,190	0	0	29,638,546
INFORMATION TECHNOLOGY	70.81	7,556,186	1,935,891	170,895	551,467	377,000	10,591,439
PURCHASING	23.00	1,555,915	505,632	168,190	0	0	2,229,737
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>120.91</b>	<b>11,508,945</b>	<b>30,156,911</b>	<b>668,525</b>	<b>551,467</b>	<b>377,000</b>	<b>43,262,848</b>
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>							
AVIATION	14.47	1,109,287	885,243	75,455	56,590	0	2,126,575
ECONOMIC DEVELOPMENT	7.00	810,960	306,714	17,300	0	0	1,134,974
PLANNING AND DEVELOPMENT	121.50	10,998,468	1,787,225	311,619	10,174	20,801	13,128,287
TOURISM AND EVENTS	23.50	2,344,739	16,971,421	471,205	0	594,780	20,382,145
TRANSPORTATION	21.00	1,439,759	7,682,889	30,905	0	55,000	9,208,553
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>187.47</b>	<b>16,703,213</b>	<b>27,633,492</b>	<b>906,484</b>	<b>66,764</b>	<b>670,581</b>	<b>45,980,534</b>
<b>COMMUNITY SERVICES</b>							
COMMUNITY SERVICES PLANNING AND ADMIN	3.00	402,044	31,501	1,125	0	0	434,670
HUMAN SERVICES	64.94	4,081,982	10,241,925	799,460	0	0	15,123,367
LIBRARY SYSTEMS	116.93	7,134,232	917,186	1,346,770	0	0	9,398,188
PARKS & RECREATION	260.42	14,150,160	6,536,661	2,109,862	0	188,737	22,985,420
PRESERVE MANAGEMENT	3.00	182,478	98,854	25,300	0	0	306,632
<b>TOTAL COMMUNITY SERVICES</b>	<b>448.29</b>	<b>25,950,896</b>	<b>17,826,127</b>	<b>4,282,517</b>	<b>0</b>	<b>188,737</b>	<b>48,248,277</b>
<b>PUBLIC SAFETY - FIRE</b>							
OFFICE OF THE FIRE CHIEF	6.00	766,623	74,458	34,687	0	0	875,768
OPERATIONS	233.00	20,995,066	4,127,646	62,569	0	0	25,185,281
PROFESSIONAL SERVICES	13.00	1,644,537	1,748,645	1,043,133	0	0	4,436,315
FIRE & LIFE SAFETY	15.00	1,465,205	102,470	3,598	0	0	1,571,273
<b>TOTAL PUBLIC SAFETY - FIRE</b>	<b>267.00</b>	<b>24,871,431</b>	<b>6,053,219</b>	<b>1,143,987</b>	<b>0</b>	<b>0</b>	<b>32,068,637</b>
<b>PUBLIC SAFETY - POLICE</b>							
OFFICE OF THE POLICE CHIEF	13.00	1,786,979	106,861	26,800	0	0	1,920,640
POLICE UNIFORMED SERVICES	415.10	44,371,714	9,300,166	224,886	10,450	0	53,907,216
INVESTIGATIVE SERVICES	175.50	20,070,495	3,251,799	921,231	184,000	0	24,427,525
OPERATIONAL SUPPORT	61.00	4,716,290	3,278,009	605,457	0	0	8,599,756
<b>TOTAL PUBLIC SAFETY - POLICE</b>	<b>664.60</b>	<b>70,945,478</b>	<b>15,936,835</b>	<b>1,778,374</b>	<b>194,450</b>	<b>0</b>	<b>88,855,137</b>

Division/Department	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2014/15 Total
<b>PUBLIC WORKS</b>							
CAPITAL PROJECT MANAGEMENT	45.00	586,276	367,666	6,770	0	0	960,712
FACILITIES MANAGEMENT	54.00	4,401,758	11,916,327	1,121,835	0	814,400	18,254,320
FLEET MANAGEMENT	46.00	3,437,161	1,535,145	7,852,211	7,168,626	0	19,993,143
SOLID WASTE MANAGEMENT	90.00	6,198,557	11,175,288	752,090	0	0	18,125,935
STREET OPERATIONS	60.00	4,375,096	9,080,552	825,093	30,300	0	14,311,041
<b>TOTAL PUBLIC WORKS</b>	<b>295.00</b>	<b>18,998,848</b>	<b>34,074,978</b>	<b>10,557,999</b>	<b>7,198,926</b>	<b>814,400</b>	<b>71,645,151</b>
<b>WATER RESOURCES</b>							
WATER QUALITY	23.00	2,077,052	740,073	316,030	0	0	3,133,155
WATER RECLAMATION SERVICES	28.00	2,667,842	12,648,784	7,325,750	0	0	22,642,376
WATER PLANNING AND ENGINEERING	21.00	1,899,091	1,042,700	537,150	82,975	0	3,561,916
WATER TECHNOLOGY & ADMIN	56.00	4,296,284	1,875,826	488,800	31,000	0	6,691,910
WATER SERVICES	77.00	5,695,746	12,642,259	17,936,214	12,500	0	36,286,719
<b>TOTAL WATER RESOURCES</b>	<b>205.00</b>	<b>16,636,015</b>	<b>28,949,642</b>	<b>26,603,944</b>	<b>126,475</b>	<b>0</b>	<b>72,316,076</b>
<b>Grand Totals</b>	<b>2,417.65</b>	<b>204,759,056</b>	<b>173,447,208</b>	<b>46,279,606</b>	<b>8,139,182</b>	<b>2,050,718</b>	<b>434,675,770</b>

The following matrix provides a summary of the total adopted FY 2014/15 operating budget by division and highlights each division's specific departments. The matrix includes the source(s) of funding for each department by governmental fund accounting type plus it includes the applicable number of full-time equivalent employees (FTE's) by division and department.

Division/Department	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2014/15 Total
<b>MAYOR AND CITY COUNCIL</b>							
MAYOR AND CITY COUNCIL	10.00	761,731	75,000	110,000	0	6,000	952,731
<b>TOTAL MAYOR AND CITY COUNCIL</b>	<b>10.00</b>	<b>761,731</b>	<b>75,000</b>	<b>110,000</b>	<b>0</b>	<b>6,000</b>	<b>952,731</b>
<b>CITY ATTORNEY</b>							
CIVIL	22.50	2,947,929	0	0	0	0	2,947,929
PROSECUTION	26.00	2,551,842	0	0	0	0	2,551,842
VICTIM SERVICES	5.00	424,152	0	0	0	0	424,152
<b>TOTAL CITY ATTORNEY</b>	<b>53.50</b>	<b>5,923,923</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,923,923</b>
<b>CITY AUDITOR</b>							
CITY AUDITOR	6.00	848,781	0	0	0	0	848,781
<b>TOTAL CITY AUDITOR</b>	<b>6.00</b>	<b>848,781</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>848,781</b>
<b>CITY CLERK</b>							
CITY CLERK	8.00	1,000,448	0	0	0	0	1,000,448
<b>TOTAL CITY CLERK</b>	<b>8.00</b>	<b>1,000,448</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,448</b>
<b>CITY COURT</b>							
CITY COURT	55.88	4,044,001	1,864,970	0	0	0	5,908,971
<b>TOTAL CITY COURT</b>	<b>55.88</b>	<b>4,044,001</b>	<b>1,864,970</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,908,971</b>
<b>CITY MANAGER</b>							
CITY MANAGER	6.00	1,046,891	0	0	0	0	1,046,891
<b>TOTAL CITY MANAGER</b>	<b>6.00</b>	<b>1,046,891</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,046,891</b>
<b>CITY TREASURER</b>							
CITY TREASURER AND FINANCE	5.00	603,039	0	259,968	18,534	0	881,541
ACCOUNTING	25.00	2,377,296	0	0	10,140	0	2,387,436
BUDGET	6.00	487,944	0	0	20,760	0	508,704
BUSINESS SERVICES	46.00	1,846,598	0	2,773,620	0	0	4,620,218
RISK MANAGEMENT	8.00	0	0	0	8,219,466	0	8,219,466
<b>TOTAL CITY TREASURER</b>	<b>90.00</b>	<b>5,314,877</b>	<b>0</b>	<b>3,033,588</b>	<b>8,268,900</b>	<b>0</b>	<b>16,617,365</b>

Division/Department	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2014/15 Total
<b>ADMINISTRATIVE SERVICES</b>							
COMMUNICATIONS	8.10	803,126	0	0	0	0	803,126
HUMAN RESOURCES	19.00	2,285,312	0	0	27,353,234	0	29,638,546
INFORMATION TECHNOLOGY	70.81	10,039,972	0	0	551,467	0	10,591,439
PURCHASING	23.00	2,229,737	0	0	0	0	2,229,737
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>120.91</b>	<b>15,358,147</b>	<b>0</b>	<b>0</b>	<b>27,904,701</b>	<b>0</b>	<b>43,262,848</b>
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>							
AVIATION	14.47	0	0	2,126,575	0	0	2,126,575
ECONOMIC DEVELOPMENT	7.00	1,114,974	20,000	0	0	0	1,134,974
PLANNING AND DEVELOPMENT	121.50	13,022,480	105,807	0	0	0	13,128,287
TOURISM AND EVENTS	23.50	9,114,960	11,267,185	0	0	0	20,382,145
TRANSPORTATION	21.00	0	9,208,553	0	0	0	9,208,553
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>187.47</b>	<b>23,252,414</b>	<b>20,601,545</b>	<b>2,126,575</b>	<b>0</b>	<b>0</b>	<b>45,980,534</b>
<b>COMMUNITY SERVICES</b>							
COMMUNITY SERVICES PLANNING AND ADMIN	3.00	434,670	0	0	0	0	434,670
HUMAN SERVICES	64.94	4,343,727	423,202	0	0	10,356,438	15,123,367
LIBRARY SYSTEMS	116.93	8,851,151	489,037	0	0	58,000	9,398,188
PARKS & RECREATION	260.42	20,103,170	2,882,250	0	0	0	22,985,420
PRESERVE MANAGEMENT	3.00	306,632	0	0	0	0	306,632
<b>TOTAL COMMUNITY SERVICES</b>	<b>448.29</b>	<b>34,039,350</b>	<b>3,794,489</b>	<b>0</b>	<b>0</b>	<b>10,414,438</b>	<b>48,248,277</b>
<b>PUBLIC SAFETY - FIRE</b>							
OFFICE OF THE FIRE CHIEF	6.00	843,468	2,300	0	0	30,000	875,768
OPERATIONS	233.00	25,185,281	0	0	0	0	25,185,281
PROFESSIONAL SERVICES	13.00	4,436,315	0	0	0	0	4,436,315
FIRE & LIFE SAFETY	15.00	1,571,273	0	0	0	0	1,571,273
<b>TOTAL PUBLIC SAFETY - FIRE</b>	<b>267.00</b>	<b>32,036,337</b>	<b>2,300</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>32,068,637</b>
<b>PUBLIC SAFETY - POLICE</b>							
OFFICE OF THE POLICE CHIEF	13.00	1,907,640	13,000	0	0	0	1,920,640
POLICE UNIFORMED SERVICES	415.10	53,637,889	269,327	0	0	0	53,907,216
INVESTIGATIVE SERVICES	175.50	22,868,549	1,329,385	0	0	229,591	24,427,525
OPERATIONAL SUPPORT	61.00	8,599,756	0	0	0	0	8,599,756
<b>TOTAL PUBLIC SAFETY - POLICE</b>	<b>664.60</b>	<b>87,013,834</b>	<b>1,611,712</b>	<b>0</b>	<b>0</b>	<b>229,591</b>	<b>88,855,137</b>

Division/Department	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2014/15 Total
<b>PUBLIC WORKS</b>							
CAPITAL PROJECT MANAGEMENT	45.00	710,712	250,000	0	0	0	960,712
FACILITIES MANAGEMENT	54.00	17,598,020	656,300	0	0	0	18,254,320
FLEET MANAGEMENT	46.00	0	0	0	19,993,143	0	19,993,143
SOLID WASTE MANAGEMENT	90.00	0	0	18,125,935	0	0	18,125,935
STREET OPERATIONS	60.00	0	14,311,041	0	0	0	14,311,041
<b>TOTAL PUBLIC WORKS</b>	<b>295.00</b>	<b>18,308,732</b>	<b>15,217,341</b>	<b>18,125,935</b>	<b>19,993,143</b>	<b>0</b>	<b>71,645,151</b>
<b>WATER RESOURCES</b>							
WATER QUALITY	23.00	0	0	3,133,155	0	0	3,133,155
WATER RECLAMATION SERVICES	28.00	0	0	22,642,376	0	0	22,642,376
WATER PLANNING AND ENGINEERING	21.00	0	0	3,561,916	0	0	3,561,916
WATER TECHNOLOGY & ADMIN	56.00	0	0	6,691,910	0	0	6,691,910
WATER SERVICES	77.00	0	0	36,286,719	0	0	36,286,719
<b>TOTAL WATER RESOURCES</b>	<b>205.00</b>	<b>0</b>	<b>0</b>	<b>72,316,076</b>	<b>0</b>	<b>0</b>	<b>72,316,076</b>
<b>TOTAL</b>	<b>2,417.65</b>	<b>228,949,466</b>	<b>43,167,357</b>	<b>95,712,174</b>	<b>56,166,744</b>	<b>10,680,029</b>	<b>434,675,770</b>
<b>NON-DIVISIONAL</b>							
**FUTURE GRANTS		0	0	0	0	4,778,700	4,778,700
CITYWIDE PAY PROGRAM		4,585,954	208,537	679,155	114,539	20,091	5,608,276
ESTIMATED PERSONNEL SAVINGS FROM VACANT POSITIONS		-3,800,000	-156,300	0	-199,500	0	-4,155,800
LEAVE ACCRUAL PAYMENTS		1,900,000	49,900	0	33,200	0	1,983,100
INDIRECT/DIRECT COST ALLOCATION		0	0	6,963,946	0	0	6,963,946
TOURISM - UNSPECIFIED CAPITAL		0	425,000	0	0	0	425,000
SPECIAL DISTRICTS		0	599,654	0	0	0	599,654
LESS INTERNAL SERVICE FUND OFFSETS		0	0	0	-49,775,504	0	-49,775,504
<b>GRAND TOTAL</b>		<b>231,635,420</b>	<b>44,294,148</b>	<b>103,355,275</b>	<b>6,339,479</b>	<b>15,478,820</b>	<b>401,103,142</b>

\*\* These are for future grants and have not been applied to a program at this time. This funding is included to give the maximum, legal flexibility. When and if a grant is awarded, it will be assigned to a specific division and program.

Strategic Goals (consistent with General Plan and CityShape 2020)

**Support Economic Vitality:** Scottsdale is committed to the goal of supporting its existing economic strengths by: targeting new opportunities which can diversify our economic base; providing for the fiscal health of the city; and forming partnerships with the community which strengthen our ability to meet this goal.

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

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

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

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

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

	Economic Vitality	Neighborhoods	Open Space	Sustainability	Transportation	Unique Lifestyle
<b>MAYOR AND CITY COUNCIL</b>						
MAYOR AND CITY COUNCIL	X	X	X	X	X	X
<b>CITY ATTORNEY</b>						
CIVIL				X		
PROSECUTION				X		
VICTIM SERVICES				X		
<b>CITY AUDITOR</b>						
CITY AUDITOR				X		
<b>CITY CLERK</b>						
CITY CLERK				X		
<b>CITY COURT</b>						
CITY COURT		X				
<b>CITY MANAGER</b>						
CITY MANAGER	X	X	X	X	X	X

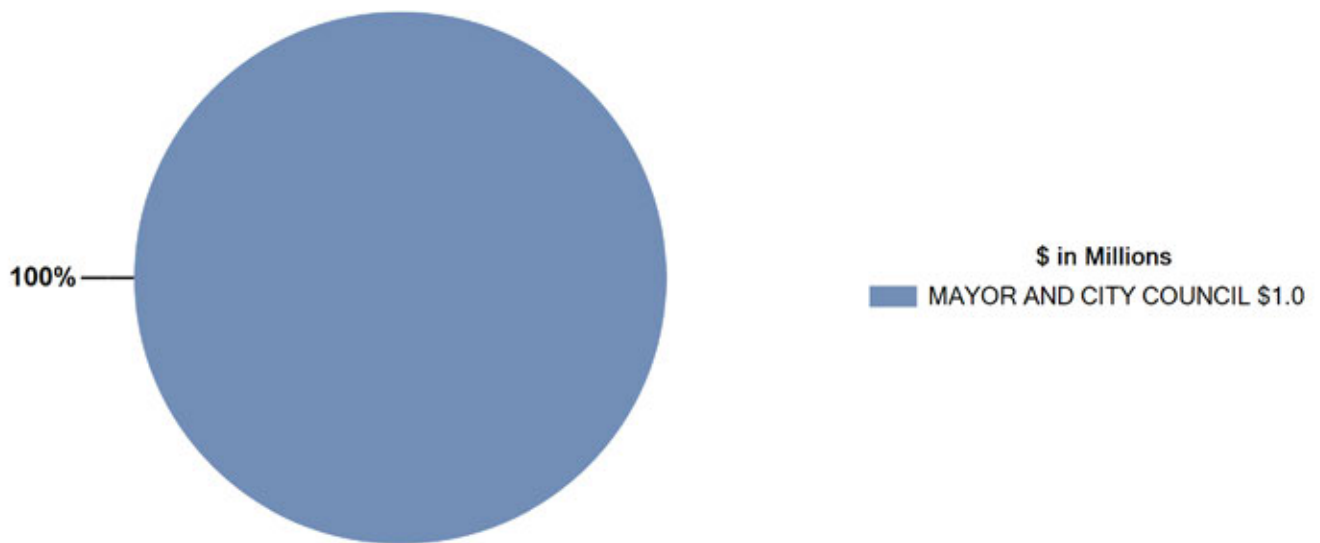
	Economic Vitality	Neighborhoods	Open Space	Sustainability	Transportation	Unique Lifestyle
<b>CITY TREASURER</b>						
CITY TREASURER AND FINANCE	X			X		
ACCOUNTING	X			X		
BUDGET	X			X		
BUSINESS SERVICES	X			X		
RISK MANAGEMENT	X			X		
<b>ADMINISTRATIVE SERVICES</b>						
COMMUNICATIONS	X	X	X	X	X	X
HUMAN RESOURCES				X		
INFORMATION TECHNOLOGY				X		
PURCHASING				X		
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>						
AVIATION	X				X	
ECONOMIC DEVELOPMENT	X					
PLANNING AND DEVELOPMENT		X		X		X
TOURISM AND EVENTS	X					X
TRANSPORTATION					X	
<b>COMMUNITY SERVICES</b>						
COMMUNITY SERVICES PLANNING AND ADMIN	X	X	X			X
HUMAN SERVICES		X				X
LIBRARY SYSTEMS	X	X		X		
PARKS & RECREATION		X	X			X
PRESERVE MANAGEMENT			X			X
<b>PUBLIC SAFETY - FIRE</b>						
OFFICE OF THE FIRE CHIEF		X				
OPERATIONS		X				
PROFESSIONAL SERVICES		X				
FIRE & LIFE SAFETY		X				
<b>PUBLIC SAFETY - POLICE</b>						
OFFICE OF THE POLICE CHIEF		X				
POLICE UNIFORMED SERVICES		X				
INVESTIGATIVE SERVICES		X				
OPERATIONAL SUPPORT		X		X		
<b>PUBLIC WORKS</b>						
CAPITAL PROJECT MANAGEMENT	X		X	X	X	
FACILITIES MANAGEMENT				X		
FLEET MANAGEMENT				X		
SOLID WASTE MANAGEMENT		X		X		
STREET OPERATIONS				X	X	X
<b>WATER RESOURCES</b>						
WATER PLANNING AND ENGINEERING	X	X		X		
WATER QUALITY	X	X		X		
WATER RECLAMATION SERVICES	X	X		X		
WATER SERVICES	X	X		X		
WATER TECHNOLOGY & ADMIN	X	X		X		





FY 2014/15 Adopted Budget

**FY 2014/15 Adopted Budget**

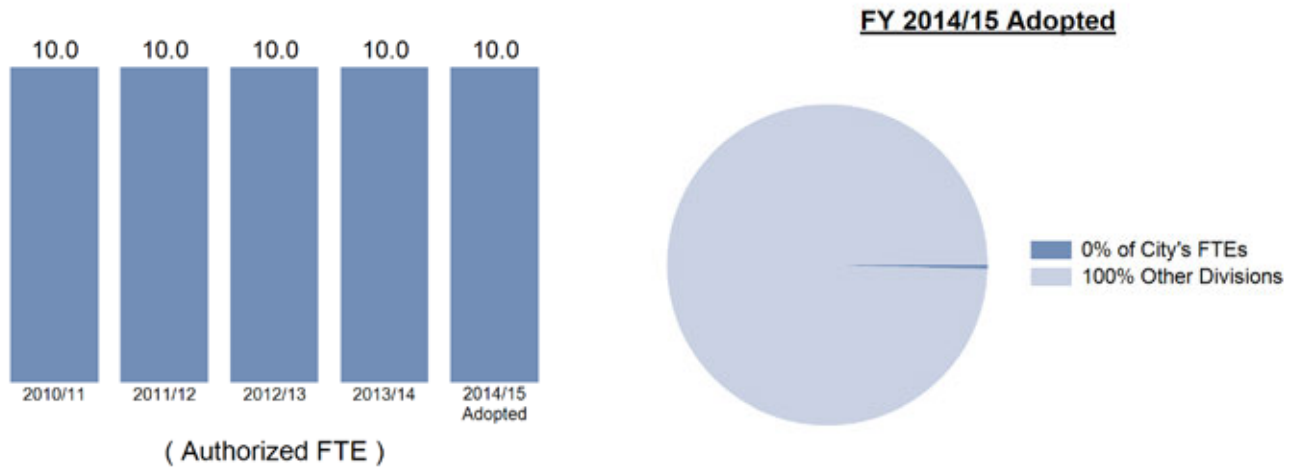


<b>Expenditures By Department</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
MAYOR AND CITY COUNCIL	871,802	933,405	952,731	19,326
<b>Total Budget</b>	<b>871,802</b>	<b>933,405</b>	<b>952,731</b>	<b>19,326</b>

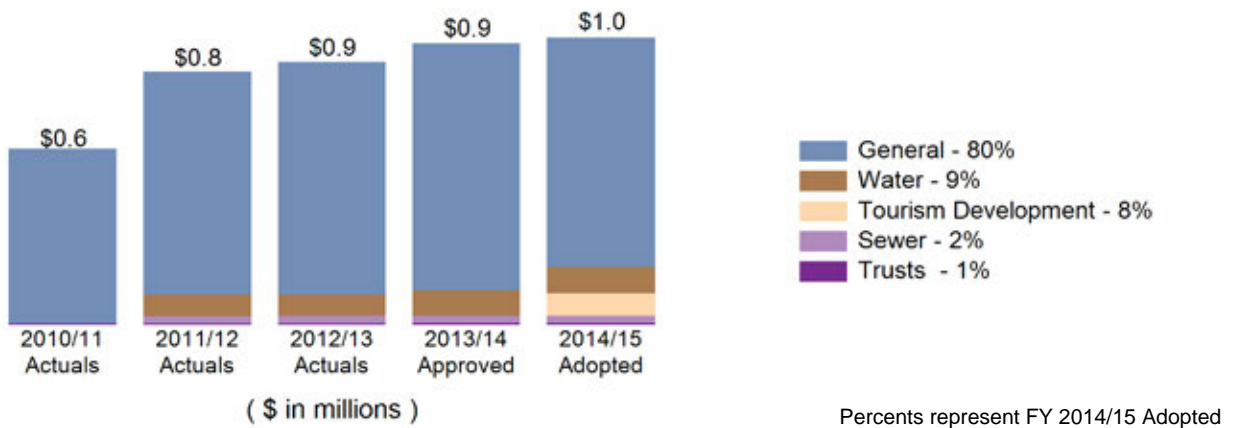


FY 2014/15 Adopted Budget

**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



**Strategic Goal(s)**



**Description**

The voters elect the mayor and six councilmembers to enact local legislation, adopt budgets and determine policies. The City Council appoints six officers to advise them on policy issues and run day-to-day operations. The City Council establishes the city's mission, goals, programs and policies to serve the needs of the citizens of Scottsdale.

**Services Provided**

- Enact local legislation and determine policies.
- Appoint charter officers and board and commission members.
- Represent constituents and respond to citizen issues.

**FY 2013/14 Achievements**

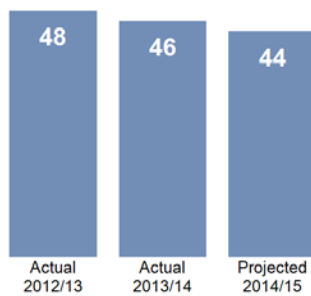
- Acquired 2,400 acres of mountainous State land in the southern Preserve assisted by state grants.
- Instituted public safety plans to cover security and fire safety at bars and other venues.
- Adopted a new mission statement and six council priorities (see objectives listed below).
- According to the National Citizen Survey, 98 percent of citizens gave high marks to city services and quality of life.
- Adopted the Principles of Civil Dialogue, which states "As a member of the Scottsdale community, I will genuinely listen; speak respectfully; and be accountable for my words and actions."

**FY 2014/15 Objectives**

- Partner with residents and businesses to revitalize the McDowell Road corridor.
- Provide strategic support for tourism and visitor events.
- Create and adopt a comprehensive economic development strategy.
- Develop a transportation strategy that anticipates future needs.
- Prepare and adopt fiscally sustainable operating and capital budgets.
- Reinvest in a high performance organization and work culture.

**Charted Performance Measures**

**Number of City Council Meetings**



24 annually are statutorily required

Workload

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	10.00	10.00	10.00	0.00
% of City's FTEs			0.41 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	772,184	817,405	761,731	-55,674
Sewer Fund	24,099	23,500	23,500	0
Tourism Development	0	0	75,000	75,000
Trusts	5,500	6,000	6,000	0
Water Funds	70,019	86,500	86,500	0
<b>Total Budget</b>	<b>871,802</b>	<b>933,405</b>	<b>952,731</b>	<b>19,326</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	526,905	540,399	509,374	-31,025
Contractual Services	328,306	373,206	425,557	52,351
Commodities	16,590	19,800	17,800	-2,000
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>871,802</b>	<b>933,405</b>	<b>952,731</b>	<b>19,326</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>871,802</b>	<b>933,405</b>	<b>952,731</b>	<b>19,326</b>

#### Budget Notes and Changes

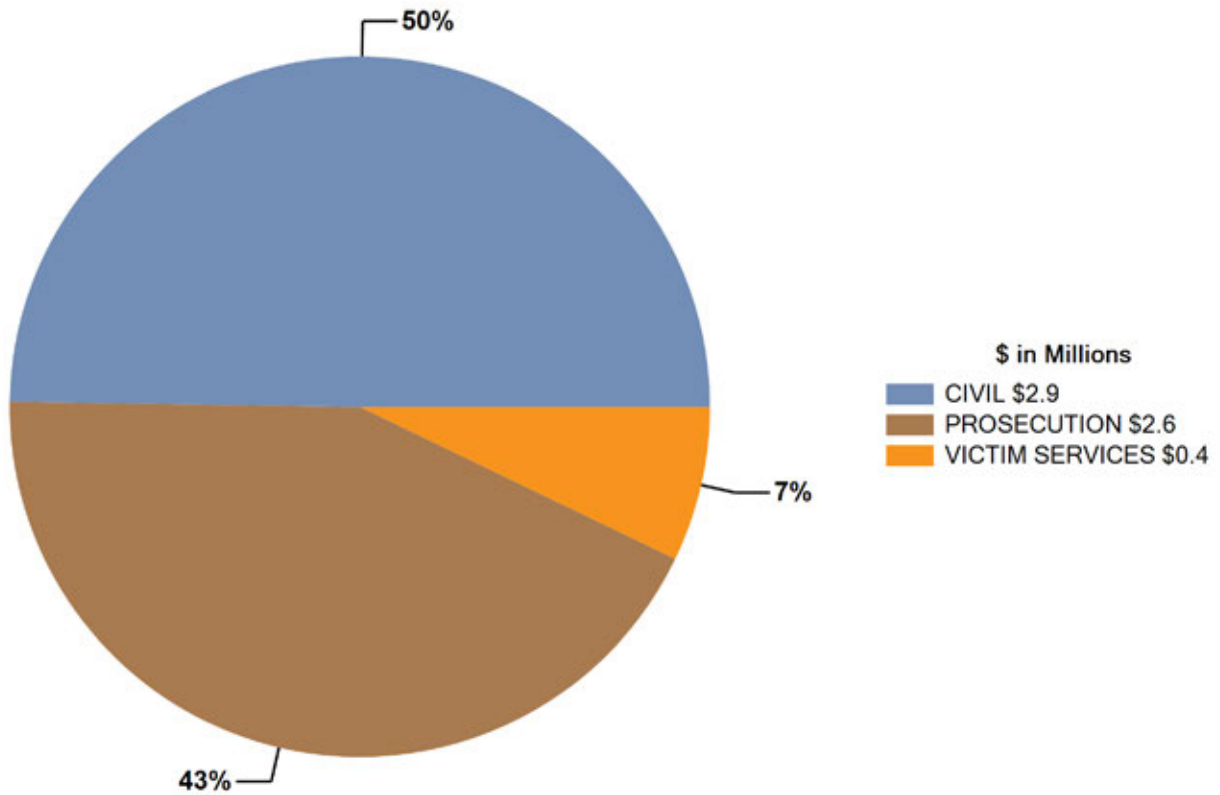
- The decrease in Personnel Services includes a drop in the Elected Official's retirement rates, offset slightly by increases in healthcare.
- Changes in Contractual Services are related to the increase in membership fees for the National League of Cities, Maricopa Association of Governments, the League of Arizona Cities and Towns and the Arizona Council on International Visitors (formerly the World Affairs Council) which was previously budgeted in the General Fund, but is budgeted in the Tourism Development Fund in FY 2014/15.



FY 2014/15 Adopted Budget



FY 2014/15 Adopted Budget

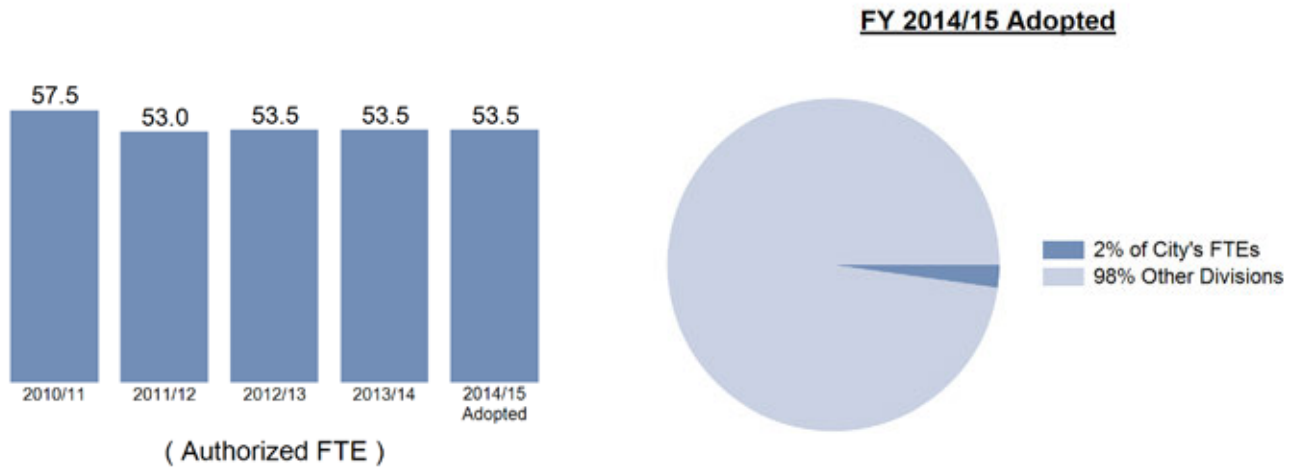


Expenditures By Department	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
CIVIL	2,914,871	2,869,278	2,947,929	78,651
PROSECUTION	2,390,217	2,519,957	2,551,842	31,885
VICTIM SERVICES	377,868	421,154	424,152	2,998
<b>Total Budget</b>	<b>5,682,956</b>	<b>5,810,389</b>	<b>5,923,923</b>	<b>113,534</b>

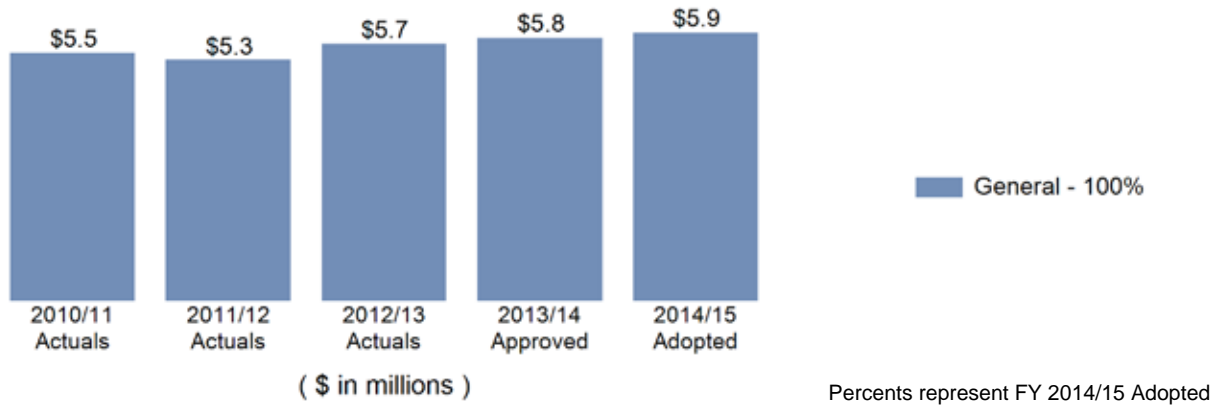


FY 2014/15 Adopted Budget

**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



**Strategic Goal(s)**



Seek Sustainability

**Description**

The City Attorney is the chief legal advisor of all offices, divisions and agencies and of all officers and employees in matters relating to their official powers and duties and serves at the pleasure of the City Council.

**Services Provided**

- Provides legal advice to the Mayor and City Council, to all city offices, divisions and departments and to all city officers and employees in matters relating to their official powers and duties.
- Litigates civil claims and lawsuits filed on behalf of, or against, the City of Scottsdale.
- Prosecutes misdemeanor offenses in the city, including driving under the influence, domestic violence, juvenile status offenses, minor traffic and other misdemeanor offenses.
- Represents the city in all court proceedings required to prosecute offenders.
- Provides legally mandated victim notification services as well as professional-level victim advocacy to misdemeanor crime victims in Scottsdale.

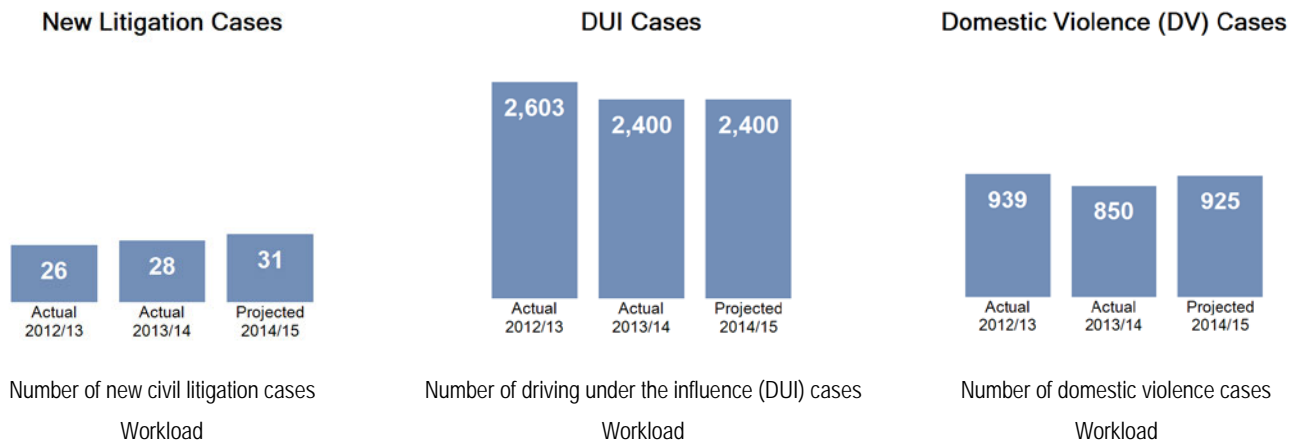
**FY 2013/14 Achievements**

- Resolved several major legal matters resulting in significant financial savings for the taxpayers.
- Prosecution continued the expedited Jail Court process to save city resources, improve efficiency and improve resolutions for victims and defendants.
- In FY 2013/14, the city processed over 14,900 public records requests, of which the City Attorney's office processed over 540.
- Victim Services directly contacted over 6,100 victims either by phone or in person.

**FY 2014/15 Objectives**

- Conduct training classes for city staff in support of the City Attorney's goal of seeking to prevent legal claims against the city.
- Limit the use of outside counsel for civil legal matters.
- Resolve criminal matters in a competent and timely manner through effective prosecution processes.
- Maintain the highest level of service for victims and citizens and meet legally mandated timelines for notification to victims.

**Charted Performance Measures**



<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	53.50	53.50	53.50	0.00
% of City's FTEs			2.21 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	5,682,956	5,810,389	5,923,923	113,534
<b>Total Budget</b>	<b>5,682,956</b>	<b>5,810,389</b>	<b>5,923,923</b>	<b>113,534</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	5,285,366	5,451,351	5,535,084	83,733
Contractual Services	327,287	286,056	311,934	25,878
Commodities	69,124	72,982	76,905	3,923
Capital Outlays	1,179	0	0	0
<b>Subtotal Operating Budget</b>	<b>5,682,956</b>	<b>5,810,389</b>	<b>5,923,923</b>	<b>113,534</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>5,682,956</b>	<b>5,810,389</b>	<b>5,923,923</b>	<b>113,534</b>

#### Budget Notes and Changes

- The increase in Personnel Services is due to personnel reclassifications, plus increases to healthcare and retirement rates.
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

### Strategic Goal(s)



Seek  
Sustainability

### Description

The Civil Department of the City Attorney's Office provides legal advice to all offices, divisions and agencies and to all officers and employees in matters relating to their official powers and duties.

### Services Provided

- Litigates civil claims and lawsuits filed on behalf of, or against, the City of Scottsdale.
- Provides clients with legal advice to assist in preventing or limiting legal risks.
- Drafts contracts for all city departments.
- Reviews and approves all ordinances and resolutions submitted for the city.
- Coordinates responses to public records requests.

### FY 2013/14 Achievements

- Resolved several major legal matters resulting in significant financial savings for the taxpayers.
- In FY 2013/14, the City Attorney's Office represented the city in 28 litigation cases, with only one case sent to outside counsel.
- The Public Records Request (PRR) Administrator (a member of the City Attorney's Office staff) works with each division to make sure they are aware of their responsibilities to promptly and fully respond to public records requests. In FY 2013/14, the office conducted several sessions of public records request training for 19 employees from over 7 different departments.
- The City Attorney's office continues to seek to reduce claims against the city by conducting staff training about legal obligations. In the past year, the office hosted more than a dozen different training sessions for nearly 1,000 employees.
- Revenue recovery efforts in FY 2013/14 resulted in negotiated settlements in the amount of \$41,412.08. The city has received approximately \$12,000 to-date. In addition, the city expects to receive \$29,297.58 in additional payments pursuant to settlement agreements by June 30, 2015.

### FY 2014/15 Objectives

- Train city staff in support of the City Attorney's goal of seeking to prevent legal claims against the city.
- Limit the use of outside counsel for civil legal matters.
- Ensure that at least one person in each city division is trained to fully and promptly respond to public records requests.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	22.50	22.50	22.50	0.00
% of City's FTEs			0.93 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	2,914,871	2,869,278	2,947,929	78,651
<b>Total Budget</b>	<b>2,914,871</b>	<b>2,869,278</b>	<b>2,947,929</b>	<b>78,651</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	2,650,857	2,708,873	2,782,200	73,327
Contractual Services	208,352	111,205	112,606	1,401
Commodities	55,359	49,200	53,123	3,923
Capital Outlays	304	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,914,871</b>	<b>2,869,278</b>	<b>2,947,929</b>	<b>78,651</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,914,871</b>	<b>2,869,278</b>	<b>2,947,929</b>	<b>78,651</b>

#### Budget Notes and Changes

- The increase in Personnel Services is due to personnel reclassifications, plus increases to healthcare and retirement rates.



Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Number of new civil litigation cases	26	28	31
Note: We estimate the number of new litigation cases for FY 2014/15 will remain about the same.			
Number of new cases sent to outside counsel	6	1	4
Note: The percentage of new cases sent to outside counsel in FY 2013/14 was 3.6%.			
<b>Efficiency</b>			
Percentage of responses to public records requests which occurred within 15 days	95%	99%	99%
Note: Arizona State law requires that public records requests be responded to promptly. On all requests, the city promptly assigns a staff member to research and respond and works to complete each request within 15 days.			
<b>Effectiveness</b>			
Percentage of clients with an overall satisfaction rate of "good" or better as indicated by the annual survey	100%	100%	98%
Note: At the beginning of each calendar year, a survey is distributed to employees in the city departments with whom the attorneys work. The responses are confidential and clients rate City Attorney's Office staff on professionalism and attitude, response time, effective communication, requisite knowledge and expertise and overall satisfaction. The goal of the division is to achieve a client satisfaction level of "good" or better from 95% of the clients. In January of 2014, the survey was sent to 239 individuals and 101 responded (a 42% response rate). 100% of the respondents rated their overall satisfaction level at "good" or better.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
The legal interns perform essential research and prepare legal memoranda on legal issues. They also assist in discovery, in the drafting of pleadings and in preparing for trial. Volunteer Hours are for FY 2013/14.	9	1,228	\$27,657	0.6
<b>Total</b>	<b>9</b>	<b>1,228</b>	<b>\$27,657</b>	<b>0.6</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."



FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Seek  
Sustainability

**Description**

The Prosecution Department of the City Attorney's Office prosecutes misdemeanor offenses in the City of Scottsdale and represents the city in all court proceedings required to prosecute offenders and to support the mission and goals of the City Council.

**Services Provided**

- Prosecutes misdemeanor offenses in the city including driving under the influence, domestic violence, juvenile status offenses, minor traffic and other misdemeanor offenses.
- Supports the Code Enforcement, Fire and Police departments.

**FY 2013/14 Achievements**

- Continued with expedited Jail Court process to save city resources, improve efficiency and improve resolutions for victims and defendants.
- Maintained a strong cooperative team atmosphere working with other city divisions within the Criminal Justice Team, including members of the Police Department and City Court.
- Partnered closely with members of the city's Domestic Violence Action Team to address issues that arise in highly emotional and dangerous domestic violence cases. Worked closely with Police, Victim Services and Probation to provide the safest environment possible and secure the best outcome in extremely difficult cases.
- Reviewed all available police reports prior to the first court date and when possible made offers of resolution at first court appearance. This allowed for approximately 35 percent of the cases to be resolved at the first contact. This allows defendants a quick resolution and avoids unnecessary and repeated trips to court.
- Continued with new E-Discovery process to improve efficiency and service to defendants. Expanded the use of electronics to include posting items to our city website to allow easier access to the defense and make the process even more efficient.

**FY 2014/15 Objectives**

- Resolve criminal matters in a competent and timely manner through effective prosecution processes including the new Jail Court process and the new E-Discovery process.
- Be consistent and fair to all participants in Scottsdale's court system.
- Maintain open and effective communication to ensure an atmosphere of cooperation and teamwork with all city divisions and team members.
- Consistently look for better ways to use technology to improve services to citizens and efficiency for all involved.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	26.00	26.00	26.00	0.00
% of City's FTEs			1.08 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	2,390,217	2,519,957	2,551,842	31,885
<b>Total Budget</b>	<b>2,390,217</b>	<b>2,519,957</b>	<b>2,551,842</b>	<b>31,885</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	2,268,248	2,345,146	2,355,292	10,146
Contractual Services	108,922	155,023	176,762	21,739
Commodities	12,745	19,788	19,788	0
Capital Outlays	303	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,390,217</b>	<b>2,519,957</b>	<b>2,551,842</b>	<b>31,885</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,390,217</b>	<b>2,519,957</b>	<b>2,551,842</b>	<b>31,885</b>

#### Budget Notes and Changes

- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Number of driving under the influence (DUI) cases	2,603	2,400	2,400
Note: The number of DUI cases has decreased by 8% from last year.			

**Strategic Goal(s)**



Seek  
Sustainability

**Description**

Victim Services provides legally mandated victim notification services as well as professional level victim advocacy to misdemeanor crime victims in Scottsdale.

**Services Provided**

- Delivers professional level victim advocacy services to misdemeanor crime victims in Scottsdale.
- Assists walk-in and call-in citizens with criminal justice information, community referrals and protective orders.
- Provides legally mandated victim notification.

**FY 2013/14 Achievements**

- Directly contacted over 6,100 victims either by phone or in person.
- Created and sent over 5,400 victim notifications.
- Continued to participate in the expedited Jail Court process which provides more efficient services to victims.
- Worked with members of Prosecution, Police, Police Crisis, City Court and various community agencies to meet the needs of victims in our community.

**FY 2014/15 Objectives**

- Provide the highest level of service for victims and citizens.
- Meet legally mandated timelines for notification to victims.
- Maintain relationships with criminal justice partners to ensure a seamless response to crime victims.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	5.00	5.00	5.00	0.00
% of City's FTEs			0.21 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	377,868	421,154	424,152	2,998
<b>Total Budget</b>	<b>377,868</b>	<b>421,154</b>	<b>424,152</b>	<b>2,998</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	366,262	397,332	397,592	260
Contractual Services	10,014	19,828	22,566	2,738
Commodities	1,020	3,994	3,994	0
Capital Outlays	572	0	0	0
<b>Subtotal Operating Budget</b>	<b>377,868</b>	<b>421,154</b>	<b>424,152</b>	<b>2,998</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>377,868</b>	<b>421,154</b>	<b>424,152</b>	<b>2,998</b>

#### Budget Notes and Changes

- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Number of domestic violence (DV) cases	939	850	925
<b>Effectiveness</b>			
Percentage of clients satisfied with Victim Services as indicated by a survey distributed at the disposition of each criminal case.	100%	99%	95%

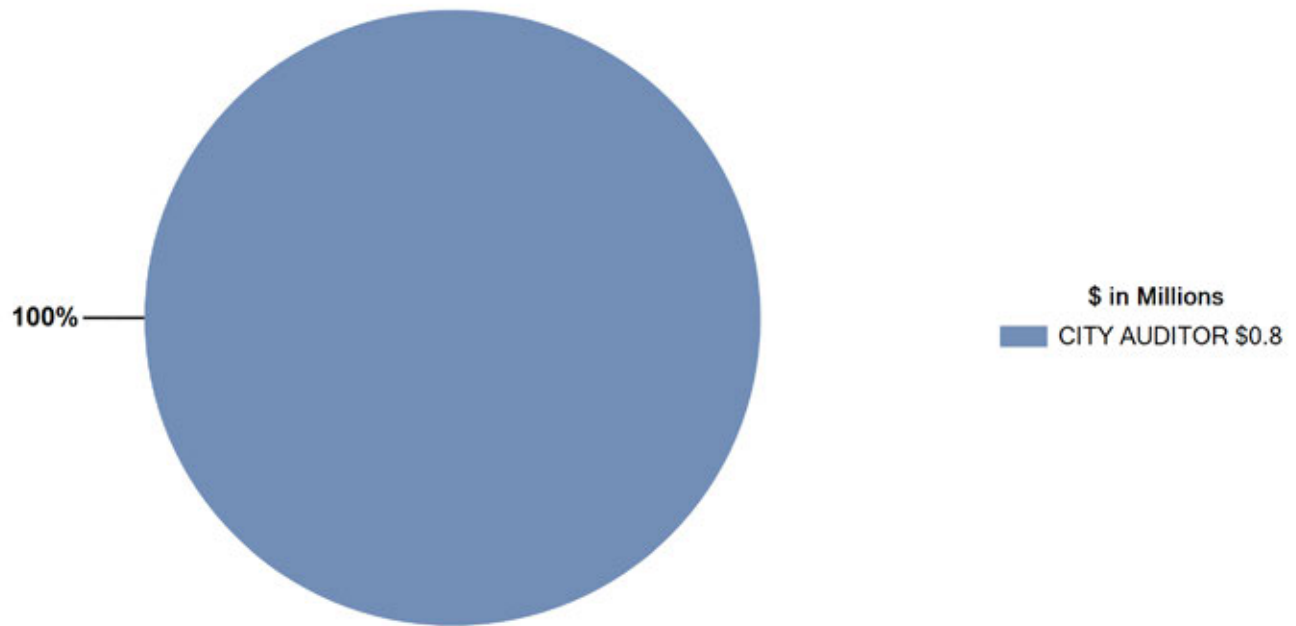
Note: FY 2013/14 survey response rate was 12%.



FY 2014/15 Adopted Budget



FY 2014/15 Adopted Budget

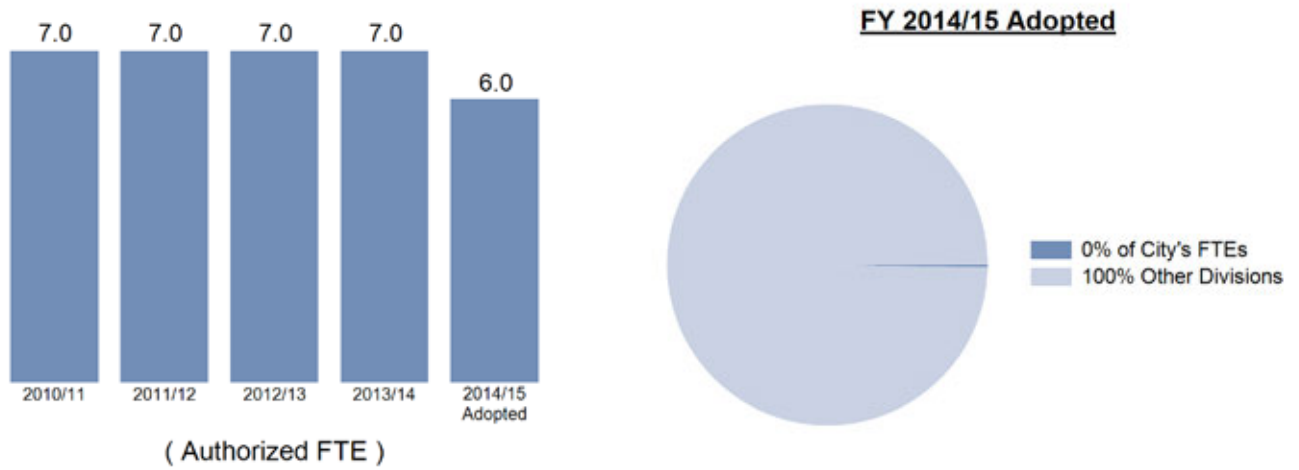


Expenditures By Department	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
CITY AUDITOR	665,267	857,143	848,781	-8,362
<b>Total Budget</b>	<b>665,267</b>	<b>857,143</b>	<b>848,781</b>	<b>-8,362</b>

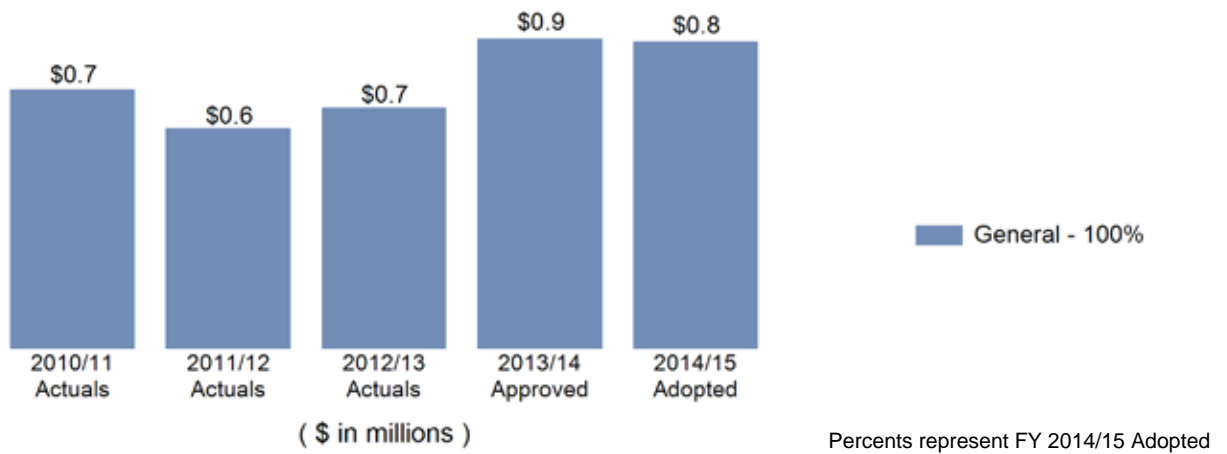


FY 2014/15 Adopted Budget

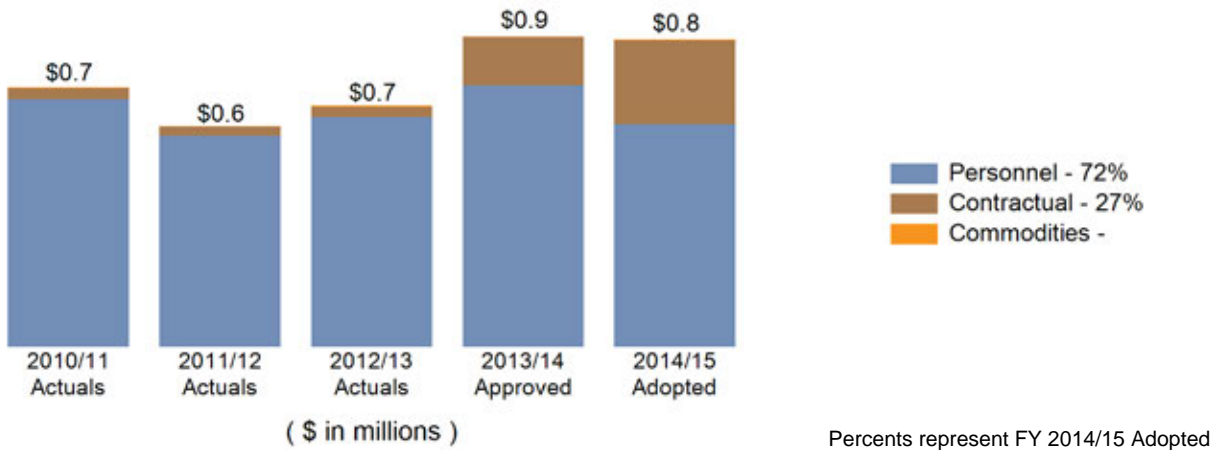
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



**Strategic Goal(s)**



Seek Sustainability

**Description**

The City Auditor conducts audits to independently evaluate the operational efficiency and effectiveness, compliance and accountability of city divisions, offices, boards, activities and agencies. The office conducts audits in accordance with generally accepted government auditing standards, which provide a framework for conducting high quality audits with competence, integrity, objectivity and independence.

**Services Provided**

- Provides public audit reports evaluating the efficiency, effectiveness, compliance and accountability of city operations.
- Serves as taxpayer problem resolution officer, addressing taxpayer concerns and reporting on customer surveys for the city's tax services.
- Supports the Audit Committee's sunset reviews of the city's boards and commissions.

**FY 2013/14 Achievements**

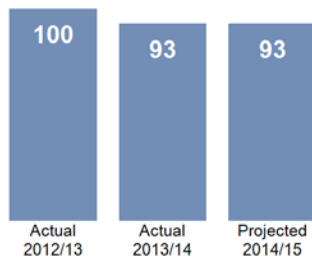
- Achieved highest rating of full compliance in triennial review of City Auditor's office adherence to government auditing standards.
- Identified approximately \$1.0 million in savings and/or revenue enhancements, while making 58 recommendations for improved controls and/or operational efficiencies or effectiveness.
- Completed 14 reports, 93% of FY 2013/14 audit plan, on time.
- Maintained audit follow-up program providing quarterly reports on the status of audit recommendations issued during the past five years, which encompassed 446 recommendations.
- Provided \$130,000 in savings for the City's budget, largely by converting a management position to staff and by not filling a vacant staff position. For next fiscal year, this position's funding has been moved to contractual services for specialized audits.

**FY 2014/15 Objectives**

- Develop meaningful recommendations to help city divisions, offices, boards and agencies identify cost savings, revenue enhancements and operational efficiencies.
- Complete at least 90 percent of audits on the approved audit plan, which allows flexibility for unplanned changes or needs that may arise during the year.
- Implement the Audit Committee's new sunset review process timely and effectively.
- Address taxpayer concerns and report on tax services' customer surveys timely.

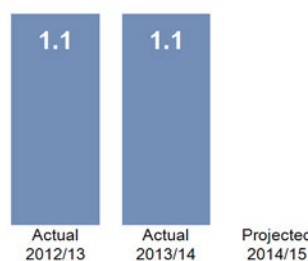
**Charted Performance Measures**

**Percent of Plan Completed**



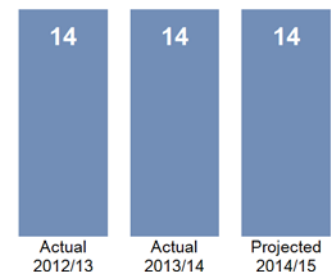
Percentage of planned audits and special reports completed  
Efficiency

**Measurable Savings/Revenues (\$ millions)**



Measurable potential savings/revenues identified through audits  
Effectiveness

**Audits/Special Reports Issued**



Number of audits and special reports issued  
Workload

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	7.00	7.00	6.00	-1.00
% of City's FTEs			0.25 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	665,267	857,143	848,781	-8,362
<b>Total Budget</b>	<b>665,267</b>	<b>857,143</b>	<b>848,781</b>	<b>-8,362</b>

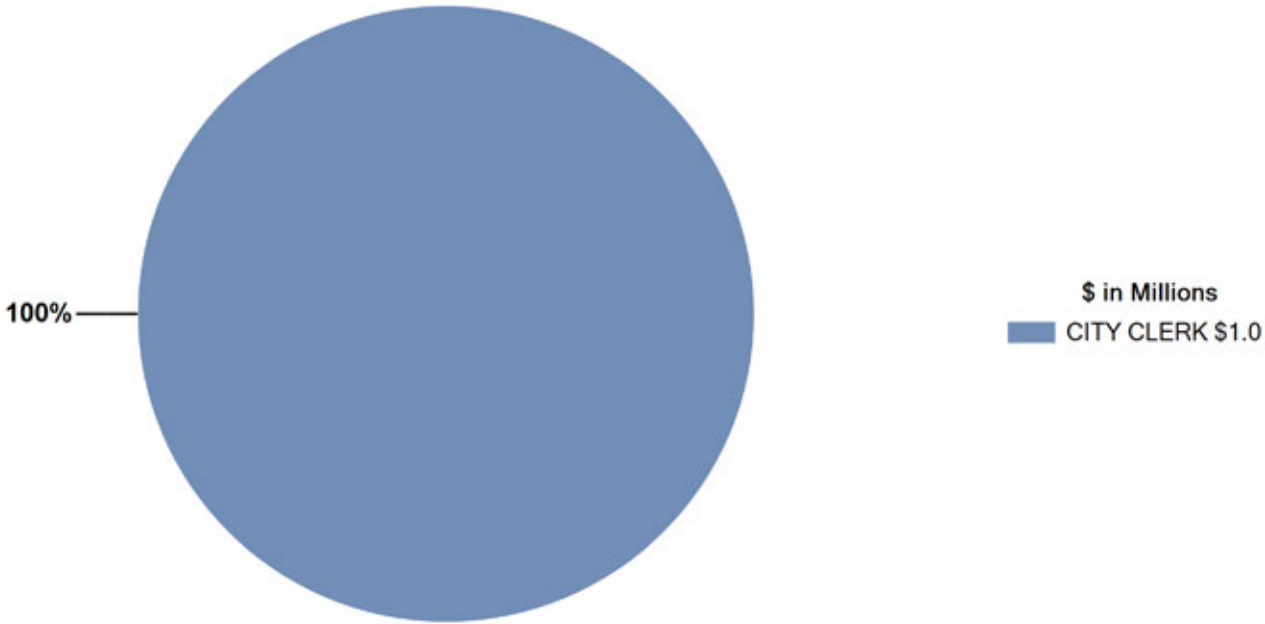
<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	633,981	723,394	614,146	-109,248
Contractual Services	29,239	131,399	231,885	100,486
Commodities	2,047	2,350	2,750	400
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>665,267</b>	<b>857,143</b>	<b>848,781</b>	<b>-8,362</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>665,267</b>	<b>857,143</b>	<b>848,781</b>	<b>-8,362</b>

#### Budget Notes and Changes

- The decrease in Personnel Services is due to the elimination of a Senior Auditor position. The budget associated with this position was moved to contractual services to contract with an external auditor in the event of workload issues.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Number of audits and special reports issued	14	14	14
<b>Efficiency</b>			
Percent of audits completed on the approved audit plan	100%	93%	93%
Percent of scheduled sunset reviews completed Note: FY 2012/13 was the Audit Committee's first year to implement sunset reviews.	100%	100%	100%
<b>Effectiveness</b>			
Cost savings/revenue enhancements identified through audits (in millions) Note: Identified costs savings/revenues vary from year to year depending on the types of audits that are conducted.	\$1.1	\$1.1	\$0.0
Five year audit recommendation implementation rate Note: The implementation rate reflects the 5 years tracked in the follow up program. There were 261 recommendations tracked during FY 2012/13. After implementing a more detailed tracking system, there were 446 recommendations tracked in FY 2013/14 and 450 projected for FY 2014/15.	89%	90%	90%

FY 2014/15 Adopted Budget



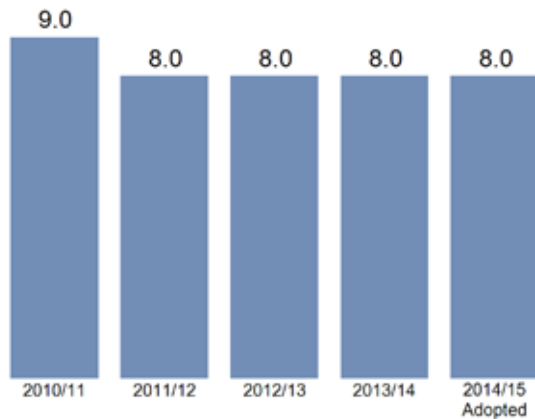
Expenditures By Department	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
CITY CLERK	889,725	1,228,087	1,000,448	-227,639
<b>Total Budget</b>	<b>889,725</b>	<b>1,228,087</b>	<b>1,000,448</b>	<b>-227,639</b>





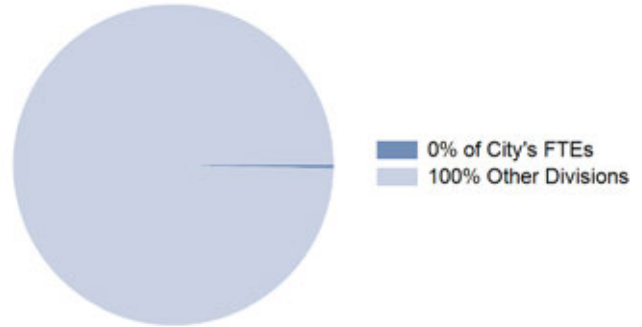
FY 2014/15 Adopted Budget

**Staff Summary**

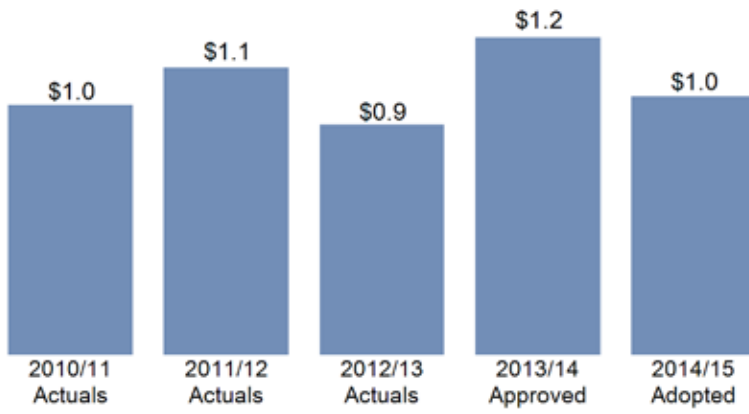


( Authorized FTE )

**FY 2014/15 Adopted**



**Expenditures By Fund**

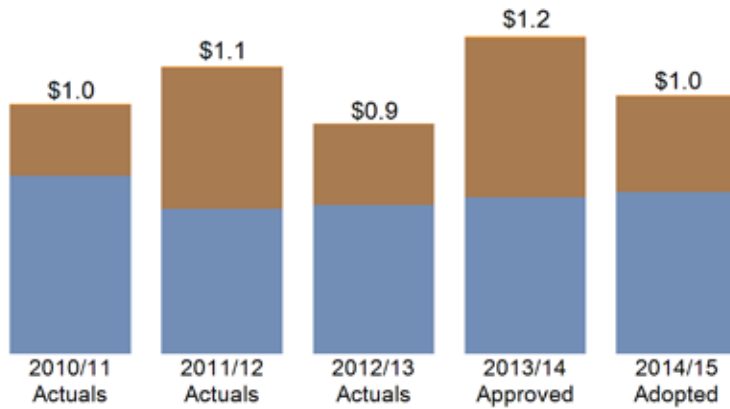


( \$ in millions )

General - 100%

Percents represent FY 2014/15 Adopted

**Expenditures By Type**



( \$ in millions )

Personnel - 63%  
 Contractual - 37%  
 Commodities -

Percents represent FY 2014/15 Adopted

## Strategic Goal(s)

Seek  
Sustainability

## Description

The City Clerk conducts all local elections, gives notice of all City Council meetings, keeps the record of Council proceedings, administers the city's records management program, authenticates ordinances and resolutions, and provides administrative support to the Council. The Clerk's Office prepares and distributes Council meeting agendas, produces Council meeting minutes, preserves the permanent records of the city, ensures that legal requirements for the publication of ordinances and resolutions are met, and accepts legal filings on behalf of the City of Scottsdale.

## Services Provided

- Provides timely notice of public meetings in compliance with the requirements of state law and city policy.
- Prepares, distributes, and posts Council Meeting agendas.
- Maintains the official records of all Council proceedings.
- Posts legal notices in compliance with state law and city policy.
- Oversees the Council meeting agenda planner and issues the annual Council meeting calendar.
- Oversees the city's records management program.
- Accumulates, authenticates, and preserves the city's official documents and makes them available to the public.
- Coordinates the City's 30 public bodies (boards, commissions, committees, and task forces).
- Oversees administrative support to six councilmembers.
- Accepts legal filings on behalf of the City of Scottsdale.
- Oversees City of Scottsdale municipal elections.
- Processes candidate, referendum, initiative, and recall petitions.

## FY 2013/14 Achievements

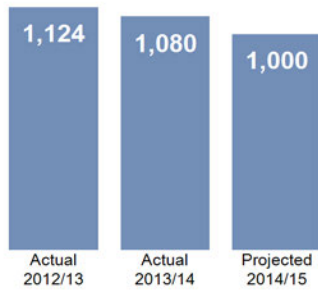
- All statutory requirements for posting and providing meeting notices were met.
- In August 2013, the transition from summary to action minutes was completed. The change resulted in cost savings of approximately \$6,000 for FY 2013/14 and time savings of about 12 man-hours per meeting. By providing closed caption transcripts online, the Clerk's Office was able to increase service levels, while reducing cost and staff time to produce the minutes.
- Partnered with the City Attorney to update the Council Rules, which were adopted by Council in July 2013. The revised rules were posted on the "City Council Meeting Information" webpage at Council's request. At the same time, the webpage was updated to be more user-friendly.
- Worked with the City Attorney's Office to update the procedures for processing legal filings.
- Conducted, without challenge, the Nov. 5, 2013 Special Bond Election.
- In partnership with the Diversity Liaison, members of the Hispanic and Latino communities were contacted for suggestions on where Spanish only versions of election information pamphlets should be placed to reach the highest number of Spanish speaking voters. As a result, new ways to provide information on how to obtain a Spanish only version of election information pamphlets were implemented.
- Responded to recent changes in campaign finance laws and partnered with Communications and Public Affairs and the City Attorney's Office on new election information processes.

## FY 2014/15 Objectives

- Support open and responsive government by ensuring: (1) Timely notice of all public meetings; (2) All required legal postings, including agendas, minutes, and marked agendas, are posted in compliance with state law and city policy; (3) Accurate accumulation, preservation, and accessibility of official city documents; (4) Accurate and timely preparation of the City Council meeting minutes; and (5) Timely provisions of public records to meet customer expectations.
- Support open and responsive government by encouraging participation in the democratic process, preserving the integrity of election procedures, and fostering voter confidence.
- Seek continuous improvement, operational efficiency, and service delivery, while sustaining, or, when possible, increasing levels of service in support of the City Council's goals and the city's values.

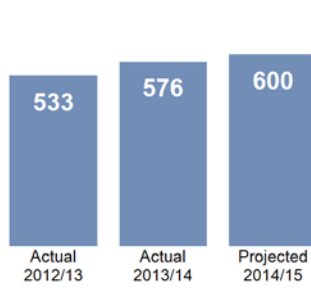
Charted Performance Measures

Legal Postings



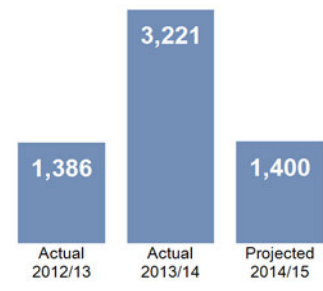
Number of legal documents accepted, filed and posted  
Workload

Council Reports



Number of City Council reports collected, reviewed, distributed and posted to the web  
Workload

Document Images Scanned



Number of documents scanned into the city's records management system  
Workload

Staff Summary	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
Full-time Equivalents (FTE)	8.00	8.00	8.00	0.00
% of City's FTEs			0.33 %	

Expenditures By Fund	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
General Fund	889,725	1,228,087	1,000,448	-227,639
<b>Total Budget</b>	<b>889,725</b>	<b>1,228,087</b>	<b>1,000,448</b>	<b>-227,639</b>

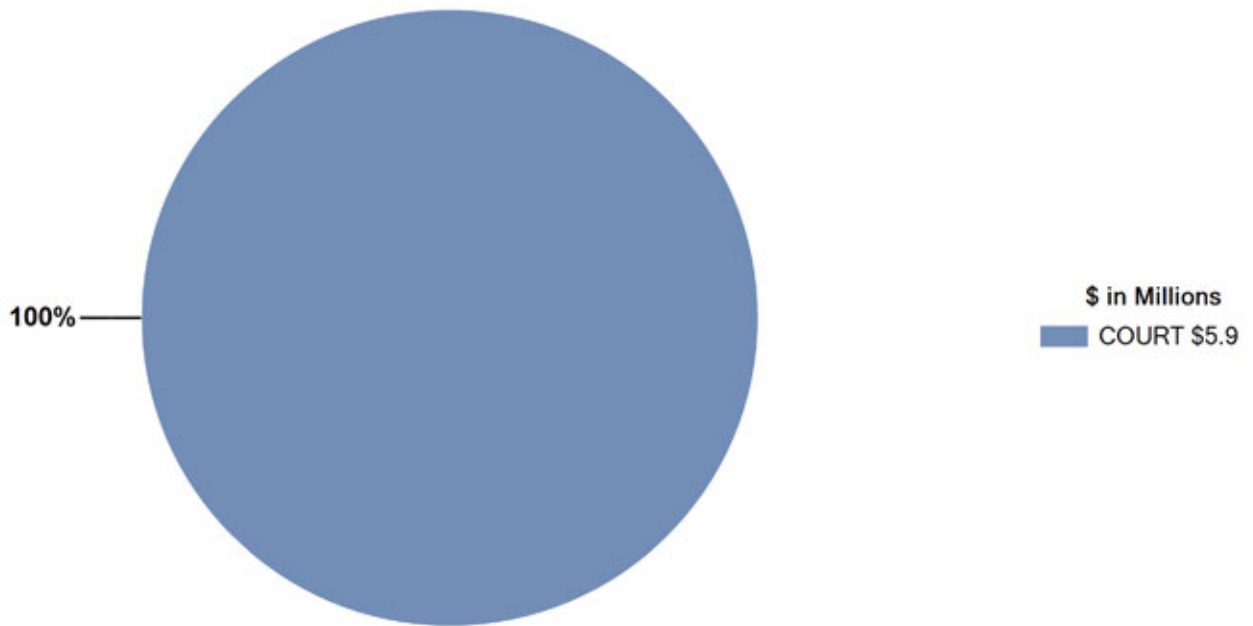
Expenditures By Type	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
Personnel Services	574,630	606,348	625,426	19,078
Contractual Services	312,063	617,164	371,447	-245,717
Commodities	3,032	4,575	3,575	-1,000
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>889,725</b>	<b>1,228,087</b>	<b>1,000,448</b>	<b>-227,639</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>889,725</b>	<b>1,228,087</b>	<b>1,000,448</b>	<b>-227,639</b>

Budget Notes and Changes

- The increase in Personnel Services includes increases in healthcare and retirement rates.
- The decrease in Contractual Services is due primarily to the cost differential between consolidated versus non-consolidated elections. The City of Scottsdale will hold up to two consolidated elections with a Primary Election in August, and a General Election in November for the purpose of electing three Councilmembers.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Legal postings	1,124	1,080	1,000
City Council minutes prepared	63	65	60
City Council reports collected, reviewed, distributed and posted	533	576	600
Documents scanned	1,386	3,221	1,400
Note: During FY 2013/14 several large one-time scanning projects were completed (Community Facility Districts, Retention Schedules, and rescanning of old Resolutions and Ordinances).			
Legal filings accepted	302	345	300
Appointed public bodies	30	30	30
Board and commission applications processed	104	76	60
Board, commission and task force appointments	66	32	50
Scottsdale registered voters	146,000	150,516	150,000
Publicity pamphlets/sample ballots mailed to registered voter households	169,000	88,837	170,000

FY 2014/15 Adopted Budget



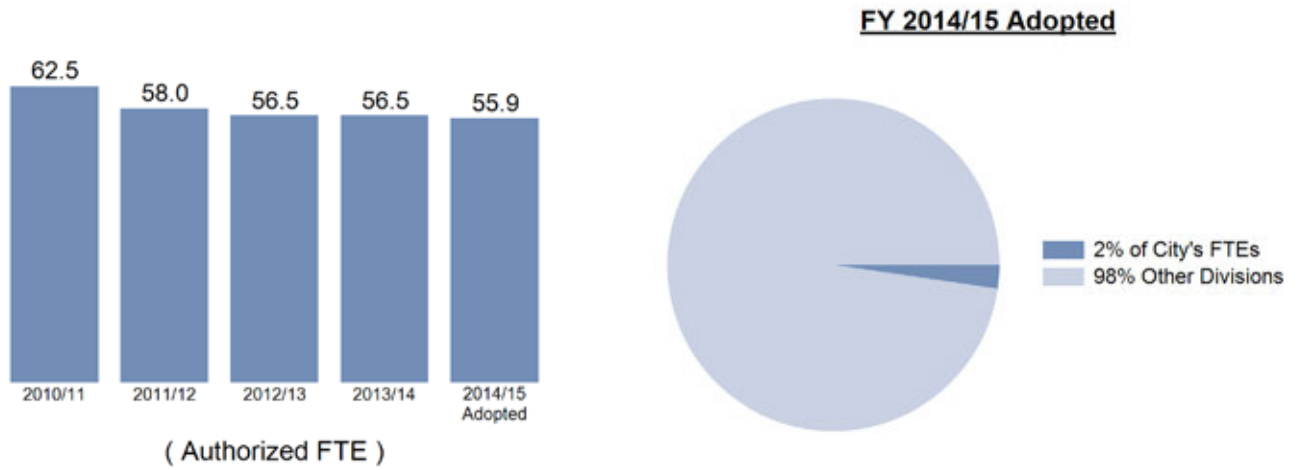
Expenditures By Department	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
COURT	5,414,481	5,949,220	5,908,971	-40,249
<b>Total Budget</b>	<b>5,414,481</b>	<b>5,949,220</b>	<b>5,908,971</b>	<b>-40,249</b>



FY 2014/15 Adopted Budget



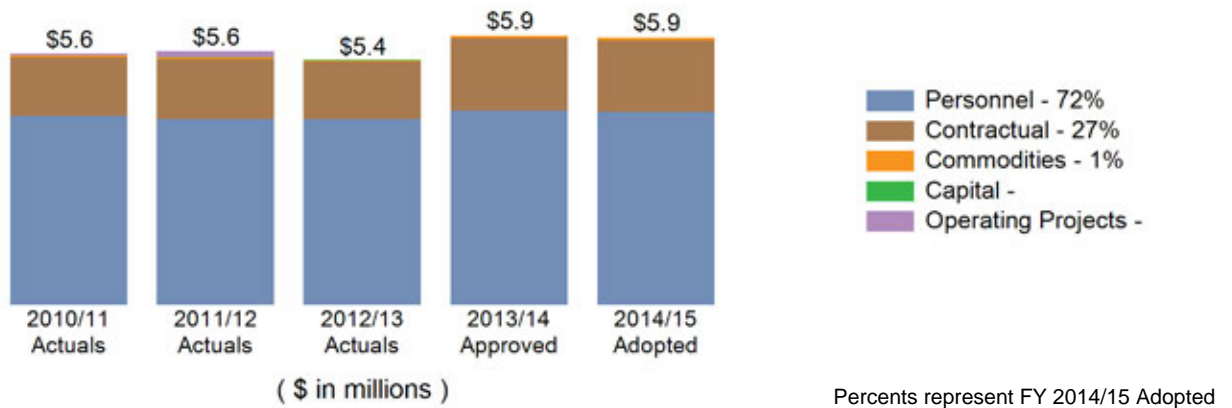
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



## Strategic Goal(s)



Enhance  
Neighborhoods

## Description

Scottsdale City Court is part of the integrated judicial system for Arizona, and is the judicial branch for the city. It serves the community by providing a dignified professional forum for the efficient resolution of cases. The court hears civil traffic and misdemeanor violations, petty offenses, city ordinance and code violations, and the issuance of protective orders.

## Services Provided

- Provides customers continual access (on-site, telephonic, web and hearings) to resolve 72,000 cases and servicing over 110,000 customers annually.
- Enforces court-ordered financial sanctions through the collection of \$16.8 million in fines, fees and state surcharges annually.
- Manages non-financial sanctions for 31,656 cases with numerous programs including home detention/electronic monitoring, incarceration, treatment, diversion, defensive driving school, probation and community restitution.

## FY 2013/14 Achievements

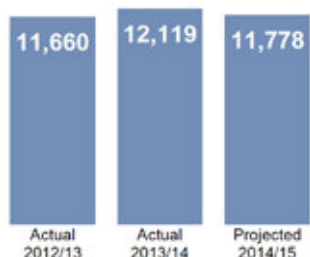
- Partnered with the National Center for State Courts and the State Justice Institute to implement the High Performance Court Framework for improving the administration of justice.
- Implemented new technology and programming of the court's case management system which eliminated the need to create case files and allowed the court to conduct business electronically. This new technology reduced the need for paper and ultimately allowed the court to reduce 1 FTE and savings of over \$40,000 in expenditures.
- Ensured defendants completed 7,789 hours of community service, of which 7,141 hours were performed in Scottsdale, translating to the equivalent of 3.0 FTE.
- Established a Recurring Billing process that offers payers the ability to safely provide their payment card information for automated billing resulting in over \$9,500 in revenues.
- Revamped the Court's Payment Contract practices resulting in an additional collection of \$200,000 in revenues.
- Completed the court's first safety initiative to foster improved staff and public safety by partnering with City Risk, City Fire, and Scottsdale Healthcare.
- Expanded online services to offer defendant's the option to lookup their payment history including any upcoming payment due dates to ensure compliance.
- Published the court's daily calendar online to allow attorneys and defendants to view their upcoming court dates for improved customer service and compliance to hearing dates.
- Promoted accountability by conducting an in-depth internal review of the court's case and financial management practices in determining compliance with statutes, rules, order and codes.
- Conducted a statewide fee study among comparable city courts and updated the court's rates and fee schedule to be more in line with similar courts.
- Reduced the number of Driving Under the Influence (DUI) cases over 180 days from 247 cases to 185 cases, and reduced the average age of a pending DUI case from 111 days to 94 days.

## FY 2014/15 Objectives

- Implement new case flow policy to reduce overall case disposition times and increase the number of adjudicated cases within policy guidelines.
- Expand online services to include educational forums and resources in effort to expedite caseload and promote transparency and accountability.
- Implement safety initiatives to promote awareness, training and compliance with City of Scottsdale regulations.
- Continue to promote procedural efficiencies and cost savings by increasing the use of technology and innovative business practices.

Charted Performance Measures

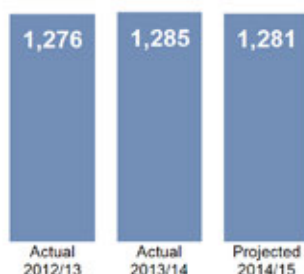
Case Filings per Judicial Officer



Total number of case filings per judicial officer on staff.

Efficiency

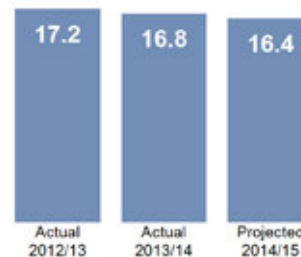
Case Filings per Non-Judicial Staff



Total number of case filings per non-judicial court staff.

Efficiency

Revenues Collected (\$ in millions)



Total revenues collected by the court.

Workload

Staff Summary	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
Full-time Equivalents (FTE)	56.48	56.48	55.88	-0.60
% of City's FTEs			2.31 %	

Expenditures By Fund	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
General Fund	3,603,109	3,878,735	4,044,001	165,266
Grant Funds	18,000	0	0	0
Special Programs Fund	1,793,372	2,070,485	1,864,970	-205,515
<b>Total Budget</b>	<b>5,414,481</b>	<b>5,949,220</b>	<b>5,908,971</b>	<b>-40,249</b>

Expenditures By Type	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
Personnel Services	4,111,012	4,298,458	4,268,232	-30,226
Contractual Services	1,263,981	1,603,093	1,571,495	-31,598
Commodities	39,252	47,669	69,244	21,575
Capital Outlays	235	0	0	0
<b>Subtotal Operating Budget</b>	<b>5,414,481</b>	<b>5,949,220</b>	<b>5,908,971</b>	<b>-40,249</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>5,414,481</b>	<b>5,949,220</b>	<b>5,908,971</b>	<b>-40,249</b>

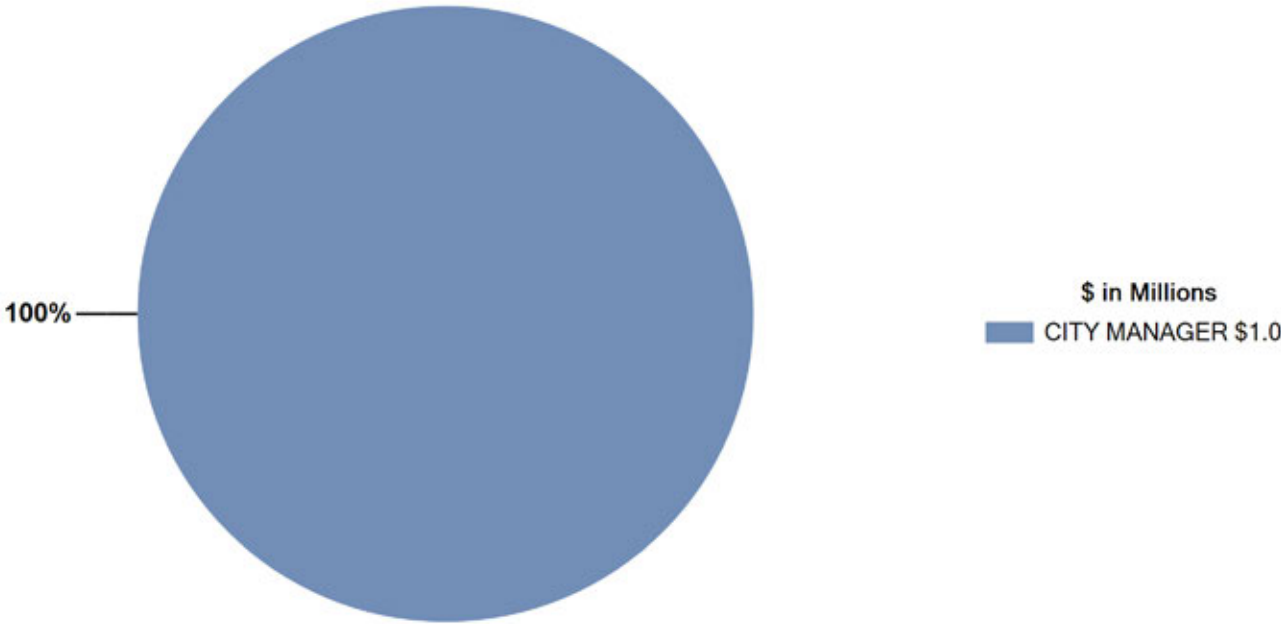
Budget Notes and Changes

- The change in Personnel Services is due to the movement of 2 FTEs (Court Administrator and Executive Secretary) from the Special Programs Fund to the General Fund, the elimination of a full time Court Services Representative, and the increase to a Senior Court Services Representative from part time to full time.
- The decrease in Contractual Services is due to the reduction of a one-time increase last fiscal year for DUI backlog, offset by the increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Effectiveness</b>			
1. Access and fairness survey Note: This measure indicates the ratings of court users on the court's accessibility and its treatment of customers in terms of fairness, equality, and respect. This survey is performed every other year which was administered in Fiscal Year 2012/13.	87%	n/a	92%
2. Clearance rates for all cases Note: This measure indicates the number of outgoing cases as a percentage of the number of incoming cases. The rate may exceed 100 percent due to the timing of filing and disposition.	113%	100%	112%
3. Time to disposition for all cases Note: This measure indicates the percentage of cases disposed or otherwise resolved within established time frames. The goal is 93 percent for all criminal and civil cases to be processed within 180 days from date of filing.	96%	98%	98%
4. Age of active pending caseload Note: This measure indicates the age of the active cases pending before the court, measured as the number of days from filing until the time of measurement. The standard is 93 percent of all cases to have an active pending date that is less than 180 days. In Fiscal Year 2012/13, the median age of pending cases is 61 days.	96%	93%	93%
5. Trial date certainty Note: This measure indicates the number of times cases disposed by trial are scheduled for trial. In Fiscal Year 2012/13, there were 516 trials (Bench and Jury) held.	80%	80%	80%
6. Case file reliability and integrity Note: This measure indicates the percentage of files that can be retrieved within established time standards and that meet established standards for completeness and accuracy of contents. In Fiscal Year 2013/14 the court went file-less therefore this measure is not applicable.	98%	n/a	n/a
7. Collection monetary penalties Note: This measure indicates payments collected and distributed within established timelines, expressed as a percentage of total monetary penalties ordered in specific cases. In Fiscal Year 2012/13, 17.2 million was collected.	62%	61%	65%
8. Effective use of jurors Note: This measure indicates the number of citizens selected for jury duty who are qualified and report to serve, expressed as a percentage of the total number of prospective jurors available. Juror Utilization is the rate at which jurors summoned will be available for service. In Fiscal Year 2012/13, there were a total of 10,746 jurors summoned and 5,707 were available to serve.	53%	35%	40%
9. Court employee satisfaction Note: This measure indicates the ratings of court employees assessing the quality of the work environment and relations between staff and management.	90%	90%	92%
10. Cost per case Note: This measure calculated by taking expenditures (less collections expenses) and dividing by cases filed. In Fiscal Year 2012/13, the net expenditures were \$4.75 million and there were 69,959 cases filed.	\$67.13	\$66.43	\$74.83

These performance measures are from the National Center for State Courts CourtTools ©.

**FY 2014/15 Adopted Budget**

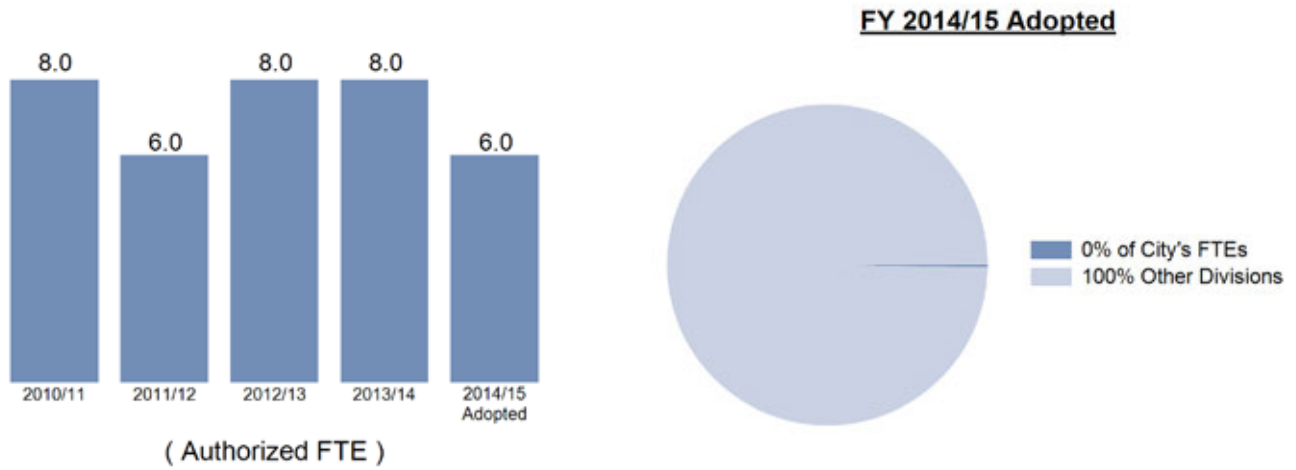


<b>Expenditures By Department</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
CITY MANAGER	1,173,491	1,219,330	1,046,891	-172,439
<b>Total Budget</b>	<b>1,173,491</b>	<b>1,219,330</b>	<b>1,046,891</b>	<b>-172,439</b>

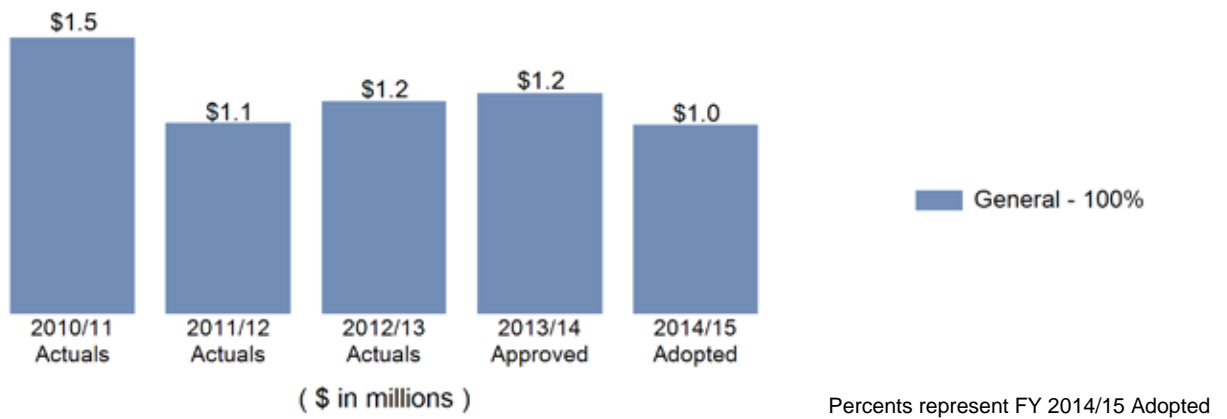


FY 2014/15 Adopted Budget

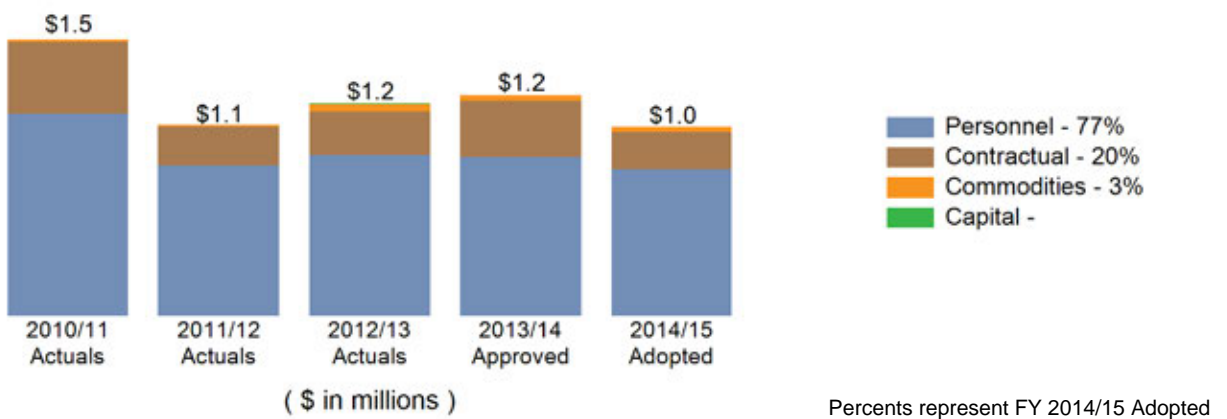
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**





## Strategic Goal(s)

Advance  
TransportationEnhance  
NeighborhoodsPreserve  
Meaningful  
Open SpaceSeek  
SustainabilitySupport  
Economic  
VitalityValue Scottsdale's  
Unique Lifestyle and  
Character

## Description

The City Manager's Office provides the organizational leadership necessary to successfully implement the policy direction of the City Council, communicates that direction to the organization, ensures the efficient, effective and economical delivery of city services to Scottsdale's citizens, builds and maintains effective working relationships with other governments, and fosters a diverse and inclusive organization and community.

## Services Provided

- The city manager provides executive leadership to the six divisions and supervision to division and department directors. The city manager leads the executive team comprised of appointed city officials and division and department directors. The city manager and staff also represent the organization on local and regional advisory bodies.
- The office supports regional efforts with the Maricopa Association of Governments, the League of Arizona Cities and Towns, as well as relationships with neighboring cities, towns and tribal communities.
- The organization-wide strategy and performance management program is coordinated by this office.
- The office works to foster a diverse and inclusive organization and community through employee relations, community outreach and education.

## FY 2013/14 Achievements

- Worked with the City Council to develop a new mission statement and organization strategic plan, and have kept the City Council and community informed about progress on implementing the plan through work study sessions and quarterly status updates.
- Hired a diversity liaison to coordinate the city's diversity and inclusion efforts based out of the City Manager's Office. The liaison serves as staff representative to the Human Relations Commission, and coordinates diversity-related education and training, community outreach and employee diversity programming.
- Recognized by the Valley of the Sun United Way for having one of the top employee charitable campaigns for an organization our size. Scottsdale's campaign raised \$93,304 from 524 employees in 2013, a 48% increase in giving and participation over 2012.
- Earned a Certificate of Excellence from the International City/County Management Association's Center for Performance Measurement in recognition of Scottsdale's use of performance measurement in local government management for the second straight year. Recognized for a fourth year in a row by the Association of Government Accountants with a Certificate of Excellence in Citizen-Centric Reporting.
- Continued training employees to develop objectives, initiatives and measures aligned with the city's mission, strategic goals and General Plan. About 300 employees have been trained across all city divisions in the past two years.

## FY 2014/15 Objectives

- Successfully implement the City Council's six key priorities as outlined in the organization strategic plan, including new mission statement, Simply better service for a world-class community.
- Ensure city efforts are aligned with the voter-approved general plan to ensure citizen intent is an integral part of city decision-making processes.
- Use performance measures to improve results by integrating objective evidence with decision-making processes, and benchmark the efficiency and effectiveness of key services with other high performance organizations.

Charted Performance Measures

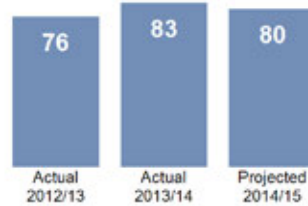
Employees per 1000 Residents



This measures city employment relative to the total resident population. Other things to consider include business activity, tourism and seasonal residents, which may influence city service delivery.

Efficiency

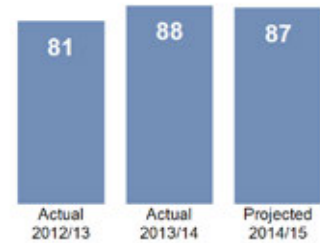
Citizens rating overall customer service of Scottsdale employees positively



This measures the percent of citizens rating the overall customer service provided by Scottsdale employees as "excellent" or "good." Surveys were completed in 2006, 2010 and 2013. The current rating of 80% is the same as ratings in 2003 and 2004.

Effectiveness

Citizens rating city services positively



This indicates the percent of citizens rating the services provided by the City of Scottsdale as "excellent" or "good." Survey responses are for surveys conducted in 2006, 2010 and 2013.

Effectiveness

Staff Summary	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
Full-time Equivalent (FTE)	8.00	8.00	6.00	-2.00
% of City's FTEs			0.25 %	

Expenditures By Fund	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
General Fund	1,173,491	1,219,330	1,046,891	-172,439
<b>Total Budget</b>	<b>1,173,491</b>	<b>1,219,330</b>	<b>1,046,891</b>	<b>-172,439</b>

Expenditures By Type	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
Personnel Services	890,936	880,277	809,540	-70,737
Contractual Services	238,978	305,528	208,076	-97,452
Commodities	42,782	33,525	29,275	-4,250
Capital Outlays	795	0	0	0
<b>Subtotal Operating Budget</b>	<b>1,173,491</b>	<b>1,219,330</b>	<b>1,046,891</b>	<b>-172,439</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>1,173,491</b>	<b>1,219,330</b>	<b>1,046,891</b>	<b>-172,439</b>

Budget Notes and Changes

- The decrease in Personnel Services is due to the diversity function being moved from Human Resources to the City Manager's office. This function had been staffed with three positions and also included the training function. Two positions remained in Human Resources to support citywide training needs. One of these positions was eliminated in the proposed budget, because a position is being transferred from the benefits function.
- The decrease in Contractual Services is due to the transfer of the contract with the Arizona Council on International Visitors (formerly the World Affairs Council) to Mayor and City Council, and the reduction in funding for the federal on-call lobbying contract due to an expected decrease in cost.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
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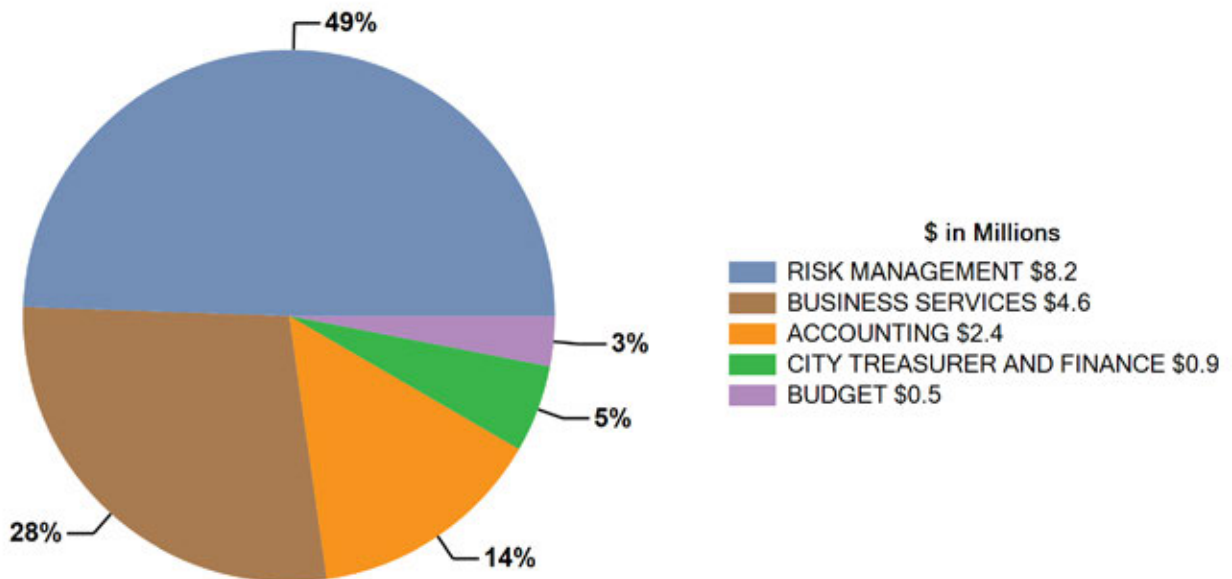
**Workload**

Population estimate	219,700	222,200	224,800
<p>Note: Population estimates are provided by the State of Arizona Office of Employment and Population Statistics and forecasts are provided by the Maricopa Association of Governments.</p>			
Citywide full-time equivalents	2,423	2,438	2,418
<p>Note: This reflects the authorized full-time equivalent counts for all employees in the city. The count is derived by taking the total budgeted hours and dividing by 2,080 to get a "full-time" equivalent.</p>			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Analyze and research comparative performance measures and indicators, as well as program training and development.	1	250	\$5,630	0.1
<b>Total</b>	<b>1</b>	<b>250</b>	<b>\$5,630</b>	<b>0.1</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."

FY 2014/15 Adopted Budget

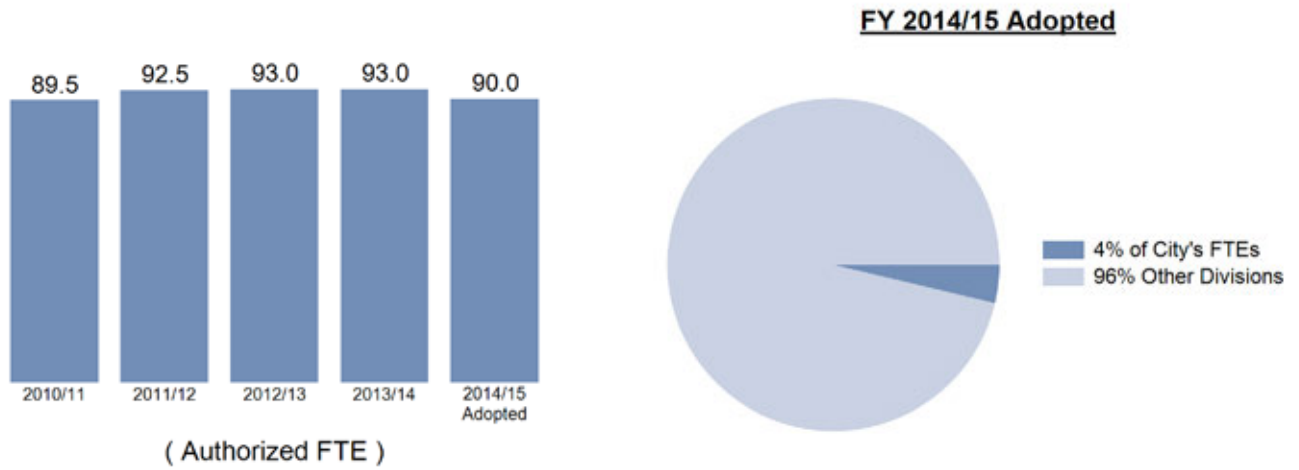


Expenditures By Department	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
RISK MANAGEMENT	7,973,433	8,064,027	8,219,466	155,439
BUSINESS SERVICES	4,480,965	4,810,188	4,620,218	-189,970
ACCOUNTING	2,414,294	2,376,471	2,387,436	10,965
CITY TREASURER AND FINANCE	551,479	813,237	881,541	68,304
BUDGET	415,752	446,444	508,704	62,260
<b>Total Budget</b>	<b>15,835,923</b>	<b>16,510,367</b>	<b>16,617,365</b>	<b>106,998</b>

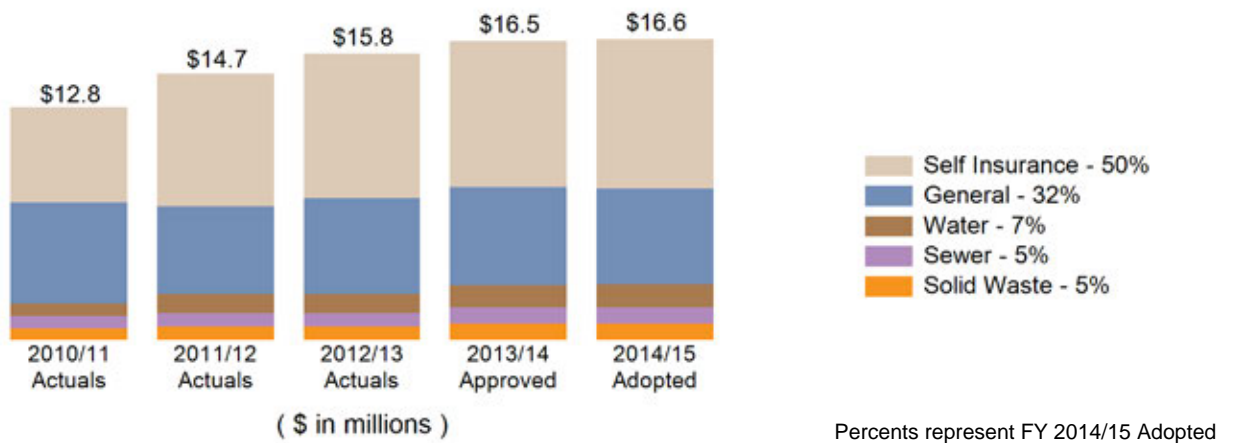


FY 2014/15 Adopted Budget

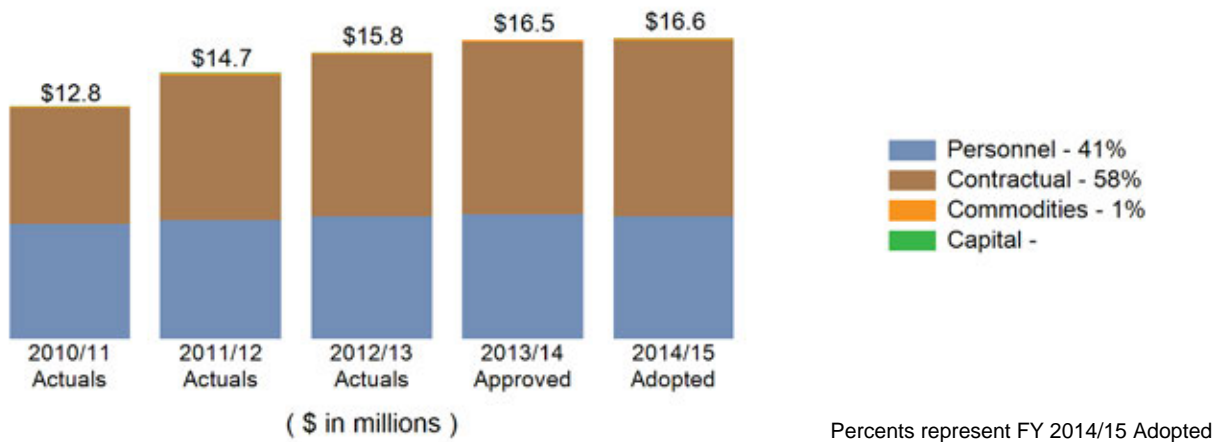
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



## Strategic Goal(s)



Seek  
Sustainability



Support  
Economic  
Vitality

## Description

The City Treasurer, the city's chief financial officer, is responsible for providing City Council and city management with timely financial reports and analysis and current information about economic conditions and their potential fiscal impact on the city.

## Services Provided

- Maintains the city's accounting and financial reporting systems in conformance with state and federal laws, generally accepted accounting principles and standards of the Governmental Accounting Standards Board and the Government Finance Officers Association.
- Professionally serves citizens, businesses and guests in the collection of taxes or fees due for city offered enterprise and/or general funded services.
- Provides financial advice and analysis of key city initiatives.
- Works collaboratively with the City Manager to provide a fiscally sound budget that preserves the city's long-term fiscal stability.

## FY 2013/14 Achievements

- The design and development of both a damage collection and subrogation program, and an internal claims auditing function.
- Reinforced the city's solid standing with credit rating agencies and maintained Scottsdale's excellent bond ratings.
- Received an unmodified opinion from an independent audit firm for the city's FY 2012/13 Comprehensive Annual Financial Report (CAFR).
- Supported the City Council's budget development process, providing citizens with several opportunities and methods of communicating their feedback and priorities to City Council.
- As a result of a successful pilot project, a written contract with STARS (Scottsdale Training and Rehabilitation Services) was created to secure resources to open the high volume of utility payment envelopes received for remittance processing. This outsourcing strategy will help offset the existing and future workload impacts expected in our Remittance Processing operations through the implementation of State HB2111.

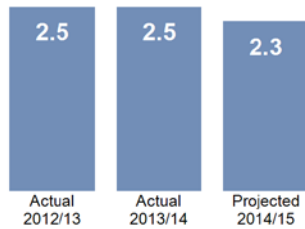
## FY 2014/15 Objectives

- Streamline the Risk Management operation through early evaluation and investigation of workers compensation injuries resulting in reduced costs and increased productivity. Additionally, provide required documents to Industrial Commission within two days of receipt of the Supervisor Report of Injury.
- Work in partnership with the State of Arizona Department of Revenue to implement the elements of HB2111.
- Provide accurate and meaningful reporting of the city's financial condition in conformance with state and federal laws, generally accepted accounting principles and standards of the Governmental Accounting Standards Board and the Government Finance Officers Association (GFOA).
- Seek optimum financing structure to mitigate debt service costs, while reinforcing the city's solid standing with credit rating agencies to maintain or improve Scottsdale's excellent bond ratings.
- Work with the City Manager to develop a balanced operating and capital budget that effectively addresses the City Council's broad goals, reflects citizen priorities and complies with all applicable federal, state, local and GFOA requirements.



Charted Performance Measures

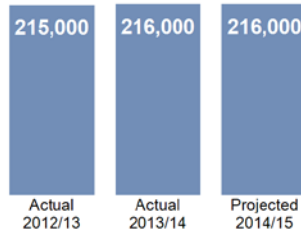
Percent of Total City General Fund Divisional Budgets



Goal is 2.5 percent or less. Does not include transfers out.

Effectiveness

Business Services Customer Contacts



While there is a rise in passport application processing services in 2013/2014; 2014/2015 poses many questions as we test our ability to assume collection efforts for the Scottsdale Public Library system and realize initial business licensing impacts resulting from the implementation of HB2111.

Workload

Staff Summary	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
Full-time Equivalent (FTE)	93.00	93.00	90.00	-3.00
% of City's FTEs			3.72 %	

Expenditures By Fund	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
General Fund	5,321,248	5,394,502	5,314,877	-79,625
Self-Insurance Funds	8,000,680	8,094,041	8,268,900	174,859
Sewer Fund	749,801	900,338	910,919	10,581
Solid Waste Fund	749,802	900,337	907,868	7,531
Water Funds	1,014,393	1,221,149	1,214,801	-6,348
<b>Total Budget</b>	<b>15,835,923</b>	<b>16,510,367</b>	<b>16,617,365</b>	<b>106,998</b>

Expenditures By Type	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
Personnel Services	6,783,259	6,888,702	6,782,428	-106,274
Contractual Services	8,959,500	9,496,373	9,695,610	199,237
Commodities	89,033	125,292	138,227	12,935
Capital Outlays	4,130	0	1,100	1,100
<b>Subtotal Operating Budget</b>	<b>15,835,923</b>	<b>16,510,367</b>	<b>16,617,365</b>	<b>106,998</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>15,835,923</b>	<b>16,510,367</b>	<b>16,617,365</b>	<b>106,998</b>

Budget Notes and Changes

- The decrease in Personnel Services is due to the elimination of 3 FTEs (Tax Audit Manager, Senior Tax Auditor, Customer Service Representative), which is being offset by increases in healthcare and retirement rates.
- The increase in Contractual Services is largely due to increases in insurance premiums in the Self-Insurance (Risk) Fund.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Efficiency</b>			
New or refund bond issuances (\$ in millions) Note: This is the principal amount of bonds issued or planned to be issued.	\$251	\$168	\$150
<b>Effectiveness</b>			
Average number of business days to prepare the Monthly Financial Update and post to the city's website. Goal is 15 business days.	13.0	13.0	13.0
Number of consecutive years awarded Certificate of Achievement for Excellence in Financial Reporting Note: This certificate is presented by the Government Finance Officers Association to governments whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.	40	41	42
The Cost of Risk (COR) Note: COR is an equation that measures the city's total cost of claims, insurance premiums and risk management administration expenses as a percentage of total operating cost in a given year.	2.5%	1.9%	2.0%
Write-offs as a percent of total revenue collected Note: Expected statute of limitations will be exceeded on some accounts resulting in a slightly higher end of year write-off amount.	0.36%	0.36%	0.38%

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Supplement daily remittance processing operations by opening and sorting mailed in utility bill payments serving over 95,000 accounts.	7	1,750	\$39,410	0.8
<b>Total</b>	<b>7</b>	<b>1,750</b>	<b>\$39,410</b>	<b>0.8</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."



FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Seek  
Sustainability



Support  
Economic  
Vitality

**Description**

The municipal finance group manages the city's debt and investment portfolios, coordinates the financing of city projects, provides current information concerning economic conditions and their potential fiscal impact to Scottsdale and oversees the enterprise accounting function.

**Services Provided**

- Provides financial information to stakeholders and serves as a consultant to division customers and the City Council.
- Issues new debt to finance new projects.
- Oversees the city's investment portfolio.
- Coordinates accounting functions for the enterprise divisions, the Municipal Property Corporation, the Scottsdale Preserve Authority and the community facility districts.

**FY 2013/14 Achievements**

- Reinforced the city's solid standing with credit rating agencies and maintained Scottsdale's excellent bond ratings.
- Sought optimum financial structure to reduce debt service by refunding \$106 million of City bonds, saving \$7.5 million of debt service over the life of the issues.

**FY 2014/15 Objectives**

- Prepare strategic forecasts and assist others in developing long-term financial models to prudently manage assets and identify the city's capacity to fund future service and capital needs.
- Seek optimum financing structure to mitigate debt service costs, while reinforcing the city's solid standing with credit rating agencies to maintain or improve Scottsdale's excellent bond ratings.
- Reduce expenses and debt service costs, evaluate cash flow and issue bonds when necessary to fund the city's capital program.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	5.00	5.00	5.00	0.00
% of City's FTEs			0.21 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	288,303	537,641	603,039	65,398
Self-Insurance Funds	17,713	19,719	18,534	-1,185
Water Funds	245,463	255,877	259,968	4,091
<b>Total Budget</b>	<b>551,479</b>	<b>813,237</b>	<b>881,541</b>	<b>68,304</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	520,625	550,720	614,542	63,822
Contractual Services	30,398	261,070	265,106	4,036
Commodities	456	1,447	1,893	446
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>551,479</b>	<b>813,237</b>	<b>881,541</b>	<b>68,304</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>551,479</b>	<b>813,237</b>	<b>881,541</b>	<b>68,304</b>

#### Budget Notes and Changes

- The increase in Personnel Services is the result of an FTE previously budgeted in Business Services that transferred to City Treasurer and Finance. The Administrative Assistant position will be equally shared, and funded with Risk Management.
- The increase in Personnel Services is the result of an FTE previously budgeted in Business Services that transferred to Budget. The Senior Finance Analyst position will be shared equally between the Budget Office and Finance.
- The increase in Personnel Services is also the result of increases in healthcare and retirement rates.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Efficiency</b>			
New or refund bond issuances (\$ in millions)	\$251	\$168	\$150
Note: This is the principal amount of bonds issued or planned to be issued.			
<b>Effectiveness</b>			
Investment portfolio earnings rate	0.46%	0.41%	0.51%
Note: The earnings rate for invested cash.			

## Strategic Goal(s)



Seek  
Sustainability



Support  
Economic  
Vitality

## Description

Accounting maintains the financial integrity of the city through effective fiscal oversight. This is achieved by implementing essential accounting policies, procedures, systems and fiscal controls for all general ledger activity to fairly and accurately report financial information to stakeholders. Accounting provides training and guidance to staff regarding financial controls, laws, policies and ensuring compliance with generally accepted accounting principles. Accounting is also responsible for producing the city's annual audited financial statements; including the comprehensive annual financial report and ensuring all grants and expenditure limitations comply with Arizona Revised Statutes and city code. Additional support services include processing payments to vendors, paychecks for city employees and miscellaneous billings for amounts owed to the city.

## Services Provided

- Accounting develops and administers various financial, operating and internal control systems; provides financial information to stakeholders; and serves as a consultant to division customers and City Council.
- Accounts Payable processes payment transactions to vendors promptly and accurately.
- Payroll provides processing, production and distribution of employee pay statements and ensures that employees are paid accurately and on time.

## FY 2013/14 Achievements

- Received an unmodified opinion from an independent audit firm for the city's FY 2012/13 Comprehensive Annual Financial Report (CAFR).
- Received the Government Finance Officers Association certificate of achievement for excellence in financial reporting for the FY 2012/13 CAFR.
- Developed and processed the citywide FY 2013/14 Pay Manager Program.
- Developed and presented curriculum for the citywide Supervisor Training Academy to provide an overview of basic accounting standards and city procedures for processing payables, payroll, receivables, and financial reporting.

## FY 2014/15 Objectives

- Provide accurate and meaningful reporting of the city's financial condition in conformance with state and federal laws, generally accepted accounting principles and standards of the Governmental Accounting Standards Board and the Government Finance Officers Association.
- Ensure accurate and timely payment of the city's payroll and accounts payable.
- Ensure accurate and timely billing and collection of the city's miscellaneous receivables.
- Collaborate with Human Resources staff to seek further efficiencies in coordinating employee changes.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	24.00	25.00	25.00	0.00
% of City's FTEs			1.03 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	2,409,161	2,371,154	2,377,296	6,142
Self-Insurance Funds	5,134	5,317	10,140	4,823
<b>Total Budget</b>	<b>2,414,294</b>	<b>2,376,471</b>	<b>2,387,436</b>	<b>10,965</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	1,638,428	1,752,991	1,754,080	1,089
Contractual Services	766,514	612,571	621,337	8,766
Commodities	9,352	10,909	12,019	1,110
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,414,294</b>	<b>2,376,471</b>	<b>2,387,436</b>	<b>10,965</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,414,294</b>	<b>2,376,471</b>	<b>2,387,436</b>	<b>10,965</b>

#### Budget Notes and Changes

- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Effectiveness</b>			
Number of consecutive years awarded Certificate of Achievement for Excellence in Financial Reporting	40	41	42
Note: This certificate is presented by the Government Finance Officers Association to governments whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.			
Percentage of vendor invoices processed within city payment terms	99.95%	99.79%	99.99%
Note: Accounts Payable processes an average of 44,000 invoices annually. City payment terms are 25 days from date of invoice.			
Percentage of accurate and timely payroll disbursements	99.9%	99.9%	99.9%
Note: Payroll processes an average of 68,000 disbursements annually.			



**Strategic Goal(s)**



Seek  
Sustainability



Support  
Economic  
Vitality

**Description**

The Budget Office coordinates the citywide development and ongoing monitoring of the operating and capital budgets with the City Manager. The Budget Office is responsible for the preparation and presentation of the city's annual budget per the terms and due dates mandated in the Arizona Revised Statutes and city code. The office assists the City Council with the review and approval of the city's budget; solicits and considers public input; prepares and monitors the five-year financial plans for all funds; and responds to the requests of the City Council, citizens, media and other stakeholders regarding the budget.

**Services Provided**

- Provides reliable and accurate information in the preparation and monitoring of the annual operating budget and capital improvement plan (CIP).
- Monitors operating and capital budgets to comply with financial policies and adopted appropriations.
- Provides comprehensive financial planning, including long-range financial forecasting.
- Provides monthly financial reporting on sources and uses.
- Provides citywide budget support to all divisions.
- Provides timely responses to inquiries from City Council, boards and commissions, citizens, media, city staff, etc.

**FY 2013/14 Achievements**

- Worked with City Manager to develop an adopted FY 2014/15 balanced budget.
- Supported the City Council's budget development process, providing citizens with several opportunities and methods of communicating their feedback and priorities to City Council.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the city's FY 2013/14 budget.
- Continued to automate and create efficiencies within the budget development and reporting process.

**FY 2014/15 Objectives**

- Work with the City Manager to develop a balanced operating and capital budget that effectively addresses City Council's broad goals, reflects citizens' priorities and complies with all applicable federal, state, local and Government Finance Officers Association requirements.
- Prepare a balanced five-year financial plan for each fund using conservative revenue and expenditure estimates and maintaining sufficient fund balances to comply with the city's adopted financial policies.
- Prepare accurate financial information and distribute it in a timely manner to City Council and other stakeholders in response to their specific financial needs.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	5.00	5.00	6.00	1.00
% of City's FTEs			0.25 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	411,352	441,466	487,944	46,478
Self-Insurance Funds	4,400	4,978	20,760	15,782
<b>Total Budget</b>	<b>415,752</b>	<b>446,444</b>	<b>508,704</b>	<b>62,260</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	394,477	422,093	477,306	55,213
Contractual Services	20,727	24,351	30,298	5,947
Commodities	81	0	0	0
Capital Outlays	466	0	1,100	1,100
<b>Subtotal Operating Budget</b>	<b>415,752</b>	<b>446,444</b>	<b>508,704</b>	<b>62,260</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>415,752</b>	<b>446,444</b>	<b>508,704</b>	<b>62,260</b>

#### Budget Notes and Changes

- The increase in Personnel Services is the result of an FTE previously budgeted in Business Services that transferred to Budget. The Senior Finance Analyst position will be shared equally between the Budget Office and Finance.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Effectiveness</b>			
Average number of business days to prepare the Monthly Financial Update and post to the city's website  Note: The Scottsdale City Charter requires that financial results must be published by the 15th business day.	14.0	13.0	13.0
Budget meets or exceeds all requirements and Government Finance Officers Association (GFOA) reporting excellence benchmarks  Note: The GFOA established the Distinguished Budget Presentation Awards Program to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.	Yes	Yes	Yes
Produce a balanced five-year financial plan of sources and uses that complies with the city's adopted financial policies  Note: The budget shall be considered balanced if all sources of revenue, as estimated, are equal to, or exceed, the total of amounts proposed to be used in the operating budget for the current fiscal year, by fund.	In Compliance	In Compliance	In Compliance



FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Seek  
Sustainability



Support  
Economic  
Vitality

**Description**

The Business Services Department provides timely and accurate utility billing, sales taxing, business licensing, revenue recovery, remittance processing, and tax auditing services critical toward receiving fees due to the City in conformance with federal, state, and municipal codes. The department also serves as a Certified Passport Acceptance facility.

**Services Provided**

- Tax and License oversees the billing, record maintenance, setup and related processing for Regulatory, Alarm, Business and Transaction Privilege licensing. In addition, Tax and License provides passport application processing and cashier services.
- Utility Billing provides timely and accurate billing, setup and related processing of water, water reclamation and solid waste services.
- Revenue Recovery collects delinquent revenue owed to the city for utility bills, sales tax and licensing fees, tax audit assessments and all other city areas, except the court and library.
- Remittance Processing processes payments for utilities, licenses and permits, tax returns, airport registration/fuel/fees, parking violations and alarm activations. Also manages department record retention schedules.
- Tax Audit promotes accurate privilege (sales) and use tax self-assessments by taxpayers through education programs; provides guidance in tax code interpretations; and evaluates local economic strength through analysis of privilege sales, use and property tax collections.

**FY 2013/14 Achievements**

- As a result of a successful pilot project, a written contract with STARS (Scottsdale Training and Rehabilitation Services) was created to secure resources to open the high volume of utility payment envelopes received for remittance processing. This outsourcing strategy will help offset the existing and future workload impacts expected in our Remittance Processing operations through the implementation of State HB2111.
- Created a more user friendly Utility Bill for our 90,000 customers.
- Implemented a new phone-in credit card payment option for these 90,000 utility accounts. This new service, operated by a third party vendor at no cost to the city yet a nominal convenience fee applied to the user, replaces the previous program where the city paid over \$350K per year in transaction fees.
- Implemented a new version of NorthStar Utility Billing System.

**FY 2014/15 Objectives**

- Test the feasibility of assuming all collections efforts supporting the Scottsdale Public Library system.
- Work in partnership with the State of Arizona Department of Revenue to implement the elements of HB2111.
- Prioritize and pursue high dollar delinquent sales tax accounts to enhance recovery results.
- Update and align City Codes impacted by the implementation of HB2111.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	52.00	51.00	46.00	-5.00
% of City's FTEs			1.90 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	2,212,432	2,044,241	1,846,598	-197,643
Sewer Fund	749,801	900,338	910,919	10,581
Solid Waste Fund	749,802	900,337	907,868	7,531
Water Funds	768,931	965,272	954,833	-10,439
<b>Total Budget</b>	<b>4,480,965</b>	<b>4,810,188</b>	<b>4,620,218</b>	<b>-189,970</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	3,509,299	3,423,789	3,208,022	-215,767
Contractual Services	939,403	1,357,982	1,381,850	23,868
Commodities	28,599	28,417	30,346	1,929
Capital Outlays	3,664	0	0	0
<b>Subtotal Operating Budget</b>	<b>4,480,965</b>	<b>4,810,188</b>	<b>4,620,218</b>	<b>-189,970</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>4,480,965</b>	<b>4,810,188</b>	<b>4,620,218</b>	<b>-189,970</b>

#### Budget Notes and Changes

- The decrease in Personnel Services is due to the elimination of 3 FTEs (Tax Audit Manager, Senior Tax Auditor, Customer Service Representative) and the transfers of 1 FTE to Risk Management (Reclassified to an Administrative Assistant) shared with City Treasurer and Finance, and 1 FTE to Budget (Reclassified to a Senior Finance Analyst) to be shared with City Treasurer and Finance. The decrease is offset slightly by increases in healthcare and retirement rates.
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Number of Tax & License transactions per full-time equivalent	9,944	10,078	6,000
<p>Note: Data reflects work items and cashier transactions divided by a reduced team of 8.1 FTE's. It does not include the additional workload that includes issuing passports and answering phone calls. Also FY 2014/15 poses the first glance at potential business licensing impacts resulting from the implementation of HB2111.</p>			
Total number of remittance payments processed per full-time equivalent	258,119	194,589	148,240
<p>Note: Data reflects a decrease in payments processed per FTE, and FY 2014/15 poses still more questions for the impact on business remittance processing resulting from the implementation of HB2111.</p>			
<b>Effectiveness</b>			
Write-offs as a percent of total revenue collected	0.36%	0.50%	0.50%
<p>Note: Expected statute of limitations will be exceeded on some accounts resulting in a slightly higher end of year write-off amount.</p>			

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Supplement daily remittance processing operations by opening and sorting mailed in utility bill payments serving over 90,000 accounts.	6	1,460	\$32,879	0.7
<b>Total</b>	<b>6</b>	<b>1,460</b>	<b>\$32,879</b>	<b>0.7</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."





FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Seek  
Sustainability



Support  
Economic  
Vitality

**Description**

The Risk Management Division manages the city's Self Insured Trust Fund (the Trust), and administers the city's safety, loss prevention, insurance, contractual risk transfer and claims programs. The Trust is funded through charges (risk rates) to the budgets of each of the insured city departments, in amounts consistent with their exposure and loss history.

**Services Provided**

- Management and administration of the city's safety, loss prevention, insurance, contractual risk transfer and claims programs. Also provides loss control consulting for all departments and events upon request.

**FY 2013/14 Achievements**

- Trained all employees for phase one of the new SDS/Global Hazcom Program.
- Redesigned and tested all evacuation plans for One Civic Center and North Corp. Yard buildings.
- The design and development of both a damage collection and subrogation program, and an internal claims auditing function.
- Audited and consulted with the Water Department on their Confined Space Entry Program.

**FY 2014/15 Objectives**

- Reduce the cost of risk over the prior fiscal year.
- Reduce the Occupational Safety and Health Administration (OSHA) rate to 5.20.
- Streamline the Risk Management operation through early evaluation and investigation of workers compensation injuries resulting in reduced costs and increased productivity. Additionally, provide required documents to Industrial Commission within two days of receipt of the Supervisor Report of Injury.
- Increase collections of damages to city property through efficient processing of subrogation items. Within 5 working days of receiving a notice of collection incident, have the subrogation event identified with intent to subrogate letter sent to the party involved.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	7.00	7.00	8.00	1.00
% of City's FTEs			0.33 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Self-Insurance Funds	7,973,433	8,064,027	8,219,466	155,439
<b>Total Budget</b>	<b>7,973,433</b>	<b>8,064,027</b>	<b>8,219,466</b>	<b>155,439</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	720,430	739,109	728,478	-10,631
Contractual Services	7,202,458	7,240,399	7,397,019	156,620
Commodities	50,545	84,519	93,969	9,450
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>7,973,433</b>	<b>8,064,027</b>	<b>8,219,466</b>	<b>155,439</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>7,973,433</b>	<b>8,064,027</b>	<b>8,219,466</b>	<b>155,439</b>

#### Budget Notes and Changes

- The decrease in Personnel Services is due to the reduction in work order credits offset by the transfer of 1 FTE previously budgeted in Business Services that transferred to Risk Management. The Administrative Assistant position will be shared equally with City Treasurer and Finance.
- The Contractual Services proposed budget for FY 2014/15 reflects an increase in insurance premium expense. It is anticipated that insurance market conditions and pending liability claims will drive an increase in premium cost.

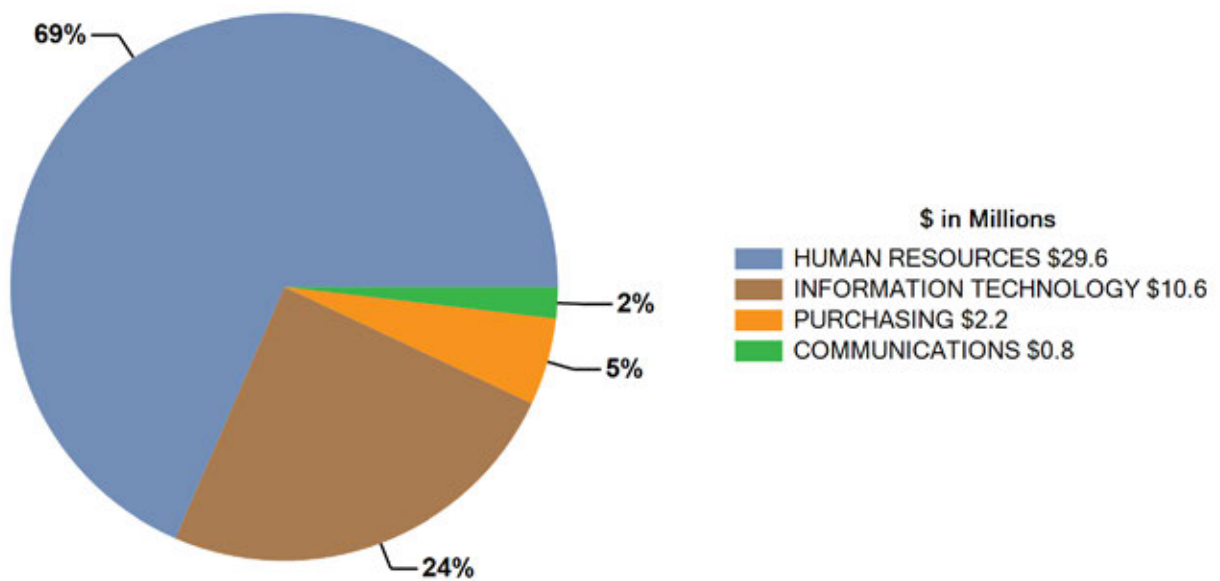
<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Effectiveness</b>			
OSHA rate	5.47	5.44	5.20
Note: The OSHA rate is standard for industry measurement and benchmarking of work related injury experience. It measures the citywide total injury incident rate per 200,000 hours worked.			
The Cost of Risk (COR)	2.5%	1.9%	2.0%
Note: COR is an equation that measures the city's total cost of claims, insurance premiums and risk management administration expenses as a percentage of total operating cost in a given year.			



FY 2014/15 Adopted Budget

## ADMINISTRATIVE SERVICES

### FY 2014/15 Adopted Budget

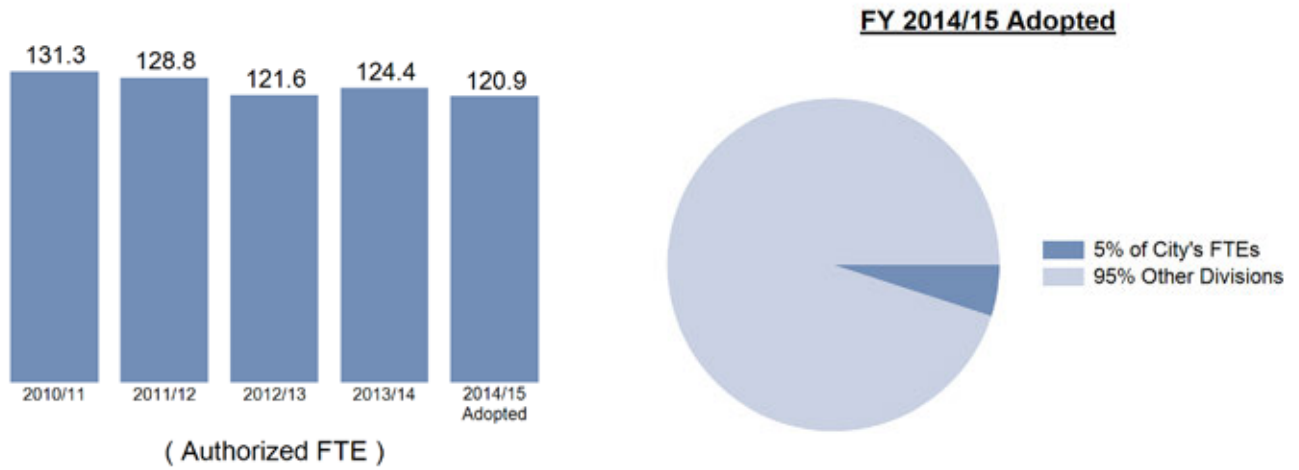


Expenditures By Department	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
HUMAN RESOURCES	27,018,354	29,488,966	29,638,546	149,580
INFORMATION TECHNOLOGY	9,950,288	10,599,683	10,591,439	-8,244
PURCHASING	2,136,158	2,325,307	2,229,737	-95,570
COMMUNICATIONS	809,619	780,107	803,126	23,019
<b>Total Budget</b>	<b>39,914,418</b>	<b>43,194,063</b>	<b>43,262,848</b>	<b>68,785</b>

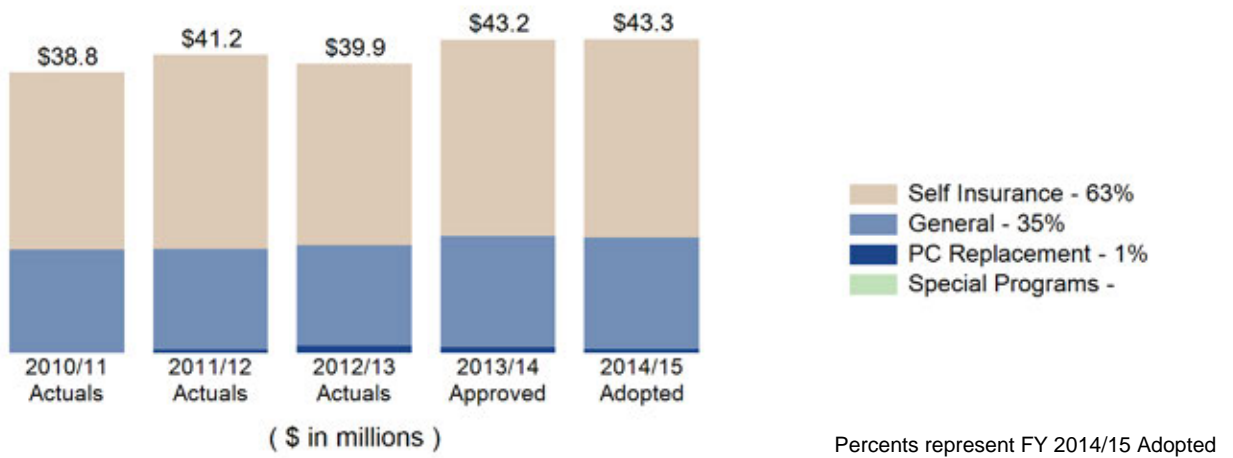


FY 2014/15 Adopted Budget

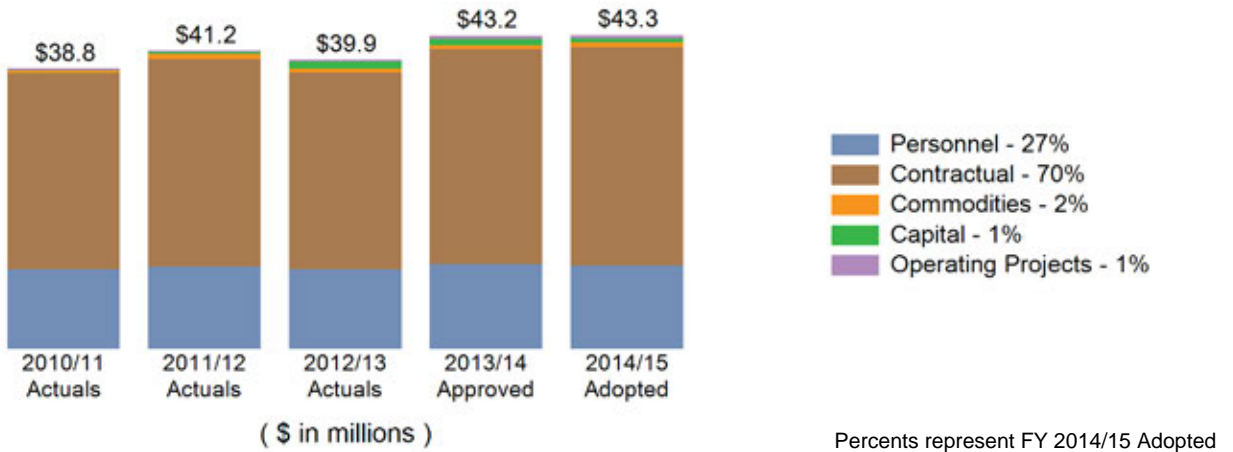
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**





**Strategic Goal(s)**



Advance Transportation



Enhance Neighborhoods



Preserve Meaningful Open Space



Seek Sustainability



Support Economic Vitality



Value Scottsdale's Unique Lifestyle and Character

**Description**

The Administrative Services Division comprises several departments that support the city's overall mission. The Office of Communication creates and distributes timely, accurate and relevant information to the public, businesses, employees and other audiences. Human Resources (HR) provides recruiting, hiring, training, compensation, benefits, diversity and other employee services. Information Technology (IT) provides technical design, support and maintenance for a variety of systems and services needed to support city business functions and communications. Purchasing procures goods and services, oversees the warehouse and provides graphics, printing and mail delivery services.

**Services Provided**

- The Office of Communication creates and distributes timely, accurate and relevant information to the public, businesses, employees and other audiences.
- Human Resources (HR) provides recruiting, hiring, training, compensation, benefits, diversity and other employee services.
- Information Technology (IT) provides technical design, support and maintenance for a variety of systems and services needed to support city business functions and communications.
- Purchasing procures goods and services, oversees the warehouse and provides graphics, printing and mail delivery services.

**FY 2013/14 Achievements**

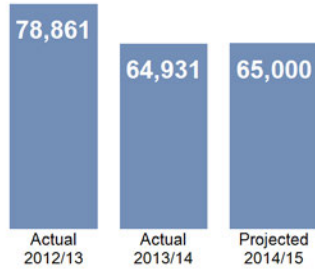
- IT partnered with the Economic Development Department to redesign <http://www.choosescottsdale.com/> to help meet a City Council strategic goal, brand the efforts of the city, and promote economic development within the city.
- Selected new medical and dental plan provider and completed conversion.
- Partnered with the Community Services Department, the San Francisco Giants and Arizona Diamondbacks to produce the 2014 Spring Training Festival. The event drew national media coverage and attracted more than 6,500 fans to Scottsdale's Civic Center Mall. Thanks to revenue that exceeded expenditures, the festival was able to provide the Scottsdale-based charity Miracle League of Arizona with a \$1,000 check.
- The success of the online auctioning of surplus materials pilot led to the adoption of online auctioning as the primary means of the city's surplus disposition.

**FY 2014/15 Objectives**

- Develop and implement a communication strategy to increase citizen awareness and knowledge of core city services and activities.
- Redesign ScottsdaleAZ.gov website with a new look-and-feel, navigation, and site architecture. Responsive Design features will be added to accommodate our growing tablet and mobile phone audience.
- Complete citywide roll out of new performance evaluation online process.
- Implement new citywide multi-function copier contract for next 5 year period.

Charted Performance Measures

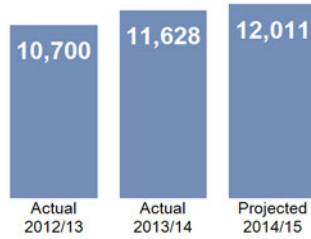
Total Ad Value Equivalency (in dollars)



Ad value equivalency measures the effectiveness of media relations efforts (primarily news releases) by determining a commercial advertising value for each news item generated by the Office of Communication. Since the Arizona Republic has cut back coverage across the Valley (one fewer local section per week, fewer brief items in local sections), numbers are down. Target for FY 2014/15 has been adjusted accordingly.

Effectiveness

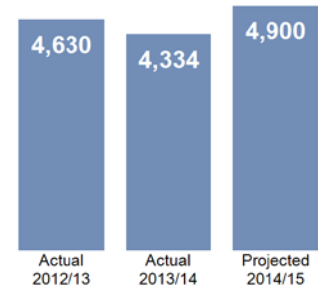
Annual medical/dental cost per employee (in dollars)



Data provided is based on the total budget of all plans. For FY 2014/15 the total medical/dental cost is \$27.3 million for 2,221 covered employees.

Workload

Daily Visitors to ScottsdaleAz.gov



Numbers are based on current increases and trends. Some unknowns that may affect our statistics include Super Bowl 2015 web traffic and a major site overhaul that may decrease traffic during transition and increase traffic once the new site is advertised.

There has been a change in terminology with Google Analytics, Visits = Sessions and now there is a new metric "Users" that represents the number of unique users generating the sessions.

Workload

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	121.56	124.41	120.91	-3.50
% of City's FTEs			5.00 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	13,934,624	15,242,694	15,358,147	115,453
PC Replacement Fund	982,004	842,633	551,467	-291,166
Self-Insurance Funds	24,997,791	27,108,736	27,353,234	244,498
<b>Total Budget</b>	<b>39,914,418</b>	<b>43,194,063</b>	<b>43,262,848</b>	<b>68,785</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	11,000,436	11,685,328	11,508,945	-176,383
Contractual Services	27,172,650	29,688,235	30,156,911	468,676
Commodities	520,622	504,867	668,525	163,658
Capital Outlays	1,004,658	928,633	551,467	-377,166
<b>Subtotal Operating Budget</b>	<b>39,698,365</b>	<b>42,807,063</b>	<b>42,885,848</b>	<b>78,785</b>
Operating Projects	216,053	387,000	377,000	-10,000
<b>Total Budget</b>	<b>39,914,418</b>	<b>43,194,063</b>	<b>43,262,848</b>	<b>68,785</b>

#### Budget Notes and Changes

- The decrease in Personnel Services includes the elimination of 3.5 FTEs (2 Human Resources Managers, 1 Management Analyst, .5 Senior Human Resources Representative) offset by the reclassification of 1 FTE from Public Safety - Fire to Human Resources resulting in a Public Education Officer reclassified to a Human Resource Analyst Sr. Additionally, there were increase to healthcare and retirement rates.
- The decrease in Personnel Services is also due to 1 FTE being eliminated from the Purchasing Department due to ongoing efficiencies (Administrative Secretary).
- The increase in Contractual Services is primarily due to the increase in healthcare and the costs of providing the city's health insurance.
- The increase in Commodities is due to an increase in wellness incentives with Cigna Insurance.
- The decrease in Capital Outlays is tied to PC replacement purchases which vary each year based on the age and condition of equipment.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Percentage of city telephones transitioned to voice over internet protocol (VoIP) technology  Note: More than 2,000 phones have been transitioned to VoIP technology. All work is being completed in-house by City IT Staff.	70%	90%	100%
<b>Effectiveness</b>			
Provide quality customer service by achieving a satisfaction approval rating of 4.8 or above out of a possible 5.0 for all IT work requests.	4.97	4.98	4.98
Percentage of contract administrators trained in the contract administrator academy  Note: This tracks the annual fiscal year cumulative percentage of total contract administrators trained through the contract administrator academy.	65% (192/296)	75% (222/296)	85% (252/296)

**Strategic Goal(s)**



Advance Transportation



Enhance Neighborhoods



Preserve Meaningful Open Space



Seek Sustainability



Support Economic Vitality



Value Scottsdale's Unique Lifestyle and Character

**Description**

The Office of Communication supports city programs, projects and services by creating and distributing timely, accurate and relevant information to the public, businesses, employees and other audiences.

**Services Provided**

- External communications. Communication created and distributed directly to the public or other audiences including email newsletters, print materials and face-to-face communication through specific outreach activities.
- Media relations. Day-to-day interactions with local, regional and national reporters and editors and researching, developing and distributing news releases and media advisories, responding to media inquiries and interview requests, monitoring news coverage and managing the overall city reputation as presented in the news media.
- Internal communications. The creation and distribution of information to keep city employees informed and engaged regarding city services, issues, employee benefits and other information.
- Online communications. The Office of Communications works with Web and Creative Services and other city departments to ensure web content is accurate, informative and easy to find; the groups also work together to manage the city's social media presences to ensure appropriate and accurate city information is provided there.
- Video production. The broadcast and recording of City Council and other city meetings, as well as creation and distribution on Channel 11 and online of original programming that showcases the city's people, programs, projects and services.

**FY 2013/14 Achievements**

- Partnered with the Community Services Department, the San Francisco Giants and Arizona Diamondbacks to produce the 2014 Spring Training Festival. The event drew national media coverage and attracted more than 6,500 fans to Scottsdale's Civic Center Mall. Thanks to revenue that exceeded expenditures, the festival was able to provide the Scottsdale-based charity Miracle League of Arizona with a \$1,000 check.
- Created a number of new videos in the last year that helped more than double the amount of online viewership. Some of these include: a new series profiling the "heavy metal" that delivers city services; a new series going in-depth with the water resources department; a new series profiling city employees at work; and a showcase the Scottsdale Cure Corridor. City videos online (YouTube + ScottsdaleAZ.gov) generated more than 68,000 views in FY 2013/14.
- Produced and hosted a citywide "Communicators' Summit" where staff got professional-quality training at no cost. About 60 staff from across the city explored best practices in communication thanks to presentations created and delivered by staff from the Office of Communication, Information Technology and City Manager's Office.
- Revitalized employee events, which had a noticeable effect on the morale of our workforce. The annual employee awards event was fresh and fun, featuring videos produced in-house and a special guest-host that kept things lively for the packed house at the Scottsdale Center for the Performing Arts. In addition, a new event was held in May – the Hard Hat Breakfast – which celebrated our field employees at one of their primary work locations, with very positive results.

**FY 2014/15 Objectives**

- Evaluate and improve website content and structure as part of redesigning and re-launching ScottsdaleAZ.gov.
- Support any city elections with comprehensive communication efforts that meet all requirements of state statutes and federal law.
- Develop and implement a communication strategy to increase citizen awareness and knowledge of core city services and activities.
- Continue to explore online tools and other options to increase public feedback and engagement on city programs and issues.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	8.25	8.10	8.10	0.00
% of City's FTEs			0.34 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	809,619	780,107	803,126	23,019
<b>Total Budget</b>	<b>809,619</b>	<b>780,107</b>	<b>803,126</b>	<b>23,019</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	766,849	734,837	745,146	10,309
Contractual Services	23,232	36,020	48,730	12,710
Commodities	18,238	9,250	9,250	0
Capital Outlays	1,300	0	0	0
<b>Subtotal Operating Budget</b>	<b>809,619</b>	<b>780,107</b>	<b>803,126</b>	<b>23,019</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>809,619</b>	<b>780,107</b>	<b>803,126</b>	<b>23,019</b>

**Budget Notes and Changes**

- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
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**Workload**

Ad value equivalency	\$78,861	\$64,931	\$65,000
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Note: Ad value equivalency measures the effectiveness of media relations efforts (primarily news releases) by determining a commercial advertising value for each news item generated by the Office of Communication. Since the Arizona Republic has cut back coverage across the Valley (one fewer local section per week, fewer brief items in local sections), numbers are down. Target for FY 2014/15 has been adjusted accordingly.

Hours of live video coverage	180	146	150
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Note: Actual public meeting hours televised on Channel 11 and live-streamed. The measure does not include staff time for setup or post-meeting activity. About 150 hours of live meeting coverage is estimated for FY 2014/15.

**Effectiveness**

YouTube viewing hours	957	2,199	1,600
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Note: Total time viewers spent watching original videos produced by Channel 11 and distributed via YouTube. The target is for CityCable videos to generate 1,600 hours of viewing time on YouTube.

**Strategic Goal(s)**



Seek  
Sustainability

**Description**

The Human Resources (HR) Department provides workforce excellence through leadership, recruitment and training.

**Services Provided**

- Staffing and Employee Relations provides recruitment and selection services; conducts investigations; develops disciplinary documentation; and responds to discrimination and ethics complaints.
- Provides administrative services and interprets personnel rules and regulations for the organization; manages the citywide compensation and classification program; and provides citywide employee training opportunities to support professional development, individual growth and succession planning.
- Manages and administers benefit and wellness programs including contract administration and establishing renewal rates.
- Supports the work of five City Council-appointed boards and commissions.

**FY 2013/14 Achievements**

- Selected a new medical and dental plan provider and completed conversion.
- Initiated a new online pay for performance evaluation process.
- Completed 181 job studies for the annual one-third review requirement of the classification and compensation study project; in addition, completed 69 departmental job study requests.
- Reinstated the tuition reimbursement program.
- Received three wellness awards: "Process, Progress and Leadership" in Worksite Health Promotion from the Wellness Council of Arizona; "Fit-Friendly Worksite-Gold Award" from the American Heart Association; "Valley's Healthiest Employer" from the Phoenix Business Journal.

**FY 2014/15 Objectives**

- Analyze current processes to provide simply better service through cost and time efficiencies.
- Increase training and professional development opportunities for city employees to improve service delivery and quality.
- Continue to support departments in their efforts to establish a high performance work culture.
- Complete classification and compensation study of one-third of current jobs.
- Complete citywide roll out of new performance evaluation online process.
- Implement an exit interview process, tabulate and report information to identify and reduce citywide turnover.



<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	20.50	21.50	19.00	-2.50
% of City's FTEs			0.79 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	2,020,563	2,380,230	2,285,312	-94,918
Self-Insurance Funds	24,997,791	27,108,736	27,353,234	244,498
<b>Total Budget</b>	<b>27,018,354</b>	<b>29,488,966</b>	<b>29,638,546</b>	<b>149,580</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	1,903,971	1,997,112	1,651,698	-345,414
Contractual Services	25,008,551	27,319,739	27,666,658	346,919
Commodities	105,044	122,115	320,190	198,075
Capital Outlays	788	50,000	0	-50,000
<b>Subtotal Operating Budget</b>	<b>27,018,354</b>	<b>29,488,966</b>	<b>29,638,546</b>	<b>149,580</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>27,018,354</b>	<b>29,488,966</b>	<b>29,638,546</b>	<b>149,580</b>

#### Budget Notes and Changes

- The decrease in Personnel Services includes the elimination of 3.5 FTEs (2 Human Resources Managers, 1 Management Analyst, .5 Senior Human Resources Representative) offset by the reclassification of 1 FTE from Public Safety - Fire to Human Resources resulting in a Public Education Officer reclassified to a Human Resource Analyst Sr. Additionally, there were increase to healthcare and retirement rates.
- The increase in Contractual Services is primarily due to the increases in healthcare and costs of providing the city's health insurance.
- The increase in Commodities is due to an increase in wellness incentives with Cigna Insurance.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Number of job studies completed annually.  Note: The goal of the classification and compensation program implemented in FY 2013/14 is to complete job studies for one-third of the city's 569 job classifications annually to maintain market competitiveness on a three year basis. The actual reflects an additional 69 studies performed as a result of miscellaneous departmental requests.	n/a	250	185
<b>Effectiveness</b>			
Percentage of job recruitments completed within 60 days.  Note: The goal is to complete recruitments in a timely manner within 60 days or less.	n/a	59%	80%
Percentage of upper level management participating in leadership training (e.g. change management, succession planning, risk management and employee retention strategies).  Note: This is a new measure for FY 2014/15 and no data is available for prior years. The goal is to prepare the city's executives to become better leaders.	n/a	n/a	25%
Percentage of second tier management and supervisors participating in the areas of employee performance conversations, performance management and project management.  Note: This is a new measure for FY 2014/15 and data is not available (n/a). The goal is to provide aspiring managers with the appropriate skills necessary for successful leadership.	n/a	n/a	25%
Percentage of newly hired city employees completing compliance training.  Note: The goal is to create and foster a workforce environment of mutual respect.	75%	75%	100%



FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Seek Sustainability

**Description**

The Information Technology Department provides a dynamic, proactive technology environment that meets the city's existing and future departmental service needs through reliable secure infrastructure and applications.

**Services Provided**

- The Technology Infrastructure program develops, maintains and supports the city's voice and data infrastructure, including all telephones, computer systems, radio systems, network and fiber based storage devices, and the underlying wired and wireless networks required for these components to operate effectively.
- The Application Development, Integration, Management and Support program provides software engineering and technical support services including the design and engineering of custom software solutions, deployment and support of purchased products including the enterprise document management system, the management and protection of the city's database infrastructure, business intelligence solutions and IT software training.
- The Network Security program protects the city's network and computing infrastructure through firewall and remote access management, web content filtering, email/spam filtering, anti-virus support, incident response, network monitoring, user awareness and management of security policies and procedures.
- The Help Desk / Desktop Support program provides comprehensive technical support for all city desktop and laptop computers, smart phones/tablets, monitors, printers, and related peripheral devices, provides hardware repairs/replacements of all servers and operates a help desk service to provide timely response to calls for service.
- The Geographic Information System (GIS) Data Services program provides data maintenance services that ensure the city's GIS applications, databases and maps are reliable and up-to-date as well as providing 3D modeling, spatial analysis and cartographic services to other city divisions.
- The Web and Creative Services program integrates the power of the Internet and other new media platforms with digital video, audio, text animation and graphics to transform the way the city communicates.

**FY 2013/14 Achievements**

- IT partnered with the Economic Development Department to redesign <http://www.choosescottsdale.com/> to help meet a City Council strategic goal, brand the efforts of the city, and promote economic development within the city.
- Replaced the application used by the Water Resources Department to track work and material used to maintain the water system. The new application will be more efficient to use and allow for improved reporting and analysis.
- IT partnered with the Traffic Department to complete the design and implementation of the new Traffic Management Center at the North Corporation Yard.
- Replaced the primary network that supports city server and application infrastructure. The new network provides increased speeds and capacity, adds redundancy and integrates with the city computer storage network for improved system administration.

**FY 2014/15 Objectives**

- Develop an Information Technology Essential Services Restoration Plan for the catastrophic loss of the city's primary data center as well as other departmental data centers. This plan will identify the financing, technologies, and strategies needed to provide resiliency options for key city data centers.
- Replace the application used by Community Services to track work and material used to maintain parks and other public spaces. The new system will be more efficient to use and allow for improved reporting and analysis.
- Redesign ScottsdaleAZ.gov website with a new look-and-feel, navigation, and site architecture. Responsive Design features will be added to accommodate our growing tablet and mobile phone audience.
- Consolidate current web filtering solution with network firewalls to improve resilience and reduce cost.
- Update current email security solution to provide better protection from increasingly advanced and diverse phishing attacks.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	69.81	70.81	70.81	0.00
% of City's FTEs			2.93 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	8,968,285	9,757,050	10,039,972	282,922
PC Replacement Fund	982,004	842,633	551,467	-291,166
<b>Total Budget</b>	<b>9,950,288</b>	<b>10,599,683</b>	<b>10,591,439</b>	<b>-8,244</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	6,852,642	7,305,366	7,556,186	250,820
Contractual Services	1,645,735	1,901,467	1,935,891	34,424
Commodities	233,288	163,217	170,895	7,678
Capital Outlays	1,002,570	842,633	551,467	-291,166
<b>Subtotal Operating Budget</b>	<b>9,734,235</b>	<b>10,212,683</b>	<b>10,214,439</b>	<b>1,756</b>
Operating Projects	216,053	387,000	377,000	-10,000
<b>Total Budget</b>	<b>9,950,288</b>	<b>10,599,683</b>	<b>10,591,439</b>	<b>-8,244</b>

#### Budget Notes and Changes

- The increase in Personnel Services is mainly due to vacant positions in FY 2013/14. The budget appears to have a significant increase when comparing to the "Approved FY 2013/14" column as the budget for vacant positions is swept and therefore not included in the "Approved FY 2013/14" column.
- The decrease in Capital Outlays is tied to PC replacement purchases which vary each year based on the age and condition of equipment.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Percentage of city telephones transitioned to voice over internet protocol (VoIP) technology Note: More than 2,000 phones have been transitioned to VoIP technology. All work is being completed in-house by city IT staff.	70%	90%	100%
Average amount of data backed up monthly from centralized electronic data storage and servers in terabytes Note: This measure tracks the increases in data being stored over time for City business.	40.9	45.6	47.0
Number of databases supported Note: This reflects increased demand from departments to automate processes, which increases workload for application development and staff.	1,233	1,306	1,275
Number of custom reports executed Note: These increases are in part due to the increasing numbers of databases, as well as increased utilization to prepare custom reports.	1,106,255	1,248,000	1,380,000
Number of work orders completed Note: For FY 2012/13, Public Safety Radio work orders were included in the total which is why the FY 2012/13 number is slightly higher than the FY 2013/14 number. For FY 2013/14 and going forward, any other teams added to the IT work order system will not be included in the total count. We have removed the Public Safety Radio work orders from 2013/14 since they are completed by Public Safety staff and will also exclude work orders from Finance & Accounting Technology staff which were added this fiscal year.	18,700	21,531	21,500
Total number of map layers maintained by city staff Note: Map layers are databases of information organized geographically that are increasingly used to maintain city infrastructure and for planning purposes.	164	175	180
Graphics design projects completed Note: The use of Infographics to explain analytical findings has expanded during the past year. This trend will continue as they are easier to understand.	215	257	300
Number of web-unique visitors per day to the Scottsdale website Note: There has been a change in terminology with Google Analytics, Visits = Sessions and now there is a new metric termed "Users" that represents the number of unique users generating the Sessions.  Numbers are based on current increases and trends. Some unknowns that may affect our statistics include Super Bowl 2015 web traffic and a major site overhaul that may decrease traffic during transition and increase traffic once the new site is advertised.	4,630	4,334	4,420
<b>Effectiveness</b>			
Provide quality customer service by achieving a satisfaction approval rating of 4.8 or above out of a possible 5.0 for all IT work requests.	4.97	4.98	4.95

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Performs PC imaging and hardware repair for PCs, laptops and printers	1	200	\$4,504	0.1
<b>Total</b>	<b>1</b>	<b>200</b>	<b>\$4,504</b>	<b>0.1</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."



**Strategic Goal(s)**



Seek  
Sustainability

**Description**

The Purchasing Department comprises three areas: Purchasing Services, Warehouse, and Graphics, Printing & Mail. Purchasing Services is responsible for the timely acquisition of all materials, services and construction required by the city and assists various contract administrators throughout the city. Warehouse maintains, dispenses and delivers inventory items, manages surplus property and is the primary receiving point for the delivery, inspection and re-delivery of items procured through the city's purchase order system. Graphics, Printing and Mail provides a variety of services to assist city operating areas with graphic design, print production, posters/banners, CD duplication, interoffice mail and all processing of incoming and outgoing U.S. mail items.

**Services Provided**

- Purchasing Services prepares and administers all quotes, solicitations, bids, proposals and scopes of work, contracts and purchases all goods and services (including construction) and trains the city's contract administrators.
- Warehouse plans, orders, receives, maintains, dispenses and delivers inventory supply items; administers the city's disposition process for excess/surplus property; is a primary receiving point for the receipt, inspection and re-delivery of items procured through the city's purchase order and procurement card systems.
- Graphics, Printing and Mail manages all U.S. and interoffice mail pickup, processing and delivery; manages in-house production and outsourcing of graphic design and printing projects; and supports the Customer Service Department by printing, processing and mailing all city utility bills, statements and tax forms.

**FY 2013/14 Achievements**

- Purchasing received the National Procurement Institute Award for Excellence in Procurement for the 15th straight year.
- Mail continued to make process improvements to take advantage of postage reduced presort rates for mailings for various city materials where appropriate.
- The success of the online auctioning of surplus materials pilot led to the adoption of online auctioning as the primary means of the city's surplus disposition.

**FY 2014/15 Objectives**

- Implement peer audit program within Purchasing for electronic document files to increase consistency and completeness of purchasing files.
- Implement new city wide multi-function copier contract for the next 5 year period.
- Work to improve and implement better processes with the assistance of the environmental group for the disposition of E waste, batteries, chemicals, etc.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	23.00	24.00	23.00	-1.00
% of City's FTEs			0.95 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	2,136,158	2,325,307	2,229,737	-95,570
<b>Total Budget</b>	<b>2,136,158</b>	<b>2,325,307</b>	<b>2,229,737</b>	<b>-95,570</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	1,476,974	1,648,013	1,555,915	-92,098
Contractual Services	495,132	431,009	505,632	74,623
Commodities	164,051	210,285	168,190	-42,095
Capital Outlays	0	36,000	0	-36,000
<b>Subtotal Operating Budget</b>	<b>2,136,158</b>	<b>2,325,307</b>	<b>2,229,737</b>	<b>-95,570</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,136,158</b>	<b>2,325,307</b>	<b>2,229,737</b>	<b>-95,570</b>

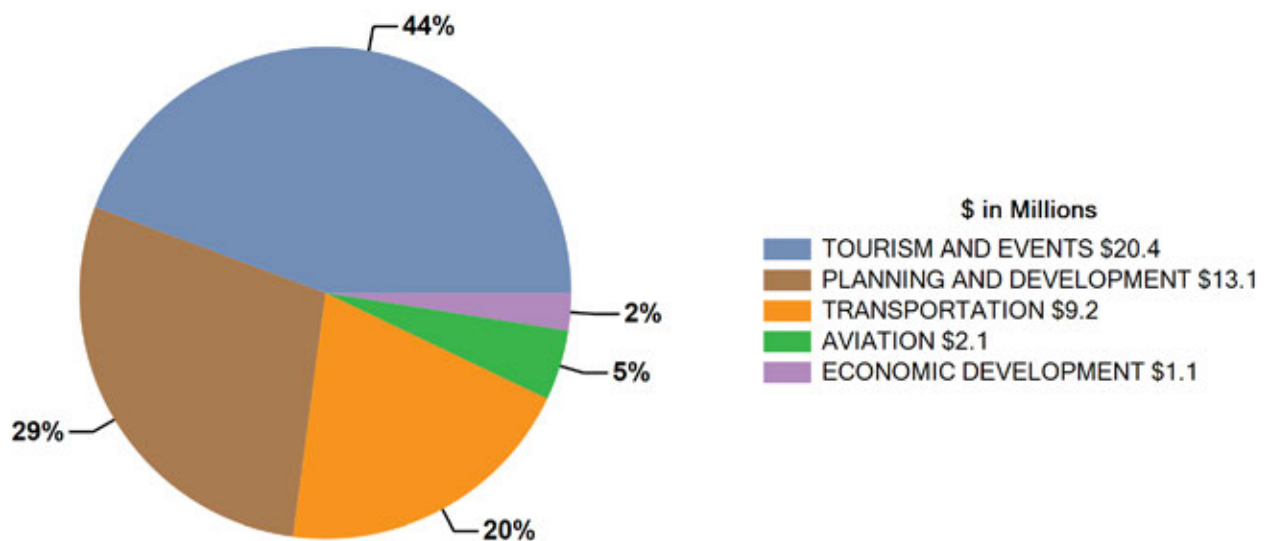
#### Budget Notes and Changes

- The decrease in Personnel Services is due to 1 FTE being eliminated from the Purchasing Department due to ongoing efficiencies (Administrative Secretary).
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Number of purchase orders processed <small>Note: This is the annual fiscal year volume of the number of purchase orders issued by Purchasing staff.</small>	4,678	5,019	5,300
Dollar value of purchase orders processed (in millions) <small>Note: This tracks the annual fiscal year increase in the dollar value of issued purchase orders.</small>	\$173	\$158	\$200
Number of warehouse items issued <small>Note: This is the annual fiscal year number of warehouse stock items issued to customers in city departments.</small>	10,968	10,968	8,000
Dollar value of warehouse items issued <small>Note: This is the annual fiscal year dollar value of stock items issued to customers in city departments.</small>	\$727,996	\$751,633	\$600,000
Orders received and re-delivered by warehouse <small>Note: This tracks the annual fiscal year volume of orders received by the warehouse and redelivered to customers in city departments.</small>	5,725	5,725	4,500
Surplus property pick-up requests <small>Note: This measures the annual volume of requests for surplus property pick-ups for disposal or auction by customers in city departments.</small>	202	220	280
Number of graphic requisitions processed <small>Note: This is the annual volume of graphics requisitions and jobs processed for customers in city departments.</small>	2,305	2,239	2,300
Number of impressions processed by graphics and printing (in millions) <small>Note: This is the annual volume of copies and impressions on a per-click basis for customers in city departments.</small>	5.1	4.5	4.8
Number of pieces of USPS and inter-office mail processed (in millions) <small>Note: This is the annual volume of incoming and outgoing U.S. mail and inter-office deliveries to customers in city departments.</small>	4.2	4.6	4.7
<b>Effectiveness</b>			
Percentage of contract administrators trained in the contract administrator academy <small>Note: This tracks the annual fiscal year cumulative percentage of total contract administrators trained through the contract administrator academy.</small>	65% (192/296)	75% (222/296)	85% (252/296)

## COMMUNITY & ECONOMIC DEVELOPMENT

### FY 2014/15 Adopted Budget

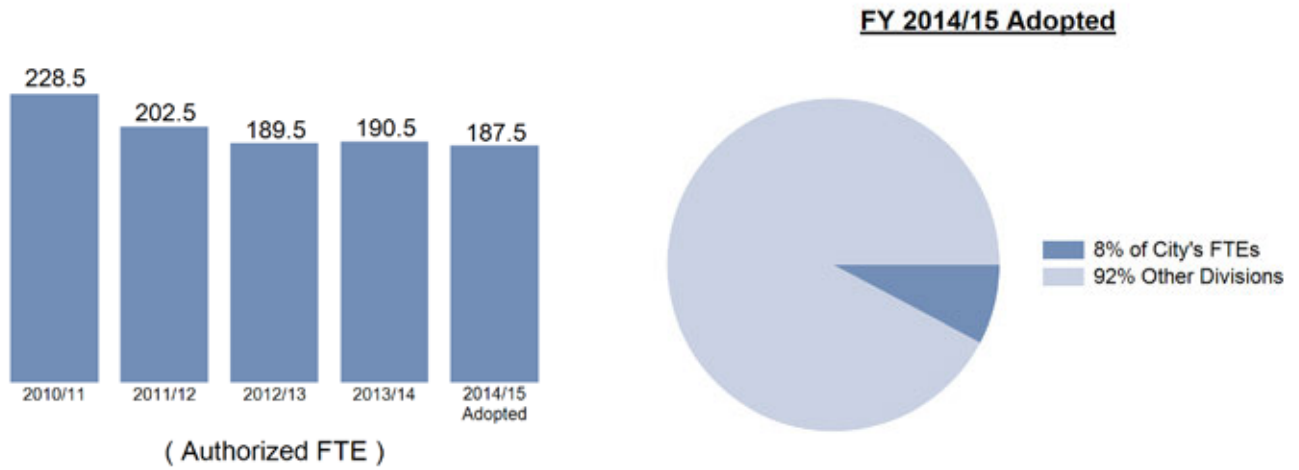


Expenditures By Department	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
TOURISM AND EVENTS	17,359,910	18,565,742	20,382,145	1,816,403
PLANNING AND DEVELOPMENT	12,893,466	13,694,119	13,128,287	-565,832
TRANSPORTATION	8,196,793	8,798,785	9,208,553	409,768
AVIATION	1,783,393	2,021,845	2,126,575	104,730
ECONOMIC DEVELOPMENT	31,856,020	1,010,921	1,134,974	124,053
<b>Total Budget</b>	<b>72,089,583</b>	<b>44,091,412</b>	<b>45,980,534</b>	<b>1,889,122</b>

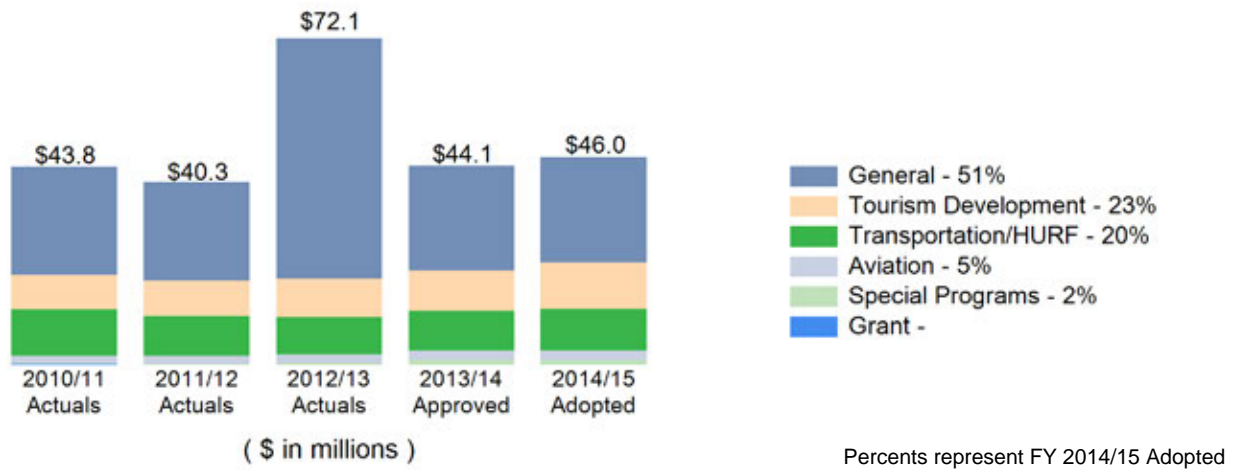


FY 2014/15 Adopted Budget

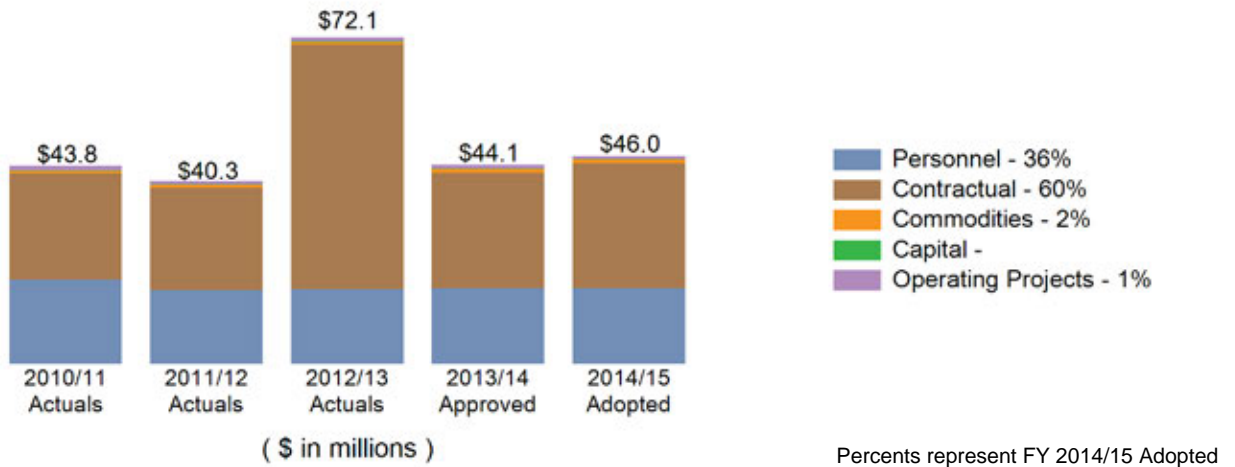
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



**Strategic Goal(s)**



Advance Transportation



Enhance Neighborhoods



Preserve Meaningful Open Space



Seek Sustainability



Support Economic Vitality



Value Scottsdale's Unique Lifestyle and Character

**Description**

The Community and Economic Development Division works with citizens to build and preserve Scottsdale as a great community by stimulating economic activity and by offering a diverse range of value-added programs to build, revitalize and sustain the community's unique lifestyle and character. The division has five departments: Aviation, Economic Development, Planning & Development, Tourism & Events and Transportation.

**Services Provided**

- Ensures the community vision is considered for all proposals to City Council, Planning Commission and Development Review Board.
- Provides a safe, secure and efficient operating environment for airport users and stakeholders.
- Provides Transportation Master Planning, route planning, trolley operations, regional coordination, Dial-a-Ride, and Cab Connection.
- Supports tourism as a means to enhance the economic well-being and quality of life of the community and its residents.
- Focuses on business attraction, retention and development.
- Hosts equestrian and special events for public recreational use at WestWorld and community-wide.
- Provides timely construction document review for building plan submittals.
- Provides strategic and consistent approach to environmental sustainability.

**FY 2013/14 Achievements**

- Finalized a \$0.5 million project to complete enhancement to our runway safety area using an ADOT grant.
- As part of Council Strategic Priorities, completed draft Economic Development Strategic Plan Framework on schedule and on budget.
- Enhanced neighborhoods by Code Enforcement efforts.
- Oversaw stakeholder and contract negotiations that led to construction of the expanded Tony Nelssen Equestrian Center at WestWorld.
- Received delivery of state-of-the-art fuel-efficient trolleys.
- Oversaw the negotiation of an operating agreement and developed the staff reports that resulted in funding approval for construction of Scottsdale's Museum of the West.

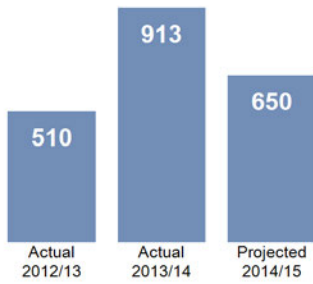
**FY 2014/15 Objectives**

- Annually review the aviation financial plan to more efficiently recover operating and capital costs through equitable user fees and serve as a catalyst for business development at the airport and in the airpark.
- Initiate execution of the Economic Development Strategic Framework and Implementation Plan.
- Engage community members citywide to update Scottsdale's General Plan through workshops, open houses, General Plan Task Force meetings, as well as direct meetings with community groups and individual citizens.
- Update city's website to facilitate online applications and payments and promote and market events by August 2014.
- Plan and build major transportation infrastructure and safety improvement projects.



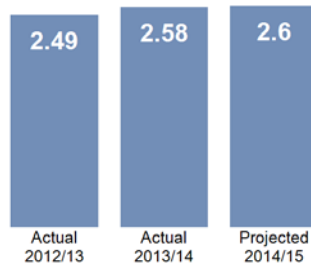
Charted Performance Measures

Permit Valuations (in millions)



Building permit valuations  
Workload

Citywide Transit (in millions)



Transit Ridership  
Effectiveness

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	189.50	190.50	187.47	-3.03
% of City's FTEs			7.75 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Aviation Fund	1,783,393	2,021,845	2,126,575	104,730
General Fund	53,115,791	23,252,490	23,252,414	-76
Special Programs Fund	502,679	1,144,098	1,025,337	-118,761
Tourism Development	8,490,926	8,874,194	10,367,655	1,493,461
Transportation/HURF Fund	8,196,793	8,798,785	9,208,553	409,768
<b>Total Budget</b>	<b>72,089,583</b>	<b>44,091,412</b>	<b>45,980,534</b>	<b>1,889,122</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	16,506,593	16,792,237	16,703,213	-89,024
Contractual Services	54,003,759	25,397,027	27,633,492	2,236,465
Commodities	752,881	922,755	906,484	-16,271
Capital Outlays	8,110	94,950	66,764	-28,186
<b>Subtotal Operating Budget</b>	<b>71,271,343</b>	<b>43,206,969</b>	<b>45,309,953</b>	<b>2,102,984</b>
Operating Projects	818,240	884,443	670,581	-213,862
<b>Total Budget</b>	<b>72,089,583</b>	<b>44,091,412</b>	<b>45,980,534</b>	<b>1,889,122</b>

#### Budget Notes and Changes

- Changes in Personnel Services are due to an inter-divisional reorganization with the elimination of 2 FTEs (Senior Financial Analyst and Principal Planner), the transfer of 2 FTEs to other divisions and a net increase of 1 FTE (.5 Aviation Intern, .5 Senior Planner), as well as increases in healthcare and retirement rates.
- Contractual Services increase is primarily the increase to the Bed Tax destination marketing contract as a result of increased Bed Tax revenues accounted for in the Tourism Fund.
- Contractual Services includes increased funding related to an IGA with the City of Phoenix to restore pre-recession transit routes and expand service with SkySong/Light Rail routes.
- Contractual Services includes an increase which is related to Developer Incentives to maintain compliance with the Nordstrom Garage Lease payoff agreement.
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.



FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Advance  
Transportation



Support  
Economic  
Vitality

**Description**

Aviation comprises two major programs: Operations and Administration. Airport Operations is responsible for the day-to-day operations, safety, security and maintenance of the Scottsdale Airport. The Administration program carries out the financial business relations, aeronautical permitting, marketing and community outreach functions for the Aviation Enterprise Fund.

**Services Provided**

- Provide a safe, secure and efficient operating environment for the airport users, tenants and customers.

**FY 2013/14 Achievements**

- Finalized a \$0.5 million project to complete enhancement to our runway safety area using an ADOT grant.
- Implemented an advanced leasing program to help solicit, market and lease out vacant office space in the Airport Terminal Building and Aviation Business Center. As a result, our vacancy rate has significantly decreased to about 10 percent in comparison to slightly above 50 percent, resulting in additional revenue to the Aviation Enterprise Fund.
- Continued compliance with Federal Aviation Administration (FAA) standards and grant assurances.

**FY 2014/15 Objectives**

- Annually review the aviation financial plan to more efficiently recover operating and capital costs through equitable user fees and serve as a catalyst for business development at the airport and in the airpark.
- Complete an Airport Master Plan Update to evaluate a 20-year outlook for future needs and development of the airport.
- Enhance marketing and outreach efforts on the benefits of Scottsdale Airport to the aviation community, including promoting new, enhanced U.S. Customs Service expanded hours to 10 hour days, 7 days a week.
- Work with aviation stakeholders, the Federal Aviation Administration and our business partners to prepare for the upcoming Super Bowl in 2015.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	14.00	14.00	14.47	0.47
% of City's FTEs			0.60 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Aviation Fund	1,783,393	2,021,845	2,126,575	104,730
<b>Total Budget</b>	<b>1,783,393</b>	<b>2,021,845</b>	<b>2,126,575</b>	<b>104,730</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	1,036,361	1,095,223	1,109,287	14,064
Contractual Services	680,703	782,872	885,243	102,371
Commodities	66,330	58,750	75,455	16,705
Capital Outlays	0	85,000	56,590	-28,410
<b>Subtotal Operating Budget</b>	<b>1,783,393</b>	<b>2,021,845</b>	<b>2,126,575</b>	<b>104,730</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>1,783,393</b>	<b>2,021,845</b>	<b>2,126,575</b>	<b>104,730</b>

#### Budget Notes and Changes

- The increase in Personnel Services is due to the formal creation of a non-benefitted Intern position, which had been a temporary position, as well as increases in healthcare and retirement rates.
- Increase in Contractual Services is driven by increases in U.S. Customs and Border Patrol inspection fees as a result of adding an additional agent to expand the U.S. Customs Service to seven days a week.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
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#### Workload

Annual number of US Customs uses	n/a	490	515
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Note: This is a new measure in FY 2014/15 and no data is available for prior years. This tracks the number of aircraft cleared by US Customs each year.

#### Efficiency

Federal Airport Administration grants received (\$ in millions)	\$3.0	\$6.0	\$5.5
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Note: This tracks the utilization of federal funding to supplement user fees in operating the airport.

#### Effectiveness

Annual aircraft operations performed under Instrument Flight Rules (IFR)	n/a	41,000	42,000
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Note: This is a new measure in FY 2014/15 and no data is available for prior years. This measure of aircraft operations depicts transient/corporate aircraft activity.

**Strategic Goal(s)**



**Description**

The Economic Development Department supports the business retention, expansion, attraction and entrepreneurial ecosystem and development that is critical to Scottsdale's economic health and sustainability. It does this through a combination of research, marketing, business outreach and support, program development and process improvement. Economic development strategies and successes in alignment with the community's vision for responsible growth are vital to enhancing the quality of life for all Scottsdale residents.

**Services Provided**

- Assists existing businesses in retention and expansion efforts to maintain and improve the viability of the local economy.
- Attracts new businesses to Scottsdale to ensure long-term viability of the City's revenue and employment base.
- Conducts extensive outreach and marketing activities to raise awareness of the assets of the community and enhance the corporate brand of Scottsdale.
- Develops and maintains unique data sets required to make an effective case for the retention and attraction of target industry sectors within the City.

**FY 2013/14 Achievements**

- As part of Council Strategic Priorities, completed draft Economic Development Strategic Plan Framework on schedule and on budget.
- Completed 86 direct business retention outreach visits, representing plans for 1,100 new job creations in Scottsdale in the next year.
- Fully redesigned and rebuilt the ChooseScottsdale.com economic development website which includes significant target industry and employment corridor information as well as news and research tool integration; the result was a 74 percent increase in unique visitors in the first month.
- Launched new communications tools, including a biweekly e-newsletter which has grown to over 1,900 active subscribers and an average open rate of 34 percent, monthly Council informational updates, and Quarterly Reports.
- Completed full departmental reorganization and metrics-based performance plans, with enhanced focus on business outreach and data research capabilities.
- Effective execution of Cure Corridor promotional event with over 200 attendees and launch of bio-life sciences sector development strategy.
- Created and launched a 6-month small business educational series in conjunction with the Eureka Loft, resulting in attendance of 21 small businesses and nearly 200 YouTube views to course tapings in first four months of the program.
- Participated significantly in the attraction or expansion of 16 unique businesses representing an estimated: 1,069 new jobs in the first 12 months, a total of 2,381 new jobs over five years, and an overall average wage of \$47,874.

**FY 2014/15 Objectives**

- Initiate execution of the Economic Development Strategic Framework and Implementation Plan.
- Economic Development staff will strengthen local business retention and expansion services by institutionalizing a personal visitation program and launching new technical assistance offerings.
- Improve the professional skills of department staff through increased training and professional certifications in pursuit of future departmental accreditation.
- Improve marketing and outreach through customized material development and via presence at trade shows and other forums in coordination with regional economic development partners to advance Scottsdale's business attraction competitiveness.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	6.00	6.00	7.00	1.00
% of City's FTEs			0.29 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	31,856,020	1,010,921	1,114,974	104,053
Special Programs Fund	0	0	20,000	20,000
<b>Total Budget</b>	<b>31,856,020</b>	<b>1,010,921</b>	<b>1,134,974</b>	<b>124,053</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	696,826	711,607	810,960	99,353
Contractual Services	31,153,128	291,591	306,714	15,123
Commodities	4,605	7,723	17,300	9,577
Capital Outlays	1,462	0	0	0
<b>Subtotal Operating Budget</b>	<b>31,856,020</b>	<b>1,010,921</b>	<b>1,134,974</b>	<b>124,053</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>31,856,020</b>	<b>1,010,921</b>	<b>1,134,974</b>	<b>124,053</b>

#### Budget Notes and Changes

- The increase in Personnel Services is due to an inter-divisional reorganizational change, as well as increases in healthcare and retirement rates.
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.



<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Total number of business retention and expansion outreach visits conducted. Note: This is a new measure for FY 2014/15 and no data is available for prior years.	n/a	65	125
Number of focus groups, educational seminars, tours or other programs coordinated and executed. Note: This is a new measure for FY 2014/15 and no data is available for prior years.	n/a	15	24
<b>Effectiveness</b>			
Number of jobs created or retained with material departmental assistance Note: This is an indicator of new economic activity.	1,593	1,200	1,300
Average wage of jobs created or retained with material departmental assistance. Note: This is a new measure in FY 2014/15 and no data is available for prior years.	n/a	\$43,000	\$47,500



FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Enhance Neighborhoods



Seek Sustainability



Value Scottsdale's Unique Lifestyle and Character

**Description**

The Planning and Development Department works in partnership with community stakeholders to physically and aesthetically shape the city; and preserve, reinforce and revitalize commercial areas and residential neighborhoods to provide a sustainable high quality of life. The department comprises Administration/Technology, Advance Planning, Current Planning, Development Services and Neighborhood Services.

**Services Provided**

- Ensures procedures and resources necessary to carry out leadership goals and that the financial infrastructure is in place to most effectively leverage local, regional and federal funding to deliver high service levels to the community.
- Provides efficient and effective code enforcement using a proactive and collaborative approach.
- Ensures the community vision is considered for all development proposals to City Council, Planning Commission and Development Review Board.
- Provides project coordination and leadership for technology projects in the division.
- Provides financial strategic planning, operational and policy analysis for the division and to our internal and external customers.

**FY 2013/14 Achievements**

- Enhanced neighborhoods by Code Enforcement efforts.
- Provided timely and quality construction document review for building plan submittals.
- Processed text amendments to implement Downtown and Southern Scottsdale character area plans.
- Streamlined services and restructured areas creating efficiencies and resulting in a net General Fund savings that will be realized on an annual basis.

**FY 2014/15 Objectives**

- Engage community members citywide to update Scottsdale's General Plan through workshops, open houses, General Plan Task Force meetings, as well as direct meetings with community groups and individual citizens.
- Enhance neighborhoods by code enforcement efforts.
- Process text amendments to implement Character Area Plans.
- Provide timely and quality construction document review for building plan submittals.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	127.50	127.50	121.50	-6.00
% of City's FTEs			5.03 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	12,867,641	13,559,119	13,022,480	-536,639
Special Programs Fund	25,824	135,000	105,807	-29,193
<b>Total Budget</b>	<b>12,893,466</b>	<b>13,694,119</b>	<b>13,128,287</b>	<b>-565,832</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	11,339,690	11,520,081	10,998,468	-521,613
Contractual Services	1,194,987	1,689,541	1,787,225	97,684
Commodities	169,444	362,452	311,619	-50,833
Capital Outlays	6,110	9,950	10,174	224
<b>Subtotal Operating Budget</b>	<b>12,710,231</b>	<b>13,582,024</b>	<b>13,107,486</b>	<b>-474,538</b>
Operating Projects	183,235	112,095	20,801	-91,294
<b>Total Budget</b>	<b>12,893,466</b>	<b>13,694,119</b>	<b>13,128,287</b>	<b>-565,832</b>

#### Budget Notes and Changes

- The decrease in Personnel Services is due to an inter-divisional reorganization, including the transfer of 2 FTEs to other divisions and elimination of 1 FTE (Principal Planner), which is offset somewhat by increases in healthcare and retirement rates.
- Contractual Services includes an increase which is related to Developer Incentives to maintain compliance with the Nordstrom Garage Lease payoff agreement.
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Efficiency</b>			
Average time for initial response to a code enforcement complaint (in days)  Note: This measures the average responsiveness to citizen-initiated complaints. The Center for Performance Measurement reports that the average is 3.3 days.	0.8	0.8	0.8
Engineering and building plans completed within 20 calendar days  Note: This is a measure of responsiveness to plans submitted for review. Staff has continued to meet the established goal.	100%	100%	100%
Inspections performed within 24 hours  Note: This indicates the responsiveness to calls to inspect buildings under construction. Staff has continued to meet this established goal.	100%	100%	100%
<b>Effectiveness</b>			
Percent of total code cases proactively initiated by code inspectors  Note: This is a measure of the effectiveness of inspectors in proactively identifying violations before a complaint is made by a citizen. This includes zoning, property maintenance, housing, signage, graffiti and construction activity issues. The national average reported by the Center for Performance Measurement is 50% proactive initiation of cases.	65%	66%	67%



FY 2014/15 Adopted Budget

## Strategic Goal(s)



Support  
Economic  
Vitality



Value Scottsdale's  
Unique Lifestyle and  
Character

## Description

The Tourism and Events Department is responsible for the city's holistic approach to tourism. This includes its work with private industry participants, city boards and commissions to coordinate efforts to support/expand tourism and events. Staff will enhance and strengthen local tourism, events, arts, and culture communities through retention of existing and development of new tourism events and attractions. Staff works in two ways: (1) at WestWorld, a nationally recognized equestrian and special event facility, providing recreational opportunities and event entertainment at local, regional, and national levels and (2) in Downtown and city-wide through the Tourism Development Commission, Scottsdale Convention & Visitors Bureau, Scottsdale Cultural Council, and Tourism Advisory Task Force to provide services, support, and funding for events, research, promotion, marketing, and development.

## Services Provided

- The WestWorld expansion totaling 300,000 square feet of enclosed, air-conditioned space has the flexibility to host a variety of non-equestrian shows in addition to the standard equestrian shows presented each year. Show producers can use halls as well as the Polo Field, plus vast parking areas that can be set-up with temporary tents for show presentations. Food, beverage, and liquor service is provided through permanent kitchens and exclusive on-site vendor, M-catering.
- Supports and funds events and attractions, marketing, promotion and research through the Tourism Development Commission programs.
- Collaborates with Scottsdale Convention & Visitors Bureau to create, fund, and implement annual Destination Marketing Plan.
- Supports Scottsdale Cultural Council's public art and cultural programs and manage city's contract.
- Manages city's contract for Scottsdale Museum of the West and helps continue its development.
- The Tourism Advisory Task Force implements each year the appropriate components of the 5 Year Tourism Development and Marketing Strategic Plan.
- Engages Downtown business/property owners to determine which existing programs and events meet their needs; recommend and initiate programs and enhancements as needed.
- Special Events Committee will continue to streamline the event approval process including quick staff turn around, on-line application process, and new classification for minor events on private property to expedite processing. Special Events Concierge will chair the Special Events Committee, assist customers with event coordination for both city event venues and private venues, be a liaison to the hotel industry's concierge teams, facilitate event logistics, and guide customers through the event application process.

## FY 2013/14 Achievements

- Oversaw stakeholder and contract negotiations that led to construction of the expanded Tony Nelssen Equestrian Center at WestWorld.
- Oversaw the negotiation of an operating agreement and developed the staff reports that resulted in funding approval for construction of Scottsdale's Museum of the West.
- Coordinated city support for major tourism-driven events such as the Phoenix Open, Barrett Jackson Collector Car Auction, Arabian Horse Show and ancillary events which attracted significant numbers of visitors to the area and provided valuable exposure to potential visitors through media coverage.
- Supported downtown Scottsdale as a destination attraction through connecting with business and property owners to maintain quality programming and special events.



## FY 2014/15 Objectives

- Update city's website to facilitate online applications and payments and promote and market events by August 2014.
- WestWorld is now available and being booked for year-round activity. The increased meeting halls space allows two or more shows to be presented at the same time. A new marketing contract/team is in place with the objective to book more events all year.
- Coordinate and implement priority efforts by the Tourism Advisory Task Force identified in the Tourism Development and Marketing Strategic Plan.
- Evaluate and improve city's investment in arts and culture. Leverage Scottsdale Cultural Council and city staff to maximize value and impact of arts and culture venues and public spaces.
- Work with event producers, business owners, and Tourism Development Commission, Tourism Advisory Task Force to enhance the quality and number of events.
- Coordinate with Scottsdale Convention & Visitors Bureau to capture and help promote 2015 Super Bowl events in Scottsdale.
- Coordinate and facilitate new development/redevelopment investment in Downtown.
- Use the following as guiding documents to coordinate and implement with appropriate boards and commissions: Management Services Agreement/Scottsdale Cultural Council, Tourism Development and Marketing Strategic Plan/Tourism Advisory Task Force, Special Events Ordinance/Special Events Committee, Destination Marketing Plan/Scottsdale Convention & Visitors Bureau Special Revenue Fund and By-Laws/Tourism Development Commission.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	21.00	21.00	23.50	2.50
% of City's FTEs			0.97 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	8,392,129	8,682,450	9,114,960	432,510
Special Programs Fund	476,854	1,009,098	899,530	-109,568
Tourism Development	8,490,926	8,874,194	10,367,655	1,493,461
<b>Total Budget</b>	<b>17,359,910</b>	<b>18,565,742</b>	<b>20,382,145</b>	<b>1,816,403</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	2,021,575	2,039,754	2,344,739	304,985
Contractual Services	14,217,715	15,346,090	16,971,421	1,625,331
Commodities	494,442	467,550	471,205	3,655
Capital Outlays	233	0	0	0
<b>Subtotal Operating Budget</b>	<b>16,733,966</b>	<b>17,853,394</b>	<b>19,787,365</b>	<b>1,933,971</b>
Operating Projects	625,944	712,348	594,780	-117,568
<b>Total Budget</b>	<b>17,359,910</b>	<b>18,565,742</b>	<b>20,382,145</b>	<b>1,816,403</b>

#### Budget Notes and Changes

- The increase in Personnel Services is due to an inter-divisional reorganizational change, as well as increases in healthcare and retirement rates.
- Contractual Services increase is primarily due to the increase to the Bed Tax destination marketing contract as a result of increased Bed Tax revenues accounted for in the Tourism Fund.
- Contractual Services also includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Number of equestrian use days	259 days	308 days	359 days
Number of special event use days Note: This is a new measure for FY 2014/15 and no data is available for prior years. Previously this measure only was for WestWorld only and the new measure is looking citywide.	169 days	210 days	250 days
Number of Downtown events and activities processed by staff and Special Events Committee	126	275	325
Create and fund new events through the Tourism Development Commission, event producers, and business owners Note: This is a new measure for FY 2014/15 and no data is available for prior years.	n/a	4	15
Work with Tourism Development Commission, event producers, and business owners to generate advertising/marketing equivalent advertising value Note: This is a new measure for FY 2014/15 and no data is available for prior years.	n/a	n/a	\$1.3m
Create a joint calendaring system for events and event promotions/marketing to release well described events to many websites, hotels, and viewers Note: This is a new measure for FY 2014/15 and no data is available for prior years. This will count the number of viewers.	n/a	n/a	136,000
Seek out and collaborate for sources of funds/grants to use in the tourism and events development programs Note: This is a new measure for FY 2014/15 and no data is available for prior years. This will count both grants received or applications submitted.	n/a	n/a	3

**Strategic Goal(s)**



Advance  
Transportation

**Description**

The Transportation Department works in partnership with community stakeholders to safely, conveniently and efficiently move people and goods.

**Services Provided**

- Transportation master planning, route planning, trolley operations, regional coordination, Dial-a-Ride and Cab Connection.

**FY 2013/14 Achievements**

- Received delivery of state-of-the-art fuel-efficient trolleys.
- Provided improved Hospitality Trolley service.
- Completed multi-use Arizona Canal Path from 64th Street to Goldwater Boulevard.
- Completed construction of Hayden / Frank Lloyd Wright by-pass which included first Scottsdale multi-lane roundabout at Hayden / Northsight.

**FY 2014/15 Objectives**

- Reduce the number of intersections that make the region's Top 100 crash list.
- Plan and build major transportation infrastructure and safety improvement projects.
- Expand the city's bike, sidewalk and trail network through public and private projects.
- Increase bus and trolley ridership per mile of service provided.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	21.00	22.00	21.00	-1.00
% of City's FTEs			0.87 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Transportation/HURF Fund	8,196,793	8,798,785	9,208,553	409,768
<b>Total Budget</b>	<b>8,196,793</b>	<b>8,798,785</b>	<b>9,208,553</b>	<b>409,768</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	1,412,141	1,425,572	1,439,759	14,187
Contractual Services	6,757,227	7,286,933	7,682,889	395,956
Commodities	18,060	26,280	30,905	4,625
Capital Outlays	305	0	0	0
<b>Subtotal Operating Budget</b>	<b>8,187,732</b>	<b>8,738,785</b>	<b>9,153,553</b>	<b>414,768</b>
Operating Projects	9,061	60,000	55,000	-5,000
<b>Total Budget</b>	<b>8,196,793</b>	<b>8,798,785</b>	<b>9,208,553</b>	<b>409,768</b>

#### Budget Notes and Changes

- The changes in Personnel Services are due to the elimination of 1 FTE (Senior Financial Analyst). The budget reduction appears minimized when comparing it to the "Approved FY 2013/14" as the position has been vacant; therefore, the FY 2013/14 budget has been swept. The reduction is being offset by increases in healthcare and retirement rates.
- Contractual Services includes increased funding related to an IGA with the City of Phoenix to restore pre-recession transit routes and expand service with SkySong/Light Rail routes. Additionally, there was an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

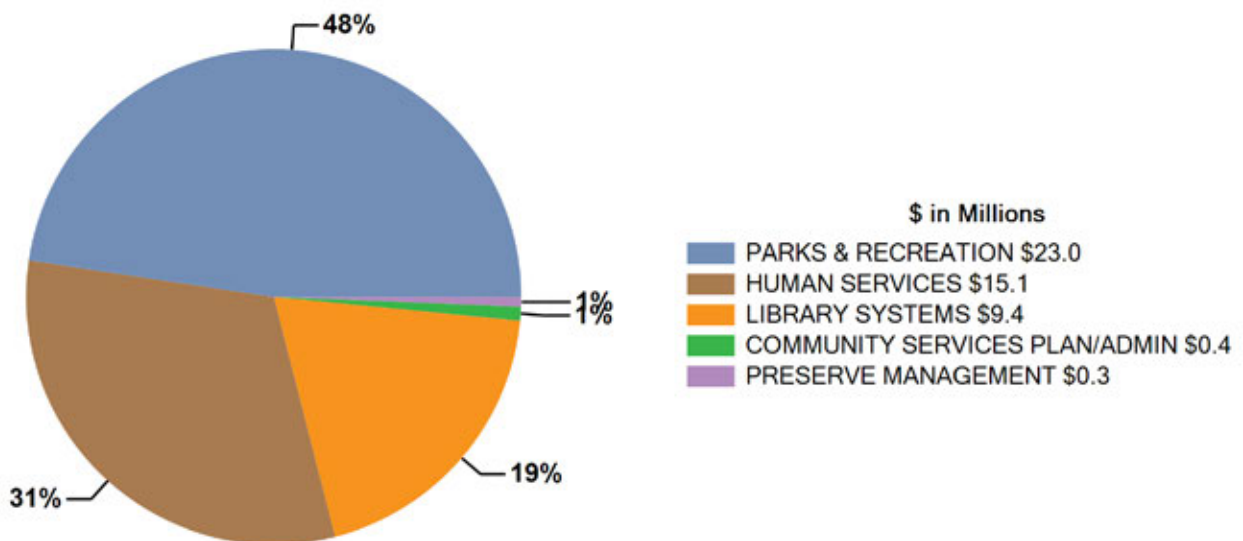
<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Miles of new bike/sidewalk/path improvements	59	65	65
<b>Efficiency</b>			
Bus and Trolley ridership per mile traveled	1.3	1.4	1.4
Note: This is an indicator of usage of transit services at a micro-level, focusing on bus and trolley service.			
<b>Effectiveness</b>			
Total citywide transit ridership (bus, Dial-a-Ride, circulators, Cab Connection)	2,599,557	2,589,218	2,550,000
Note: This is an indicator of usage of transit services at a macro-level with all transit operations being measured.			



FY 2014/15 Adopted Budget

## COMMUNITY SERVICES

### FY 2014/15 Adopted Budget



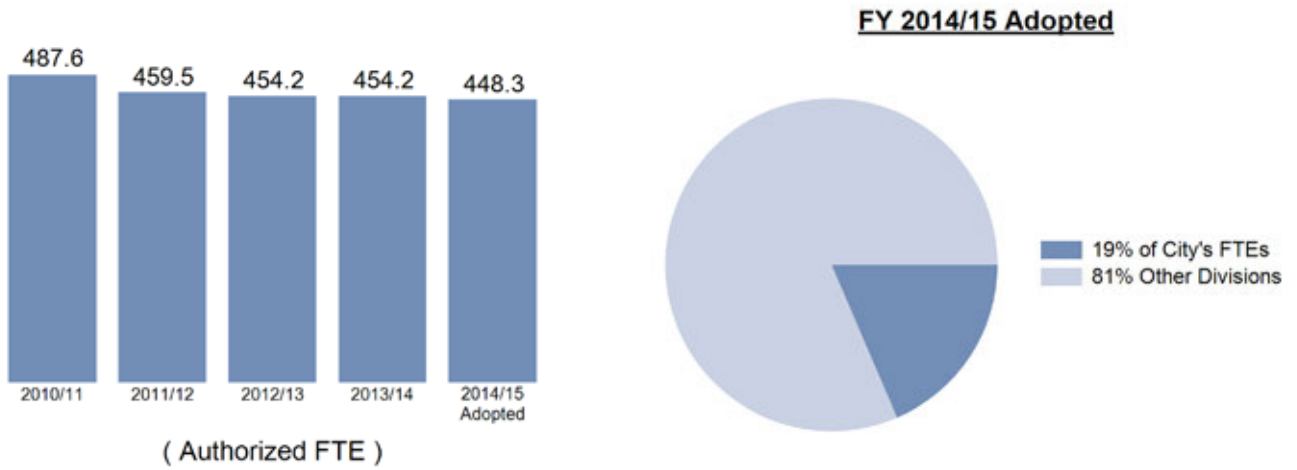
Expenditures By Department	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
PARKS & RECREATION	22,679,992	22,869,795	22,985,420	115,625
HUMAN SERVICES	12,817,322	16,828,013	15,123,367	-1,704,646
LIBRARY SYSTEMS	9,021,420	9,377,195	9,398,188	20,993
COMMUNITY SERVICES PLANNING AND ADMIN	409,311	693,817	434,670	-259,147
PRESERVE MANAGEMENT	300,104	292,320	306,632	14,312
<b>Total Budget</b>	<b>45,228,149</b>	<b>50,061,140</b>	<b>48,248,277</b>	<b>-1,812,863</b>



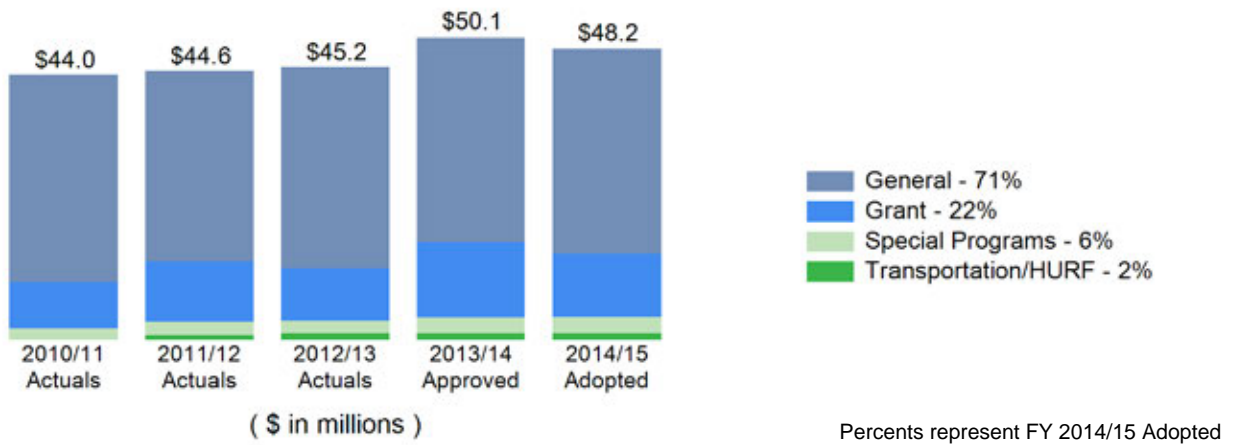


FY 2014/15 Adopted Budget

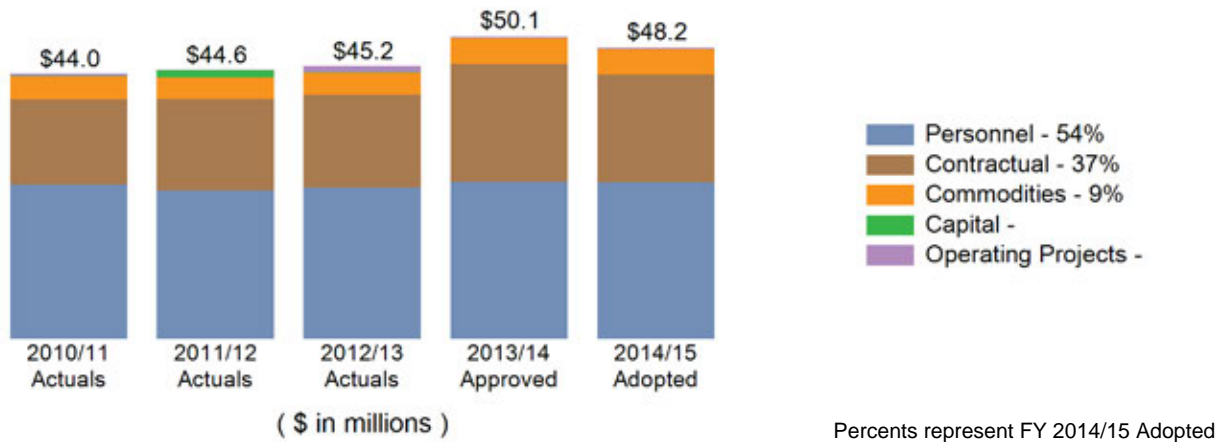
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



**Strategic Goal(s)**



Enhance Neighborhoods



Preserve Meaningful Open Space



Support Economic Vitality



Value Scottsdale's Unique Lifestyle and Character

**Description**

The Community Services division comprises several departments that support the quality of life of Scottsdale. Human Services operates the Granite Reef and Via Linda senior centers, the Paiute Neighborhood Center, Vista del Camino, the Community Assistance Office and manages federal, state, local and private resources. The Library currently has five library facilities: Civic Center, Mustang, Palomino, Arabian and Appaloosa. Parks and Recreation operates and manages 41 parks with 36 playgrounds, 4 aquatic centers, 4 fitness centers, 5 community centers, 2 tennis centers, 2 skate facilities, 8 urban lakes, 3 off-leash areas, 8 specialty parks, Scottsdale Stadium for professional baseball, 8 after-school programs, adaptive recreation, maintains the Downtown District, Civic Center Complex, 975 acres of developed parks and 517 acres of medians and rights-of-way. Preserve Management operates and manages the Scottsdale McDowell Sonoran Preserve consisting of more than 27,800 acres of dedicated open space, including more than 60 miles of multi-use trails and 10 trailhead/parking facilities. Planning and Administration manages the division's strategic and master planning, personnel, daily operations of programs and services, operating and capital improvement projects and budget planning, analysis and reporting.

**Services Provided**

- Human Services manages federal, state, local and private resources to provide safe and sanitary housing, self-sufficiency, social services, economic growth, reasonable accommodations for persons with disabilities and/or low or moderate-income, and senior programs and classes.
- The Libraries serve 1.4 million customers annually with a circulation of 3.4 million physical and electronic materials, and provide adult, teen, youth and early literacy programs attended by 88,300 participants each year.
- Parks and Recreation provides citizens and visitors with safe and well-maintained parks and facilities and enhances Scottsdale's quality of life through comprehensive recreational activities, including health and wellness, fitness and sports, learning and skill development, social responsibility and family interaction.
- Preserve Management protects the native plant and animal habitat of the Scottsdale McDowell Sonoran Preserve and provides public access through interconnected trails and access points.

**FY 2013/14 Achievements**

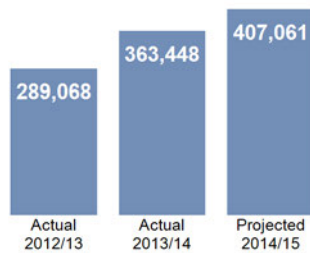
- Acquired 2,400 acres of mountainous land from the Arizona State Land Department in the southern area of the Preserve with funding assistance from the Arizona State Parks Growing Smarter grant program.
- Opened Brown's Ranch trailhead, opened the first phase of Granite Mountain trailhead and opened phase one of Fraesfield trailhead.
- Began collecting data and meeting with community and internal groups for completion of Community Services master plan.
- Completed the Human Services strategic plan based on council mission and priorities.
- Evaluated positions and job responsibilities to combine or re-class job titles, reducing resources and FTEs as part of budget savings.
- Expanded the bandwidth at all 5 library locations resulting in a 123 percent increase in customers accessing Wi-Fi.
- Successfully completed the preparation, documentation, submittal, site audit review and compliance process for 144 standards of excellence to secure the department's 20th year of accreditation by the Commission for Accreditation of Park and Recreation Agencies.

**FY 2014/15 Objectives**

- Collect data for Community Services master plan update and begin implementation of key strategic recommendations.
- Improve Human Services customer service and performance management tracking by migrating client data to a new client-based tracking system.
- Double wireless capacity at public libraries in response to continued increases in customer demand and expand formats to supply library materials in media types most preferred by customers to maintain circulation rates.
- Improve performance management tracking in Parks and Recreation by developing and implementing a new work management system.
- Acquire parcels 1 and 1A in the Pima/Dynamite area for future trailhead facility and major wash corridor protection, and field locate/design and complete phase two construction of the northern and central preserve trails.

Charted Performance Measures

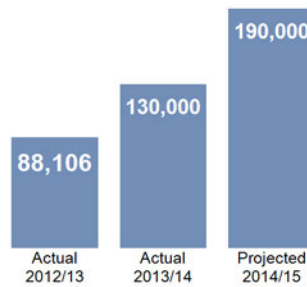
Electronic Materials Checked-Out



E-books, e-music, e-movies

Effectiveness

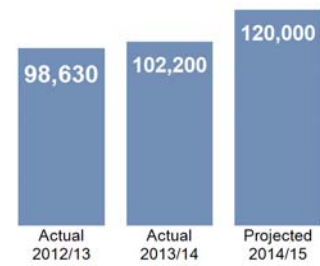
Library Wi-Fi Access



Number of people accessing Wi-Fi at city's 5 libraries

Workload

Sponsorship Revenue



Sponsorship revenue dollars as additional funding source

Workload

Staff Summary	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
Full-time Equivalents (FTE)	454.23	454.23	448.29	-5.94
% of City's FTEs			18.54 %	

Expenditures By Fund	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
General Fund	33,273,704	33,946,877	34,039,350	92,473
Grant Funds	8,787,972	12,372,564	10,414,438	-1,958,126
Special Programs Fund	2,118,795	2,691,028	2,727,674	36,646
Transportation/HURF Fund	1,047,678	1,050,671	1,066,815	16,144
<b>Total Budget</b>	<b>45,228,149</b>	<b>50,061,140</b>	<b>48,248,277</b>	<b>-1,812,863</b>

Expenditures By Type	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
Personnel Services	25,071,640	26,088,191	25,950,896	-137,295
Contractual Services	15,405,273	19,555,693	17,826,127	-1,729,566
Commodities	3,645,170	4,162,256	4,282,517	120,261
Capital Outlays	105,271	0	0	0
<b>Subtotal Operating Budget</b>	<b>44,227,354</b>	<b>49,806,140</b>	<b>48,059,540</b>	<b>-1,746,600</b>
Operating Projects	1,000,795	255,000	188,737	-66,263
<b>Total Budget</b>	<b>45,228,149</b>	<b>50,061,140</b>	<b>48,248,277</b>	<b>-1,812,863</b>

Budget Notes and Changes

- The decrease in Personnel Services is due to the elimination of FTEs in Human Services (Service Support Worker, Senior Grant Program Specialist and Secretary), as well as FTE modifications in Parks and Recreation and Library Systems which resulted in an overall reduction in the total FTE count, offset slightly by increases in healthcare and retirement rates.
- The decrease in Grant Funds is due to the net changes from FY 2013/14 in Contractual Services from allocation and carryover amounts that vary year to year in the Community Development Block Grant (CDBG) program, Section 8 Housing, Federal HOME Investment Partnership Program and local grant areas.
- The increase in Commodities is due to the purchases of library materials for the Discovery Zone collection model.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Acres added to preserve	6,400	2,400	394
Number of people accessing Wi-Fi at city's 5 libraries	88,106	130,000	190,000
Sponsorship revenue	\$98,630	\$102,200	\$120,000
<b>Efficiency</b>			
Ratio of Human Services alternate funding dollars to city General Fund dollars	\$2 to \$1	\$2.2 to \$1	\$2.5 to \$1
<p>Note: This is a measure of how outside revenue sources are utilized to provide assistance to residents. Alternate funding sources include federal and local grants, sponsorships and donations.</p>			
Annual utilization of available housing choice vouchers by residents in the Section 8 housing program.	97%	96%	96%
<p>Note: 95 percent or better is required in order to be deemed a high performing agency by federal standards.</p>			
<b>Effectiveness</b>			
Library check-out rates for physical items (books, CDs, DVDs) on a per resident basis.	14.1	12.9	11.5
Library check-out rates for electronic materials (e-books, e-music, e-movies) on a per resident basis.	1.32	1.63	1.81
Cost per square foot of medians maintained (cents)	n/a	7.1	7.2
<p>Note: This is a new measure in FY 2014/15 and no data is available for prior years. Projected cost increase in FY 2014/15 due to a contract escalator clause and anticipated request for increase from vendors, as well as increase in Personnel Services budget.</p>			
Parks and Recreation percentage of total revenues to expenditures	n/a	26%	26%
<p>Note: This is a new measure in FY 2014/15 and no data is available for prior years. It measures the percentage of department expenditures recovered through revenue, such as user fees. Currently, 26% of department costs are recovered through user fees and other revenues.</p>			
Parks and Recreation overall customer satisfaction survey rating	n/a	90%	92%
<p>Note: This is a new measure in FY 2014/15 and no data is available for prior years.</p>			

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Human Services volunteers support Granite Reef and Via Linda senior centers, Vista del Camino, Paiute Neighborhood Center and Human Services commission.	623	50,894	\$1,146,133	24.5
Library adult and teen volunteers support library services and programs such as summer reading, children's early literacy, library shop, shelving materials; includes Library Board and Friends of the Library.	772	42,307	\$952,754	20.3
Parks and Recreation volunteers support special events, trail maintenance, youth coaching and officiating, ongoing programs and community centers. Includes Youth Corps, youth community service, adult probation and sheriff's volunteers and board and commission members.	1,934	40,042	\$901,746	19.3
Trail patrol, trail construction and maintenance, educational outreach, trailhead hosts and administrative.	460	39,103	\$880,600	18.8
<b>Total</b>	<b>3,789</b>	<b>172,346</b>	<b>\$3,881,233</b>	<b>82.9</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."

**Strategic Goal(s)**



Enhance Neighborhoods



Preserve Meaningful Open Space



Support Economic Vitality



Value Scottsdale's Unique Lifestyle and Character

**Description**

Community Services Planning and Administration manages the operations of the division's departments (Human Services, Library System, Parks and Recreation and Preserve Management). Responsibilities include strategic planning, personnel management, daily operations, budget monitoring and forecasting, capital improvement projects, responding to citizen needs and requests and adhering to City Council direction.

**Services Provided**

- Implement and manage division planning, capital improvement projects, programs, services and financial activities for the Community Services division that reflect the mission, goals and objectives outlined by management, City Council and Scottsdale citizens.
- Respond promptly to inquiries and requests from Scottsdale citizens, City Council and staff and effectively address and resolve issues in an appropriate and timely manner.

**FY 2013/14 Achievements**

- Began collecting data and meeting with community and internal user groups for completion of Community Services master plan.
- Evaluated positions and job responsibilities to combine or re-class job titles, reducing resources and FTEs as part of budget savings.
- Pursued additional marketing and sponsorship opportunities with an estimated increase in sponsorship revenues at 28 percent above FY 2013/14 forecast.

**FY 2014/15 Objectives**

- Collect data for Community Services master plan update and begin implementation of key strategic recommendations.
- Develop additional efficiency and effectiveness performance measures to be used in assessing operations and in prioritizing programs and services.
- Pursue additional marketing and sponsorship opportunities and increase sponsorship revenues at a minimum of 5 percent annually.



<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of City's FTEs			0.12 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	409,311	693,817	434,670	-259,147
<b>Total Budget</b>	<b>409,311</b>	<b>693,817</b>	<b>434,670</b>	<b>-259,147</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	394,505	424,049	402,044	-22,005
Contractual Services	14,236	268,506	31,501	-237,005
Commodities	569	1,262	1,125	-137
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>409,311</b>	<b>693,817</b>	<b>434,670</b>	<b>-259,147</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>409,311</b>	<b>693,817</b>	<b>434,670</b>	<b>-259,147</b>

**Budget Notes and Changes**

- Change in Personnel Services due to one-time performance pay budget in FY 2013/14.
- Decrease in Contractual Services for one-time funding of Community Services facilities master plan update in FY 2013/14.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
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**Workload**

Number of operating and capital improvement projects managed	4	5	6
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Note: The projects estimated for FY 2013/14 are the adaptive recreation building remodel, master plan update and 3 playground replacements. The projects planned for FY 2014/15 are the Master plan update, 3 playground replacements, Copper Ridge ball field lights and the first phase of the Indian Bend Wash lakes/Indian School park project.

Sponsorship revenue	\$98,630	\$102,200	\$120,000
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**Strategic Goal(s)**



Enhance Neighborhoods



Value Scottsdale's Unique Lifestyle and Character

**Description**

Human Services operates the Granite Reef and Via Linda senior centers, the Paiute Neighborhood Center, Vista del Camino and the Community Assistance Office. Granite Reef and Via Linda senior centers provide an integrated system of services, resources and opportunities for assisting seniors through recreation, social, health and wellness services. Paiute Neighborhood Center is in one of the lowest income census tracts in Scottsdale and serves a culturally diverse neighborhood with services such as early childhood, after-school and teen programs, recreation, education and drug prevention programs, medical and dental services, social services, a center for senior adults and a police substation. Vista del Camino serves as the Scottsdale-area community action program through a partnership with Maricopa County. It helps with unmet crises such as emergency rent, mortgage, utility assistance, food and clothing with a focus on helping individuals and families to return to self-sufficiency through the job preparation program and career center. The Community Assistance Office (CAO) provides Section 8 rental assistance to low-income families and offers case management to residents enrolled in the family self-sufficiency program. CAO manages Community Development Block Grants (CDBG), HOME federal grants, the operation of the City's housing rehabilitation program and the roof and emergency repair programs.

**Services Provided**

- Safe and sanitary housing, self-sufficiency, social services, economic growth and reasonable accommodations for persons with disabilities and/or low or moderate-income.
- Manage federal, state, local and private resources, including the coordination of over 600 volunteers to respond to human service needs.
- Create opportunities for people to connect with one another and to the city through social and recreational interaction, volunteering, and emergency/support services.

**FY 2013/14 Achievements**

- Completed the Human Services strategic plan based on council mission and priorities.
- Developed and evaluated request for proposals for Human Services client database tracking system.
- Community Assistance Office, Vista del Camino, Senior Services and Human Services administrative staff participated and advocated for City of Scottsdale Human Services needs at the regional level through the Maricopa Association of Governments committees.

**FY 2014/15 Objectives**

- Improve customer service and performance management tracking by migrating human services client data to a new client-based tracking system.
- Improve the reporting of program outcomes by monitoring two new effectiveness measures that will indicate the percentage of improved conditions as a result of receiving services.
- Address local and regional needs, update the Human Services strategic plan and participate in regional initiatives, such as Aging in Place and the Homeless Continuum of Care.
- Improve planning for future needs by completing the Human Services five-year consolidated plan (2015-2019) which is required by the U.S. Department of Housing and Urban Development.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	67.94	67.94	64.94	-3.00
% of City's FTEs			2.69 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	3,980,527	4,104,744	4,343,727	238,983
Grant Funds	8,517,157	12,300,064	10,356,438	-1,943,626
Special Programs Fund	319,638	423,205	423,202	-3
<b>Total Budget</b>	<b>12,817,322</b>	<b>16,828,013</b>	<b>15,123,367</b>	<b>-1,704,646</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	3,909,581	4,155,966	4,081,982	-73,984
Contractual Services	8,634,153	12,035,917	10,241,925	-1,793,992
Commodities	227,298	636,130	799,460	163,330
Capital Outlays	46,290	0	0	0
<b>Subtotal Operating Budget</b>	<b>12,817,322</b>	<b>16,828,013</b>	<b>15,123,367</b>	<b>-1,704,646</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>12,817,322</b>	<b>16,828,013</b>	<b>15,123,367</b>	<b>-1,704,646</b>

#### Budget Notes and Changes

- The decrease in Personnel Services is due to the elimination of 3 FTEs (Service Support Worker, Senior Grant Program Specialist and Secretary).
- Changes in Contractual Services and Commodities are due to netting the increases and decreases in allocation and carryover amounts from year to year in the Community Development Block Grant (CDBG) program, Section 8 Housing, Federal HOME Investment Partnership Program and local grant areas.
- The Grants Fund decrease is due to one-time extra Community Development Block Grant (CDBG) program funds that were budgeted in FY 2013/14.
- The increase in the General Fund is due to a shortfall of Federal funding for Section 8 Administrative funding that the General Fund is absorbing.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Number of units of food assistance provided <i>Note: Services included are food boxes, senior brown food bags, weekend youth "healthy packs" and food plus.</i>	7,411	7,425	7,450
Number of residents provided with financial assistance for housing <i>Note: Services included are rent/mortgage or utility assistance, Section 8 rental voucher assistance, weatherization assistance (Maricopa County funds), emergency housing or roof repair and major home rehabilitation.</i>	1,963	1,960	1,965
Number of units of social services that sustain self-sufficiency <i>Note: Services include visits to career center, attendance in job workshops and participation in Section 8 self-sufficiency program.</i>	6,634	5,986	5,950
<b>Efficiency</b>			
Ratio of alternate funding dollars to city General Fund dollars <i>Note: This is a measure of how we are utilizing outside revenue sources to provide assistance to residents. Alternate funding sources include federal and local grants, sponsorships and donations.</i>	\$2 to \$1	\$2.2 to \$1	\$2.5 to \$1
Annual utilization of available housing choice vouchers by residents in the Section 8 housing program <i>Note: 95 percent or better is required in order to be deemed a high performing agency by federal standards.</i>	97%	96%	96%
<b>Effectiveness</b>			
Percentage of clients who receive case management, participate in support groups, and participate in educational, recreational and socialization programs that report an improved condition <i>Note: This is a new measure for FY 2014/15. The target is 75%. Data is based on the number of unduplicated clients, class participants, support group participants, fitness/wellness program participants, participants in tutoring programs and participants in other educational and socialization activities utilizing pre and post surveys to determine change in reported condition.</i>	n/a	n/a	75%
Percentage of clients requesting emergency financial assistance that avoid eviction, foreclosure or termination of utility services for 30 days after receiving services <i>Note: This is a new measure for FY 2014/15. The target is 80%. Data will be based on the number of households provided with at least 30 days of financial assistance for rent/mortgage or utility assistance compared to the overall number of clients that are seen and assessed for eligibility.</i>	n/a	n/a	80%
Value for license agreements to non-profits	\$8.48 per \$1	\$9.50 per \$1	\$9.75 per \$1

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
Agencies using space in Human Services facilities Note: The city provides space in human services facilities for community non-profits that provide services to Scottsdale residents. This measures the return on investment in terms of services provided by non-profits for every dollar of city resources. In FY 2012/13, these non-profits also provided 19.80 full-time equivalent positions to serve Scottsdale residents.	\$1 invested	\$1 invested	\$1 invested
Annual combined increase in earned income realized by family self-sufficiency participants Note: FY 2012/13 total increase for all 34 participants was \$207,402 which represents a 197 percent increase from \$105,374 to \$312,776. The goal for many participants is to increase earning potential and to save for the purchase of a car or pay off debt. Section 8 housing voucher participants have the choice to be part of the Family Self-Sufficiency program and are able to put any increase in earned income into an escrow account that becomes theirs after they graduate from the program.	197%	195%	195%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Granite Reef and Via Linda senior center volunteers: Work in daily and weekly programs and facilities such as computer labs, lobby concierge, brown bag, congregate lunches and assisting with many special events.	407	39,904	\$898,638	19.2
Vista del Camino and Paiute Neighborhood Center volunteers: Work in many areas such as the food bank, back-to-school and holiday programs.	209	10,732	\$241,685	5.2
Human Services commission: Seven member citizen advisory committee appointed by the city council to provide recommendations to city staff and city council on human services priorities, programs and funding allocations for Scottsdale Cares, CDBG, HOME, General and Endowment funds.	7	258	\$5,810	0.1
<b>Total</b>	<b>623</b>	<b>50,894</b>	<b>\$1,146,133</b>	<b>24.5</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."

**Strategic Goal(s)**



Enhance Neighborhoods



Seek Sustainability



Support Economic Vitality

**Description**

The Scottsdale Public Library System fosters lifelong learning by providing access to information, knowledge and ideas. With 5 accessible facilities and online resources, the library provides learning opportunities through books, DVDs, CDs, cultural and educational programming, annual destination events, electronic resources, innovative technology and knowledgeable staff. Scottsdale libraries teach early literacy skills, foster the love of reading and develop critical and creative thinking skills among children, teens and adults. The library delivers training in technology and digital information. Library staff provide expertise in the latest software skills, boosting small business and high-growth entrepreneurship start-ups, formulating partnerships and supporting the innovation economy.

**Services Provided**

- Serves 1.4 million people annually with an array of services including books, DVDs, CDs, e-resources, databases, computers, Wi-Fi access, print/copy services, and adult and youth programs.
- Provides physical and electronic materials checked-out 3.4 million times annually.
- Offers an array of programs for all ages attended by 90,000 people annually.
- Provides public computers and Wi-Fi access 520,900 times annually.
- Guides 7,500 entrepreneurs annually through the Eureka Loft for their programming, mentoring, networking and small business needs.
- Develops and hosts high-profile destination events for 7,800 visitors and participants annually.

**FY 2013/14 Achievements**

- Expanded the bandwidth at all 5 library locations resulting in a 123 percent increase in customers accessing Wi-Fi.
- Received a \$165,000 grant from First Things First Northeast Regional Council for Community-Based Parent Education emphasizing early literacy throughout the Northeast Maricopa region.
- Expanded services in the Eureka Loft, a collaborative community co-working space at the library free to anyone with an interest in problem solving, inventing, small business or entrepreneurship.
- Increased adult programs offered by 35 percent and adult program attendance by 37 percent.
- Refurbished and upgraded all self-check machines.

**FY 2014/15 Objectives**

- Double wireless capacity at public libraries in response to continued increases in customer demand.
- Increase selection within formats to supply library materials in media types most preferred by customers to maintain circulation rates.
- Create and implement a Discovery Zone collection model for acquiring and merchandising materials for youth that complements digital learning and increases checkouts.
- Establish strategic partnerships to identify funding opportunities to design and construct the Discovery Zone, a 21st century learning center for children.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	118.30	118.30	116.93	-1.37
% of City's FTEs			4.84 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	8,595,171	8,960,895	8,851,151	-109,744
Grant Funds	248,675	72,500	58,000	-14,500
Special Programs Fund	177,574	343,800	489,037	145,237
<b>Total Budget</b>	<b>9,021,420</b>	<b>9,377,195</b>	<b>9,398,188</b>	<b>20,993</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	6,969,799	7,192,412	7,134,232	-58,180
Contractual Services	797,944	886,614	917,186	30,572
Commodities	1,240,389	1,298,169	1,346,770	48,601
Capital Outlays	13,287	0	0	0
<b>Subtotal Operating Budget</b>	<b>9,021,420</b>	<b>9,377,195</b>	<b>9,398,188</b>	<b>20,993</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>9,021,420</b>	<b>9,377,195</b>	<b>9,398,188</b>	<b>20,993</b>

#### Budget Notes and Changes

- Personnel Services includes a decrease due to the elimination of two part-time positions (Library Aide and Library Assistant), offset slightly by increases to healthcare and retirement rates.
- The increase in spending in Special Programs Fund is due to the purchases of library materials in expanded formats for the Discovery Zone collection model.



Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Participation in adult programs	15,222	16,000	17,000
Attendance at early literacy programs	49,015	50,000	51,000
<p>Note: Increased participation due to a \$165,000 grant from Arizona's First Things First program for early literacy training for youth and their caregivers in the northeast valley. This grant provides five part-time temporary employees for ten months per year; two at 15 hours per week, two at 20 hours per week and one at 30 hours per week.</p>			
Number of people accessing Wi-Fi at the city's 5 libraries	88,106	130,000	190,000
<p>Note: In FY 2013/14, a new Wi-Fi network was installed and bandwidth was increased to 100 Mbps to meet the 5-year, 200 percent increase in customer demand for wireless access. Thus far, FY 2013/14 Mbps maximums have been 105 Mbps. FY 2014/15 maximums are projected to be 150 Mbps. Estimates are based on growth in actual usage, file sizes and the increase in portable devices used by customers.</p>			
<b>Efficiency</b>			
Dollars spent on materials per check-out	\$0.34	\$0.37	\$0.34
<p>Note: This measure is calculated by dividing total expenditures on materials by the number of check-outs.</p>			
<b>Effectiveness</b>			
Total registered borrowers as a percentage of total Scottsdale population	79%	86%	88%
Library check-out rates for physical items (books, CDs, DVDs) on a per resident basis	14.1	12.9	11.5
<p>Note: Based upon International City/County Management Association data, Scottsdale has the highest per capita circulation in the Phoenix metropolitan area and ranks in the upper quartile in the nation. Physical material checkouts have declined with the shift to e-reading. Physical circulation FY 2011/12 was 3,400,934; FY 2012/13 was 3,101,900 and FY 2013/14 projected 2,811,378. Physical checkouts per capita are projected to remain relatively flat in FY 2014/15.</p>			
Library check-out rates for electronic materials (e-books, e-music, e-movies) on a per resident basis	1.32	1.63	1.81
<p>Note: E-material check-out rates continue to experience a high growth rate. Library professionals estimate that while growth will continue, it will be at a slower annual rate.</p>			
Check-outs per registered borrower	19	17	16
<p>Note: The number of library cards issued is increasing, while circulation check-outs have remained flat. Performance objectives are in place to increase the frequency and quantity of check-outs per library card holder.</p>			
Adult Services Programs customer satisfaction on a 5 point scale: 5=highly satisfied, 1=not satisfied.	n/a	4.75	4.80
<p>Note: Customer satisfaction surveys are distributed, collected and tabulated after every adult services program throughout the year.</p>			

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Adult volunteers: Supplement library services for library shops, book/DVD/CD shelving, children's early literacy programs and other assistance as needed by individual branches. Volunteers also serve on the Library Board and Friends of the Library.	380	36,000	\$810,720	17.3
Teen volunteers: Support the library's summer reading program and special outreach events throughout the year by assisting library staff with registrations, prize handouts, crafts, shelving materials and customer service.	392	6,307	\$142,034	3.0
<b>Total</b>	<b>772</b>	<b>42,307</b>	<b>\$952,754</b>	<b>20.3</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."

**Strategic Goal(s)**



Enhance  
Neighborhoods



Preserve  
Meaningful  
Open Space



Value Scottsdale's  
Unique Lifestyle and  
Character

**Description**

Parks and Recreation delivers exceptional parks and recreation programs and services to enrich the quality of life for Scottsdale residents and visitors while providing clean and attractive parks and facilities. Parks and Recreation is committed to providing leisure classes and programming at the highest standards and to contributing to the health and wellness of the community. Staff manages and maintains 975 acres of developed parks, 517 acres of medians and rights-of-way, the maintenance of the Civic Center Complex, the Downtown District and several hundred different recreation programs and services throughout Scottsdale.

**Services Provided**

- Operate and maintain 21 neighborhood parks covering 162 acres that provide primary recreation services that are easily accessible and serve local residents within a 15-minute walking distance radius.
- Operate and maintain 13 community parks totaling 560 acres that typically include a community center to serve intergenerational activities, lighted recreational amenities and sports fields that serve large regional areas of the city.
- Operate and maintain 8 specialty parks totaling 253 acres that preserve significant unique features of the community, ranging from large natural preserves to historic and specialized features, such as Pinnacle Peak Park and McCormick-Stillman Railroad Park. These parks draw local, national and international recognition and visitors.
- Operate and manage all aspects of a variety of specialty facilities, programs and services including 8 after school programs, 5 community centers, 4 aquatic centers, 3 sports complexes, Scottsdale Stadium, leisure education programs, youth and adult sports, adapted recreation services for persons of all ages with disabilities, youth and family services, citywide landscape contracts, irrigation systems and aquatic lakes and fountains.
- Manage an intergovernmental agreement with Scottsdale Unified School District to allow for additional school ball field use for community youth sports groups at 10 neighborhood park sites that adjoin schools.

**FY 2013/14 Achievements**

- Successfully completed the preparation, documentation, submittal, site audit review and compliance process for 144 standards of excellence to secure the department's 20th year of accreditation by the Commission for Accreditation of Park and Recreation Agencies.
- Renovating the community center used to serve persons of all ages with various disabilities.

**FY 2014/15 Objectives**

- Improve customer service and benchmarking efforts to ensure better services.
- Achieve recognition for the 21st consecutive year from the Commission for Accreditation of Park and Recreation Agencies for re-accreditation demonstrating compliance with 144 standards of excellence.
- Improve performance management tracking by developing and implementing a new work management system.
- Open and operate community center renovation used to serve persons of all ages with various disabilities leveraging community partnerships, sponsorships and donations.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	261.99	261.99	260.42	-1.57
% of City's FTEs			10.77 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	20,010,730	19,895,101	20,103,170	208,069
Special Programs Fund	1,621,583	1,924,023	1,815,435	-108,588
Transportation/HURF Fund	1,047,678	1,050,671	1,066,815	16,144
<b>Total Budget</b>	<b>22,679,992</b>	<b>22,869,795</b>	<b>22,985,420</b>	<b>115,625</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	13,614,014	14,117,910	14,150,160	32,250
Contractual Services	5,869,507	6,296,890	6,536,661	239,771
Commodities	2,149,982	2,199,995	2,109,862	-90,133
Capital Outlays	45,694	0	0	0
<b>Subtotal Operating Budget</b>	<b>21,679,197</b>	<b>22,614,795</b>	<b>22,796,683</b>	<b>181,888</b>
Operating Projects	1,000,795	255,000	188,737	-66,263
<b>Total Budget</b>	<b>22,679,992</b>	<b>22,869,795</b>	<b>22,985,420</b>	<b>115,625</b>

#### Budget Notes and Changes

- Contractual Service in the General Fund includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.
- The decrease in Special Programs is due to the Reduction to one-time funding for McCormick-Stillman Railroad Park maintenance projects in FY 2013/14.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Adult registered program and service participants (unduplicated) Note: Calculated using CLASS system adult registration for programs and services, including adult leagues.	26,307	26,307	27,200
Youth registered program and service participants (unduplicated)	15,784	15,784	16,200
Percentage of budget contracted out Note: Calculated using approved budget totals	25.8%	27.5%	28.0%
<b>Efficiency</b>			
Acres of parks maintained per employee Note: Number of acres and staff reflect revised data of 796 acres maintained by 60.75 FTE.	13.1	13.1	13.1
Cost per square foot of medians maintained (cents) Note: This is a new measure for FY 2014/15 and prior year information is not available. The projected increase in FY 2014/15 due to a contract escalator clause and anticipated request for increase from vendors, as well as increase in Personnel Services budget. The total square feet maintained = 22,502,626 (516.59 acres) resources of \$1,604,447 = 7.1 cents per square foot.	n/a	7.1	7.2
<b>Effectiveness</b>			
Overall customer satisfaction survey rating Note: This is a new measure for FY 2014/15 and prior year information is not available. Aggregate of customer satisfaction surveys from all services and program areas.	n/a	90%	92%
Parks and Recreation percentage of total revenue to expenditures Note: This is a new measure for FY 2014/15 and prior year information is not available. It measures the percentage of department expenditures recovered through revenue, such as user fees. Currently, 26% of department costs are recovered through user fees and other revenues. It is calculated by using approved budget \$22,869,795 and approved revenue target of \$5,950,873.	n/a	26%	26%

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Program volunteers: Provide support at special events, ongoing programs, trail maintenance, youth sports coaching and officiating, working with people with disabilities and working in community centers.	960	20,951	\$471,817	10.1
Adult probation and sheriff's volunteers: Perform court-ordered community restitution by working alongside staff to complete skilled and unskilled tasks in city parks and facilities.	162	4,388	\$98,818	2.1
Youth community service volunteers: Perform court-ordered community restitution, self-initiated unpaid service or school - required by working alongside staff to complete skilled and unskilled tasks in city parks and facilities.	471	3,488	\$78,550	1.7
Youth Corp volunteers: Explore career opportunities, give back to the community and receive school credit (with prior school approval). Opportunities are available in City of Scottsdale offices, recreation centers, citizen service centers and senior centers.	334	11,063	\$249,139	5.3
Board and commission members: Serve as citizen advisory committee appointed by the City Council to provide recommendations to city staff and city council on parks and recreation programs and priorities.	7	152	\$3,423	0.1
<b>Total</b>	<b>1,934</b>	<b>40,042</b>	<b>\$901,747</b>	<b>19.3</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."

### Strategic Goal(s)



Preserve  
Meaningful  
Open Space



Value Scottsdale's  
Unique Lifestyle and  
Character

### Description

Preserve Management is responsible for planning and managing all phases of the preservation effort to achieve the community's vision for acquiring and maintaining the Scottsdale McDowell Sonoran Preserve with an extensive network of public trails and access points.

### Services Provided

- Protects the native plant and animal habitat through appropriate land management practices.
- Provides public access for non-motorized recreational uses via an interconnected network of well-maintained multiple-use trails and trailhead access points.
- Provides trail information to the public via printed and online maps, allowing safe access and navigation of the preserve trails system.

### FY 2013/14 Achievements

- Acquired 2,400 acres of mountainous Arizona State Land Department in the southern area of the Preserve with funding assistance from the Arizona State Parks Growing Smarter grant program.
- Opened Brown's Ranch trailhead.
- Opened first phase of Granite Mountain trailhead.
- Opened phase one of Fraesfield trailhead.
- Phase one trail improvements were completed. Phase two assessment and planning in the gooseneck and north of Granite Mountain were initiated.

### FY 2014/15 Objectives

- Acquire parcels 1 and 1A in the Pima/Dynamite area for future trailhead facility and major wash corridor protection.
- Restrict access to motorized recreational uses as prohibited in the preserve ordinance.
- Field locate/design and complete phase two construction of the northern and central preserve trails.



<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of City's FTEs			0.12 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	277,964	292,320	306,632	14,312
Grant Funds	22,140	0	0	0
<b>Total Budget</b>	<b>300,104</b>	<b>292,320</b>	<b>306,632</b>	<b>14,312</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	183,740	197,854	182,478	-15,376
Contractual Services	89,433	67,766	98,854	31,088
Commodities	26,931	26,700	25,300	-1,400
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>300,104</b>	<b>292,320</b>	<b>306,632</b>	<b>14,312</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>300,104</b>	<b>292,320</b>	<b>306,632</b>	<b>14,312</b>

#### Budget Notes and Changes

- Decrease in Personnel Services due to change in staff time for capital related projects.
- Increase in Contractual Services for fleet maintenance and replacement costs.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
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#### Workload

Acres added to the preserve	6,400	2,400	394
Provide access to the preserve (number of visitors)	392,400	400,000	425,000

Note: Since counters are not present at all preserve access points, visitor counts will be lower than actual number of visitors.

<b>Volunteer Hours</b>	<b># of Volunteers</b>	<b># of Hours</b>	<b>Value of Volunteer Hours</b>	<b>Full-time Equivalent</b>
Trail patrol, trail construction and maintenance, educational outreach, trailhead hosts and administrative.	460	39,103	\$880,600	18.8
<b>Total</b>	<b>460</b>	<b>39,103</b>	<b>\$880,600</b>	<b>18.8</b>

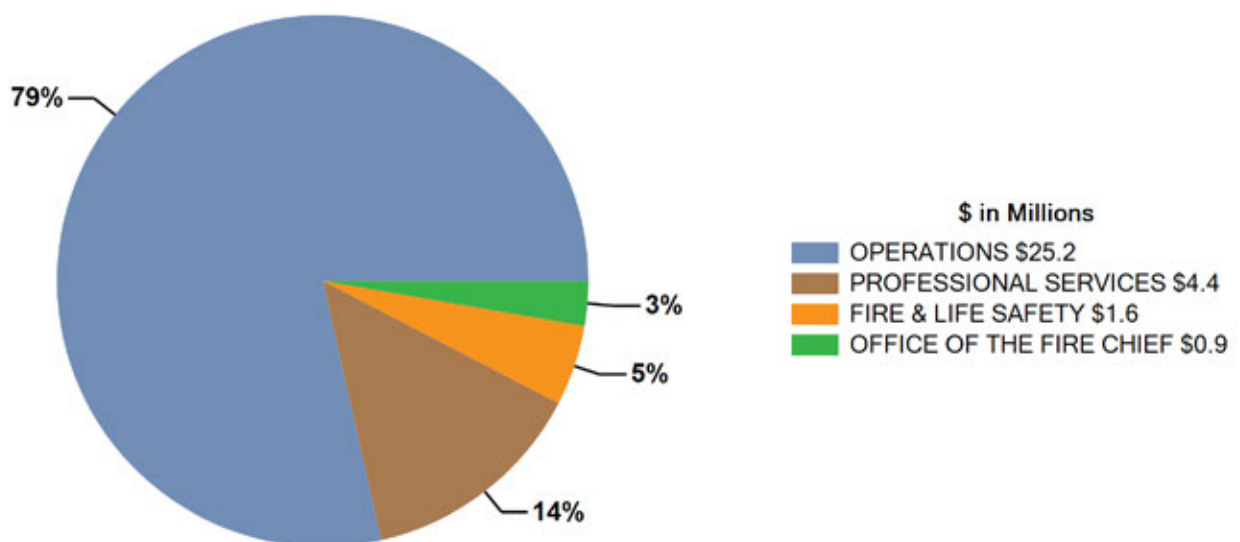
"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."



FY 2014/15 Adopted Budget

## PUBLIC SAFETY - FIRE

### FY 2014/15 Adopted Budget

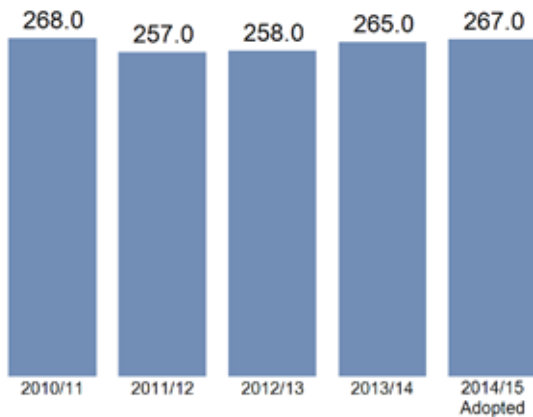


Expenditures By Department	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
OPERATIONS	23,697,493	24,975,855	25,185,281	209,426
PROFESSIONAL SERVICES	3,940,216	4,617,122	4,436,315	-180,807
FIRE & LIFE SAFETY	1,449,260	1,590,414	1,571,273	-19,141
OFFICE OF THE FIRE CHIEF	786,796	902,698	875,768	-26,930
<b>Total Budget</b>	<b>29,873,766</b>	<b>32,086,089</b>	<b>32,068,637</b>	<b>-17,452</b>



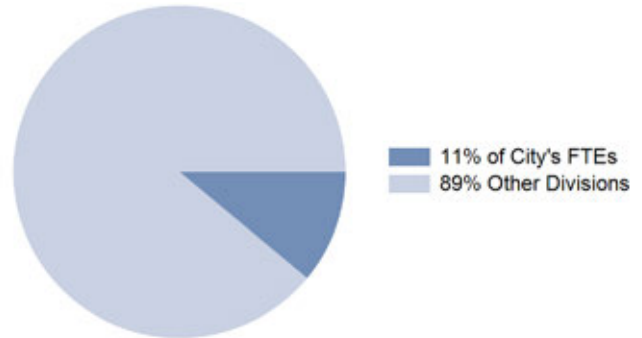
FY 2014/15 Adopted Budget

**Staff Summary**

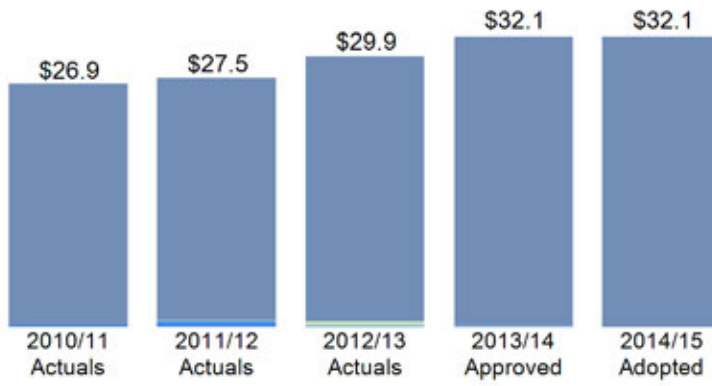


( Authorized FTE )

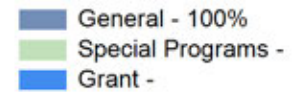
**FY 2014/15 Adopted**



**Expenditures By Fund**

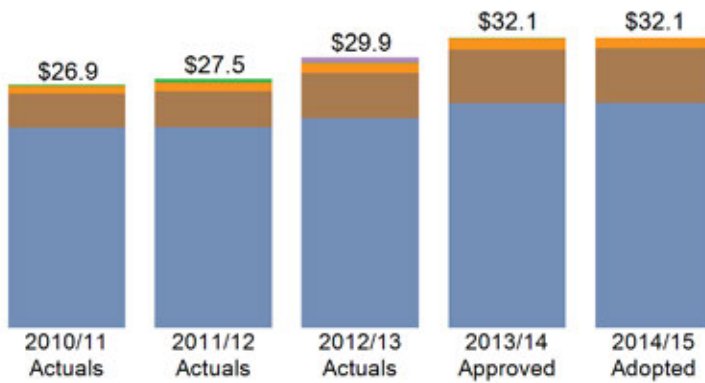


( \$ in millions )

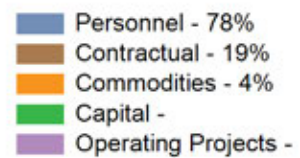


Percents represent FY 2014/15 Adopted

**Expenditures By Type**



( \$ in millions )



Percents represent FY 2014/15 Adopted

## Strategic Goal(s)

Enhance  
Neighborhoods

## Description

The Scottsdale Fire Department reduces the incidence and severity of emergencies through timely, skilled and compassionate service. The department responds to all hazards including fire, emergency medical, chemical, biological, nuclear and radiologic, wild land and technical rescue incidents. The department derives its objectives through the development and review of its strategic plan and standard of cover planning documents in accordance with the city council's mission and goals. The department accomplishes objectives within a systematic approach that allows for and relies on the redundancy of resources within an "automatic aid" system that ensures that the closest appropriate resource, regardless of jurisdiction, is dispatched to the incident. The Fire Chief provides leadership, direction and oversight for all personnel, programs and functions, community outreach and connectivity, recommendations regarding emergency resource deployment, employee development and support within the system.

## Services Provided

- Operations Services provides advanced life support medical care, structural fire suppression, wild land fire pre-planning and suppression, hazardous materials mitigation, airport protection/rescue and other technical rescue operations directly to Scottsdale residents and visitors.
- Fire and Life Safety Services conducts new construction plan reviews, fire safety occupancy inspections and cause of fire investigations.
- Professional Services provides the required training to maintain medical certifications and firefighting skills, maintains the resource management inventory, deliver outreach programs and overall community safety messages to citizens of Scottsdale.

## FY 2013/14 Achievements

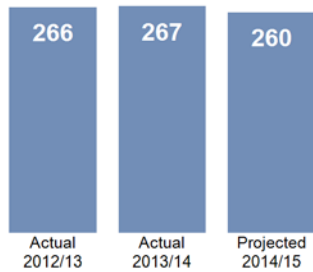
- Received recognition as a Premier Level Emergency Medical Services agency by the Arizona Department of Health Services. (Largest municipality in Maricopa County to claim this award).
- Presented to City Council Ordinance No. 4109 to promote the general health and safety by requiring certain types of businesses within the city to follow and keep a current Public Safety Plan. Ordinance No. 4157 was also adopted to update the cities fireworks ordinance to comply with new state legislation.
- Scottsdale Firefighter Paramedics provided customers with direct patient care from their home or place of incident to the hospital emergency room 99.5% of the time.

## FY 2014/15 Objectives

- Decrease response times to emergency calls through strategic deployment.
- Increase the percentage of working fires confined to the room of origin in a residence or business through aggressive firefighting techniques.
- Improve the number of patients who attain a return of spontaneous circulation after suffering an out of hospital cardiac arrest through innovative training.
- Increase the number of building inspections at high-risk occupancies in accordance with industry standards and cooperative partnerships.
- Increase community outreach to provide more public education opportunities to demonstrate all the fire department services available to the community.
- Ensure appropriate staffing to meet daily operational requirements and address employee reliability factors such as leave usage and injuries.
- Achieve market parity by rank and tenure within rank for sworn firefighters.

Charted Performance Measures

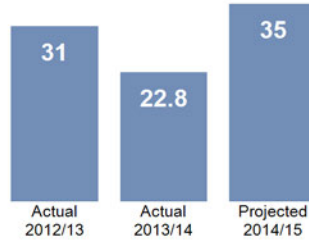
Average Time (in seconds)



Average travel time to emergency calls that include engines, ladders and ladder tenders

Effectiveness

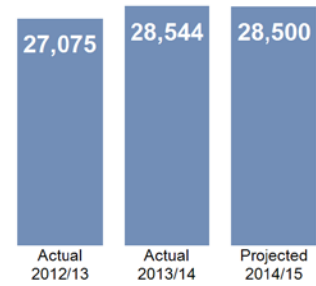
Cardiac Save Rate (The Arizona Average is 18 Percent)



Percent of patients experiencing cardiac arrest that were treated, transported and delivered to the hospital with a pulse

Effectiveness

Incidents



Total incidents reflects the total number of emergency calls responded to within the City of Scottsdale

Workload



<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	258.00	265.00	267.00	2.00
% of City's FTEs			11.04 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	29,245,300	31,908,539	32,036,337	127,798
Grant Funds	94,989	177,250	30,000	-147,250
Special Programs Fund	533,477	300	2,300	2,000
<b>Total Budget</b>	<b>29,873,766</b>	<b>32,086,089</b>	<b>32,068,637</b>	<b>-17,452</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	23,167,743	24,810,069	24,871,431	61,362
Contractual Services	4,954,199	5,958,015	6,053,219	95,204
Commodities	1,192,771	1,288,005	1,143,987	-144,018
Capital Outlays	25,576	30,000	0	-30,000
<b>Subtotal Operating Budget</b>	<b>29,340,289</b>	<b>32,086,089</b>	<b>32,068,637</b>	<b>-17,452</b>
Operating Projects	533,477	0	0	0
<b>Total Budget</b>	<b>29,873,766</b>	<b>32,086,089</b>	<b>32,068,637</b>	<b>-17,452</b>

#### Budget Notes and Changes

- The increase in Personnel Services is primarily the result of dissolving the Public Safety Division (3 FTEs were transferred from Police Operational Support) and increases in healthcare and retirement rates. This is partially offset by 1 FTE transferred from the Public Safety - Fire Division to the Administrative Services Division, Human Resource department and reclassified from a Public Education Officer to a Human Resource Analyst Sr., and the reduction in overtime attributable to adding 8 firefighter positions in FY 2013/14.
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Total number of building inspections and fire plans reviewed  Note: Industry standard is to be in every target hazard once a year and every business once every 3 years.	11,000	12,838	11,500
Number of Public Education and Outreach Contacts  Note: This is the total number of contacts made in a classroom or one-on-one setting, as well as educational opportunities with the public. An important element of fire and injury prevention is education, training and/or awareness of services.	36,113	41,103	56,000
<b>Efficiency</b>			
Unit availability rate  Note: This is the percentage of time that the assigned (first-due) company is available to respond to an incident within its district. A high unit availability rate decreases response time and increases positive outcomes. The department's goal is 80% availability rate. For FY 2011/12 the totals were 20,769 out of 25,641 (81%).	80%	85%	83%
<b>Effectiveness</b>			
Percent of fires confined to room of origin  Note: This measures the effectiveness of confining fires. There is direct impact to property saved and or lost, and can be correlated to fire caused death or injuries. The goal is to limit fire spread to the room of origin 80% of the time.	90%	88%	90%

**Strategic Goal(s)**



Enhance  
Neighborhoods

**Description**

The Fire Chief provides leadership, direction and oversight for all personnel, programs and functions, community outreach and connectivity, recommendations regarding emergency resource deployment, employee development and support within the system. The Office of the Fire Chief is additionally responsible for the City of Scottsdale's Emergency Management and Emergency Preparedness at the direction of the City Manager. The Emergency Management section ensures a coordinated and efficient effort to prevent, mitigate, prepare for, respond to and recover from significant man-made and natural emergencies that threaten people, property and the environment. The Emergency Preparedness section works closely with Emergency Management on planning activities with a focus on emergency and operational preparedness and planning for major events located within Scottsdale's city limits.

**Services Provided**

- Coordinates and maintains the city's Emergency Operations Center in addition to our city's emergency operations and continuation of operations plans.
- Trains residents and businesses in emergency preparedness through the "Ready Scottsdale" program.
- Plan and coordinate Public Safety support for major events.

**FY 2013/14 Achievements**

- Emergency Management (EM) offered 20 seminars with an attendance of 495 and the Ready Scottsdale offered 16 classes with a total attendance of 328.
- Emergency Operations Center (EOC) team training included 4 programs and 2 table top exercises; Strategic Planning for Wildland Urban Interface and McDowell Preserve.
- Volunteer time dedicated to EM estimated at 1,100 hours. Community Emergency Response Team delivered 2 community programs with an attendance of 43 participants. EM also obtained 4 grants totaling \$21,800.

**FY 2014/15 Objectives**

- Solicit grant funding from the Federal Emergency Management Administration and/or other sources for emergency management and public safety.
- Provide emergency preparedness training opportunities for staff members and citizens.
- Enhance special event management capabilities to ensure the safety of citizens and attendees.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	5.00	5.00	6.00	1.00
% of City's FTEs			0.25 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	715,832	725,148	843,468	118,320
Grant Funds	70,964	177,250	30,000	-147,250
Special Programs Fund	0	300	2,300	2,000
<b>Total Budget</b>	<b>786,796</b>	<b>902,698</b>	<b>875,768</b>	<b>-26,930</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	652,863	662,761	766,623	103,862
Contractual Services	72,120	215,550	74,458	-141,092
Commodities	36,237	24,387	34,687	10,300
Capital Outlays	25,576	0	0	0
<b>Subtotal Operating Budget</b>	<b>786,796</b>	<b>902,698</b>	<b>875,768</b>	<b>-26,930</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>786,796</b>	<b>902,698</b>	<b>875,768</b>	<b>-26,930</b>

#### Budget Notes and Changes

- The increase in Personnel Services is primarily the result of dissolving the Public Safety Division, which included a transfer of 1 FTE from the Office of the Police Chief, along with increases in healthcare and retirement rates.
- The decrease in Contractual Services is the result of one-time grants budgeted in FY 2013/14 that were not included in FY 2014/15.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Efficiency</b>			
The total grant funding received for emergency management and emergency preparedness	\$91,000	\$286,858	\$495,000
Note: Available federal funds decreased significantly between FY 2011/12 and FY 2012/13.			

**Strategic Goal(s)**



Enhance  
Neighborhoods

**Description**

Operations Services provides staffing and equipment to prevent and manage emergencies, predominantly emergency medical incidents and fires. Actions that support this mission include advanced life support to ill or injured citizens, structural fire suppression, signature event protection, wildland fire pre-planning and suppression, hazardous materials mitigation, airport protection and rescue and technical rescue operations.

**Services Provided**

- Provide advanced life support medical care, structural fire suppression, wild land fire pre-planning and suppression, hazardous materials mitigation, airport protection/rescue and other technical rescue operations directly to residents and visitors.
- Support emergency services to the Phoenix Metropolitan area through the Phoenix Regional Dispatch Center and its associated automatic aid agreement.

**FY 2013/14 Achievements**

- Maintained an average of 4 minutes and 27 seconds of travel time when responding to emergency incidents within the City.
- More than doubled our involvement in the number of Event Standby/Response activities. Major events this year include San Francisco Giants Spring Training and now all events out of WestWorld. Over 248 event plans/permits were reviewed culminating in over 100 event days supported by on-site Medical and Fire response.
- Continued to grow and improve our wildland triage program that provides fire safety feedback and education to businesses and residents in areas of wildfire exposure, by completing and sponsoring additional training.
- Deployed a Type I Division Supervisor to assist with management of two major wildfires within the state.
- Deployed response and support teams to Prescott and surrounding areas to assist after the Yarnell Fire tragedy.
- Conducted follow-up educational and injury prevention programs for Scottsdale's pre-school, elementary, middle and high schools.

**FY 2014/15 Objectives**

- Improve the average travel time for responding fire companies to emergency incidents.
- Deliver out-of-hospital cardiac arrest patients to the doors of an emergency room with a pulse at or above the Arizona average, utilizing advanced cardiac care by fire department paramedics.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	224.00	233.00	233.00	0.00
% of City's FTEs			9.64 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	23,139,992	24,975,855	25,185,281	209,426
Grant Funds	24,025	0	0	0
Special Programs Fund	533,477	0	0	0
<b>Total Budget</b>	<b>23,697,493</b>	<b>24,975,855</b>	<b>25,185,281</b>	<b>209,426</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	19,853,990	21,011,069	20,995,066	-16,003
Contractual Services	3,256,501	3,902,215	4,127,646	225,431
Commodities	53,525	62,571	62,569	-2
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>23,164,016</b>	<b>24,975,855</b>	<b>25,185,281</b>	<b>209,426</b>
Operating Projects	533,477	0	0	0
<b>Total Budget</b>	<b>23,697,493</b>	<b>24,975,855</b>	<b>25,185,281</b>	<b>209,426</b>

#### Budget Notes and Changes

- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Total Incidents	27,075	28,544	28,500
<p>Note: This is the number of incidents (calls) responded to by the Scottsdale Fire Department. This is an indicator of the workload volume of overall emergency response services provided to the community and its neighbors, and includes emergency medical services, technical rescues, hazardous materials, aircraft emergencies, fire alarms canceled and good intent calls.</p>			
<b>Effectiveness</b>			
Average travel time (in minutes)	4:18	4:27	4:20
<p>Note: This is the average travel time in minutes to emergency calls. It is calculated for Code 3 calls (lights and sirens) from the time the unit goes en route on the Mobile Dispatch Terminal (the onboard computer) to the time they acknowledge arriving on scene through the terminal. Brain death and flash over in fires begins between 4 and 6 minutes (240 to 360 seconds).</p>			
Cardiac Save Rate	31%	22.8%	35%
<p>Note: Also called the return of spontaneous circulation, this is the percentage of patients experiencing cardiac arrest that were treated, transported and delivered to the hospital with a pulse. This is directly correlated with travel time, public education and advanced life support skills. The total number of codes treated in FY 2012/13 was 89.</p>			





FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Enhance  
Neighborhoods

**Description**

Professional Services is responsible for the department's resource and inventory management in addition to three main divisions: Training & Development, Emergency Medical Services, and Professional Standards. Training and Development is responsible for ensuring the ongoing professional and skill development of the workforce. Emergency Medical Services is responsible for the maintenance of our employee's medical certifications and quality assurance for patient documentation. Professional Standards is responsible for organizational quality assurance in addition to outreach and education programs both internally and externally.

**Services Provided**

- Provides required training to the department's personnel to ensure maintenance of the required medical certifications and Occupational Safety and Health Act (OSHA) compliance.
- Coordinate and conduct training to meet the requirements established by the nationally recognized Insurance Service Organization (ISO).
- Deliver educational outreach programs through volunteers and fire department resources, in an effort to address the safety and health issues of the citizens.
- Provide support for internal programs that address injury and wellness issues. Recruit and train additional volunteers to assist with the fire department's logistical and community education needs.

**FY 2013/14 Achievements**

- Provided on-duty quarterly training to all field personnel. Training included comprehensive training module covering fire ground survival and practical techniques. Also included were live fire exercises utilizing a flashover chamber and first flashover training conducted for Scottsdale firefighters.
- Received recognition as a Premier Level Emergency Medical Services agency by the Arizona Department of Health Services. (Largest municipality in Maricopa County to claim this award).
- Coordinated a volunteer program with nearly 120 volunteers that contributed more than 7,500 hours of community outreach, education, deliveries and administration.

**FY 2014/15 Objectives**

- Ensure firefighters receive at least the minimum annual required continuing education training hours in an economically conservative manner for all disciplines.
- Research and implement programs and practices aimed at reducing employee injuries and enhancing employee total wellness.
- Recruit and train additional volunteers to assist with the fire department's logistical and community education needs.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	15.00	12.00	13.00	1.00
% of City's FTEs			0.54 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	3,940,216	4,617,122	4,436,315	-180,807
<b>Total Budget</b>	<b>3,940,216</b>	<b>4,617,122</b>	<b>4,436,315</b>	<b>-180,807</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	1,299,619	1,676,024	1,644,537	-31,487
Contractual Services	1,542,920	1,743,649	1,748,645	4,996
Commodities	1,097,677	1,197,449	1,043,133	-154,316
Capital Outlays	0	0	0	0
<b>Subtotal Operating Budget</b>	<b>3,940,216</b>	<b>4,617,122</b>	<b>4,436,315</b>	<b>-180,807</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>3,940,216</b>	<b>4,617,122</b>	<b>4,436,315</b>	<b>-180,807</b>

#### Budget Notes and Changes

- The decrease in Personnel Services is primarily the result of dissolving the Public Safety Division, which included a transfer in of 2 FTEs from Police Operational Support which is offset by 1 FTE transferred from the Public Safety - Fire Division to the Administrative Services Division, Human Resource department and reclassified from a Public Education Officer to a Human Resource Analyst Sr.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Efficiency</b>			
Work Related Injuries	32	48	40
Note: Reportable injuries to fire department employees including all types of injuries sustained on duty.			
<b>Effectiveness</b>			
Training hours	240	280	240
Note: This is the average number of hours each employee assigned to a 56-hour schedule received on-duty during the fiscal year. ISO guidelines recommend two-hours per employee per shift worked. A 56-hour employee will work approximately 120 shifts equating to 240 hours of training.			
Fire Caused Deaths/Injuries	0/10	2/4	0/10
Note: Total number of deaths and injuries to citizens and firefighters due to a fire, or related to extinguishing a fire.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Fire department volunteers provide administrative and community outreach support. Administrative duties include mail and equipment deliveries and clerical duties to 15 fire department locations. Volunteers provide community education to adults through "Hands-Only CPR" presentations, "Ready Scottsdale," an emergency preparedness program and the "Home Safe Home" senior fall prevention initiative. Volunteers also provide water and fire safety education to school-aged children, and represent the department at community and city special events.	150	5,785	\$130,278	2.8
<b>Total</b>	<b>150</b>	<b>5,785</b>	<b>\$130,278</b>	<b>2.8</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."



FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Enhance  
Neighborhoods

**Description**

Fire and Life Safety is responsible for the delivery of proactive fire prevention services to the community through risk evaluation, plan review, occupancy safety inspections and fire cause investigations. These Community Risk Reduction measures are accomplished through several city-wide outreach efforts that seek to improve civilian knowledge and establish structural features that could reduce the impact of a fire or an emergency incident in Scottsdale.

**Services Provided**

- Respond to all significant emergency fire incidents to determine the cause and origin of the fire and establish the loss/impact to the community.
- Respond to all non-emergency requests for preventive services to include inspections, business, HOA, community and resident related activities.

**FY 2013/14 Achievements**

- Remained a major player in the regional Maricopa County Wild Land Preparedness Plan and training as well as implementation of Community Firewise programs.
- Focused on conducting high-risk target inspections for educational and institutional facilities and worked closely with Scottsdale/Paradise Valley/Cave Creek Unified School District to address any facility or safety concerns.
- Participated in numerous community outreach programs to provide information on fire department services, neighborhood and home safety initiatives and defensible space/wild land prevention methods for community and HOA management groups.

**FY 2014/15 Objectives**

- Partner with businesses, institutions and the community to conduct safety evaluations at all target hazard facilities such as schools, hospitals, nursing homes, nightclubs, restaurants, hazardous materials sites and wild land interface areas.
- Conduct meetings with HOA's and residents to establish effective wildland interface/defensible space guidelines to help address the extensive development that is adjacent to our McDowell Sonoran Preserve.
- Coordinate with Scottsdale Police, Legal and the Mayor's Office to maintain a new ordinance and conduct advanced police and fire training for Scottsdale's Assembly Occupancies (bars/nightclubs/pubs).

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	14.00	15.00	15.00	0.00
% of City's FTEs			0.62 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	1,449,260	1,590,414	1,571,273	-19,141
<b>Total Budget</b>	<b>1,449,260</b>	<b>1,590,414</b>	<b>1,571,273</b>	<b>-19,141</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	1,361,271	1,460,215	1,465,205	4,990
Contractual Services	82,658	96,601	102,470	5,869
Commodities	5,332	3,598	3,598	0
Capital Outlays	0	30,000	0	-30,000
<b>Subtotal Operating Budget</b>	<b>1,449,260</b>	<b>1,590,414</b>	<b>1,571,273</b>	<b>-19,141</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>1,449,260</b>	<b>1,590,414</b>	<b>1,571,273</b>	<b>-19,141</b>

#### Budget Notes and Changes

- Changes in Personnel Services are the result of increases in healthcare and retirement rates
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Effectiveness</b>			
Property Saved in Response to a Fire (in millions)	55.0	62.0	55.0
Note: The potential total value of property involved in a fire but not damaged. It is calculated by using the current Zillow.com appraised value of the land where the structure resides.			
Property Loss Due to a Fire (in millions)	5.0	2.5	5.0
Note: The total value of property damaged due to a fire, calculated using the current Zillow.com appraised value.			

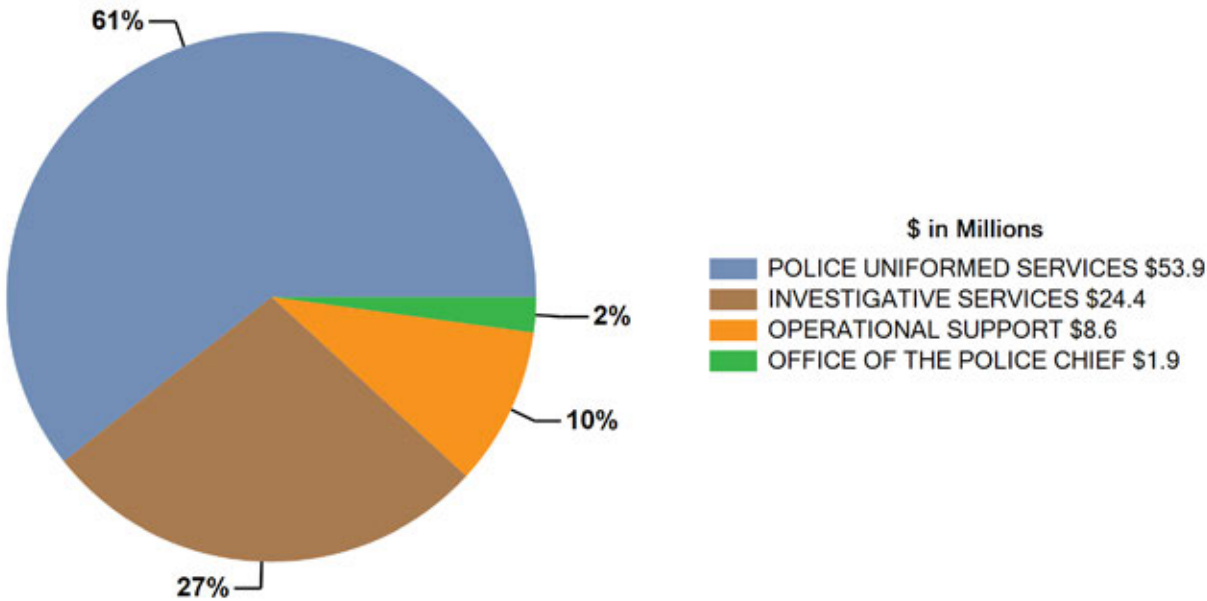




FY 2014/15 Adopted Budget

**PUBLIC SAFETY - POLICE**

**FY 2014/15 Adopted Budget**

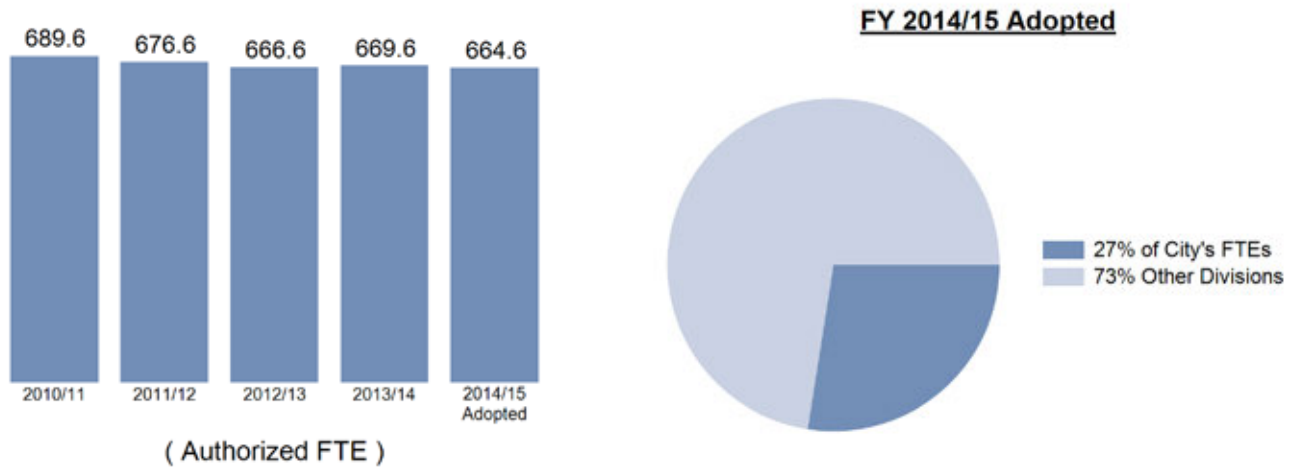


Expenditures By Department	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
POLICE UNIFORMED SERVICES	48,816,048	51,575,688	53,907,216	2,331,528
INVESTIGATIVE SERVICES	23,232,485	23,912,222	24,427,525	515,303
OPERATIONAL SUPPORT	7,904,271	8,942,802	8,599,756	-343,046
OFFICE OF THE POLICE CHIEF	1,885,295	2,430,565	1,920,640	-509,925
<b>Total Budget</b>	<b>81,838,100</b>	<b>86,861,277</b>	<b>88,855,137</b>	<b>1,993,860</b>

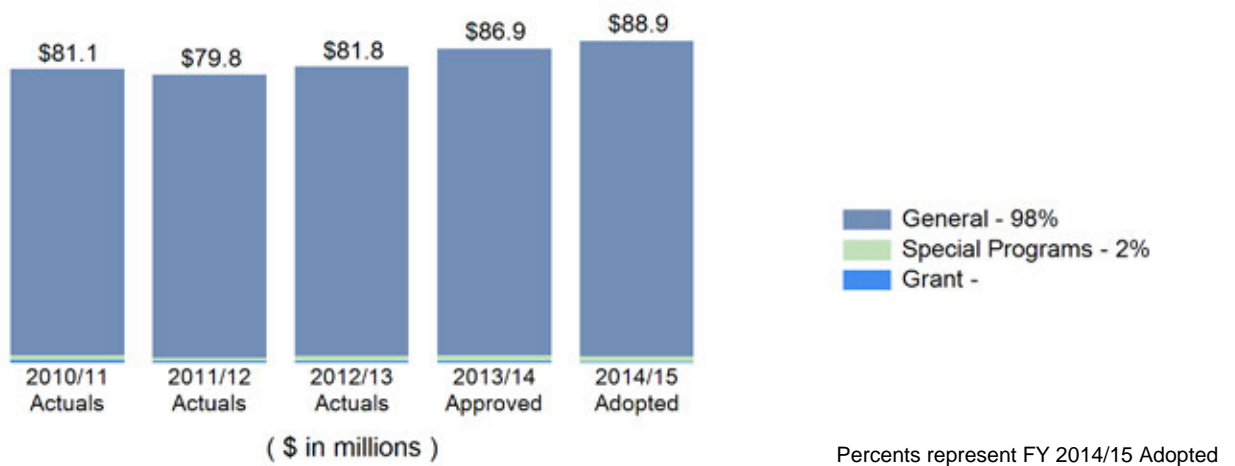


FY 2014/15 Adopted Budget

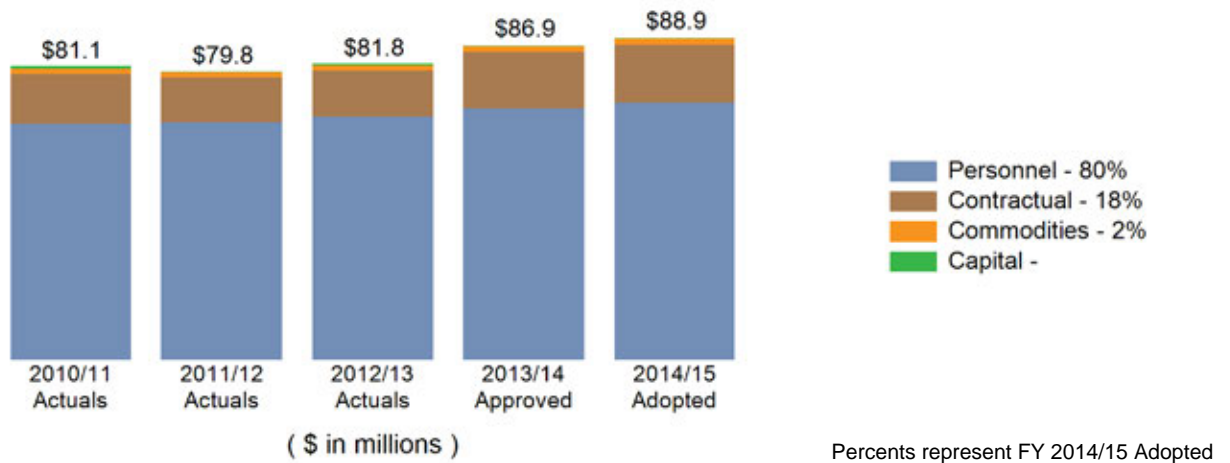
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



Strategic Goal(s)



Enhance Neighborhoods



Seek Sustainability

Description

The Police Department provides efficient and effective police service throughout the community. The Police Department confronts community crime, responds to community needs and actively seeks citizen involvement and partnerships. The department consists of four areas: Office of the Police Chief, Uniformed Police Services, Investigative Services and Operational Support.

Services Provided

- Prompt response to all emergency and non-emergency calls for police service throughout the city.
- Crime reduction and enhanced citizen involvement through neighborhood partnerships, education and community outreach.
- Conduct traffic law enforcement and related investigations in an effort to reduce traffic collisions.
- Collaborate with federal, state and local law enforcement agencies in multi-disciplinary approaches to reduce crime through intelligence, crime analysis, investigation and crime prevention.
- Target on-going crime trends resulting in the identification, arrest and prosecution of multiple repeat offenders.
- Systematically analyze data to identify patterns and trends in crime, and create bulletins, maps and link charts to assist police personnel in reducing and solving crime.

FY 2013/14 Achievements

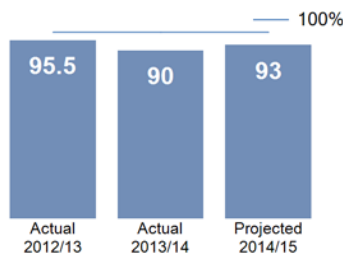
- Concluded a 4 year investigation ending in a 35 year prison term and restitution of \$67 million for a former certified public accountant in Scottsdale who schemed his clients out of nearly \$1 million in a Ponzi investment scheme.
- Developed an award-winning Public Safety Personnel database.
- Evaluated over 6,300 applications for employment.
- Received 128 department employee commendations from citizens.

FY 2014/15 Objectives

- Develop safer neighborhoods through community partnerships, participation and education.
- Maintain full staffing levels to provide quality customer service.
- Conduct prompt and thorough investigations that positively affect the community.
- Maintain service levels dictated by public record and criminal justice agency requests, and meet customer service needs.

Charted Performance Measures

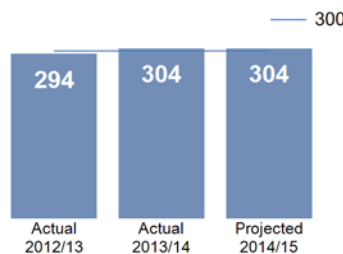
Emergency Calls Answered within 10 Seconds



Percentage of Emergency Calls Answered within 10 Seconds.

Workload

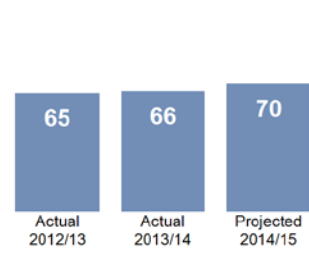
Seconds Between Dispatch and Arrival



Average response time to emergency calls for service

Efficiency

Percentage of DUI Arrests of Non-City Residents



Percentage of DUI arrests involving non-residents of Scottsdale.

Workload

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	666.60	669.60	664.60	-5.00
% of City's FTEs			27.49 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	79,805,971	84,662,356	87,013,834	2,351,478
Grant Funds	579,771	531,149	229,591	-301,558
Special Programs Fund	1,452,357	1,667,772	1,611,712	-56,060
<b>Total Budget</b>	<b>81,838,100</b>	<b>86,861,277</b>	<b>88,855,137</b>	<b>1,993,860</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	67,198,476	69,445,080	70,945,478	1,500,398
Contractual Services	12,609,962	15,558,141	15,936,835	378,694
Commodities	1,546,419	1,698,480	1,778,374	79,894
Capital Outlays	483,243	159,576	194,450	34,874
<b>Subtotal Operating Budget</b>	<b>81,838,100</b>	<b>86,861,277</b>	<b>88,855,137</b>	<b>1,993,860</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>81,838,100</b>	<b>86,861,277</b>	<b>88,855,137</b>	<b>1,993,860</b>

#### Budget Notes and Changes

- The increase in Personnel Services is primarily the result of a full year of funding for the compensation adjustments approved for FY 2013/14. The compensation adjustment budget is not included in the "Approved FY 2013/14" column, as it is budgeted at a macro line item, which is not at a divisional level.
- Changes in personnel services are also the result of dissolving the Public Safety Division (1 FTE was transferred to the Office of the Fire Chief and 2 FTEs were transferred to Fire Professional Services), and 2 FTEs were eliminated (Personnel Supervisor and Lead Municipal Security Guard) - offset by increases in healthcare and retirement rates.
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction. These were partially offset by reductions in fuel rates charged by Fleet and contractual services for the maintenance of an undercover facility.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Part I (violent/property) crime volume Note: Includes homicide, rape, robbery, aggravated assault, burglary, theft, motor vehicle theft and arson.	6,403	6,118	6,179
Part I crime rate per 1,000 residents	29.1	27.8	28.2
Total arrests for driving under the influence Note: Includes arrests made within City limits.	2,578	2,435	2,400
Total traffic collisions Note: Anticipating a continued decline in traffic collisions.	3,954	4,037	3,500
<b>Effectiveness</b>			
Homicide clearance rate Note: "Clearance" means an arrest has been made or an exceptional circumstance occurred that results in no further work performed on the case, i.e. suspect deceased.	100%	100%	100%

These statistics are representative of core measures for law enforcement agencies as recommended by the International City/County Management Association's Center for Performance Measurement. These same measures are used to identify, prevent and reduce crime in the City and are submitted to the federal government to compile National Uniform Crime Reporting. Measures are reported on a calendar year basis.

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Clerical and miscellaneous community policing efforts for Uniformed Services.	6	833	\$18,753	0.4
Clerical support to Investigative Services.	8	11,314	\$254,802	5.4
Handicapped parking enforcement for Uniformed Services.	2	1,361	\$30,650	0.7
Police Museum expansion and honor guard duties.	1	145	\$3,265	0.1
Report redaction and newsletter compilation for the public information office.	2	611	\$13,760	0.3
Delivery services to the supply unit.	3	12,796	\$288,160	6.2
Strategic planning consultation and assistance.	1	44	\$991	0.0
<b>Total</b>	<b>23</b>	<b>27,104</b>	<b>\$610,381</b>	<b>13.1</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."





FY 2014/15 Adopted Budget

### Strategic Goal(s)



Enhance  
Neighborhoods

### Description

The Office of the Police Chief provides the leadership to ensure the most effective delivery of public services to the community. These services include special community functions such as citizen and teen academies, citizen and media requests for information and the reporting of public information and community events. The Office of the Police Chief directs the Internal Affairs program, which provides fair, impartial and objective investigations of internal and external complaints regarding the conduct of Police Department employees in an effort to maintain the support, trust and respect of the community.

### Services Provided

- Provide public information at the request of media outlets and citizens.
- Conduct fair, impartial, timely investigations and foster fair and equal discipline.
- Prepare and manage the departments' operating and capital budgets.
- Crime reduction and citizen education through community partnerships and participation.

### FY 2013/14 Achievements

- 125 citizen complaints were processed by Internal Affairs, a 6.7 percent decrease from previous year, with under 1 percent resulting in a "sustained" finding.
- Received 128 department employee commendations from citizens.
- Graduated 60 citizens from two Citizen Police Academies.
- Produced 8 "Behind the Badge" programs aired on City Cable 11.

### FY 2014/15 Objectives

- Ensure progress of strategic plan initiatives and communicate outcomes to city leadership and the organization.
- Maintain a positive relationship with the community by investigating all complaints and concerns brought forward to the Police Department.
- Continue to enhance community outreach and education programs through safety fairs sponsored by each patrol district and gang awareness education.
- Expand the department's social media footprint.
- Identify patterns or trends of inappropriate employee conduct that could signal employees displaying symptoms of job stress, performance problems, training needs, or the need for policy modification.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	13.00	14.00	13.00	-1.00
% of City's FTEs			0.54 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	1,877,221	2,217,565	1,907,640	-309,925
Special Programs Fund	8,074	213,000	13,000	-200,000
<b>Total Budget</b>	<b>1,885,295</b>	<b>2,430,565</b>	<b>1,920,640</b>	<b>-509,925</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	1,792,763	2,181,418	1,786,979	-394,439
Contractual Services	74,741	117,893	106,861	-11,032
Commodities	12,717	70,254	26,800	-43,454
Capital Outlays	5,074	61,000	0	-61,000
<b>Subtotal Operating Budget</b>	<b>1,885,295</b>	<b>2,430,565</b>	<b>1,920,640</b>	<b>-509,925</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>1,885,295</b>	<b>2,430,565</b>	<b>1,920,640</b>	<b>-509,925</b>

#### Budget Notes and Changes

- Changes in Personnel Services are the result of establishing separate cost centers for Fire and dissolving the Public Safety division, offset by increases in healthcare and retirement rates.
- The decrease in Personnel Services is due to 1 FTE, a Sr. Management Analyst, transferring to the Office of the Fire Chief.
- The decrease in Personnel Services is also due to a one-time cost of FY 2013/14 for vacation and medical leave accrual payouts associated with the retirement of a city's Assistant Police Chief.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Number of publications and requests completed by the Public Information Officers <small>Note: Includes monthly newsletters, media requests and public records redactions.</small>	4,338	4,437	4,300
<b>Effectiveness</b>			
Percentage of participants that completed Citizens Academy <small>Note: A hands-on, interactive 12-week program designed to educate and inform citizens about the Scottsdale Police Department. There were 70 total attendees, 35 per class.</small>	100%	100%	100%
Percentage of Police Department employees investigated as a result of an external complaint. <small>Note: In calendar year 2012, less than 1% of police department employees (3 out of 666.6 FTE) were investigated as a result of an external complaint.</small>	2%	.5%	2%
Percentage of police department employees investigated as a result of an internal complaint <small>Note: In calendar year 2013, 144 police department employees were investigated as a result of an internal complaint.</small>	14%	22%	15%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Police Museum expansion and honor guard duties.	1	145	\$3,265	0.1
Report redaction and newsletter compilation for the public information office.	3	611	\$13,760	0.3
<b>Total</b>	<b>4</b>	<b>756</b>	<b>\$17,025</b>	<b>0.4</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."



FY 2014/15 Adopted Budget

## Strategic Goal(s)



Enhance  
Neighborhoods

## Description

Uniformed Services provides front line law enforcement such as maintaining public order and emergency response in the City of Scottsdale. This includes initial criminal and traffic collision investigations, traffic control and enforcement and community policing. In addition, Communications delivers first line interaction for citizen calls to the Police Department.

## Services Provided

- Prompt responses to all emergency and non-emergency calls for police service throughout the city.
- Crime reduction and enhanced citizen involvement through neighborhood partnerships, education and community outreach.
- Conduct traffic law enforcement and related investigations in an effort to reduce traffic collisions.

## FY 2013/14 Achievements

- Collaborated with the Office of the Mayor, City Attorney's Office, local businesses and residents to create and implement a new "Best Practices" Public Safety Plan Ordinance. The purpose of Ordinance No. 4109 is to promote general health, safety and welfare of citizens, visitors, businesses and the community in general by requiring certain bars and nightclubs within the city to file, follow and keep current a public safety plan that specifically addresses patron and employee safety. The ordinance also sets standards for security staff/patron ratios and mandates security staff training provided free of charge by Scottsdale Police and Fire Departments.
- Enhanced crime prevention and community outreach efforts by having district based Crime Prevention Officers expand the "Coffee with a Cop" program to include "Yogurt with a Cop" throughout the four patrol districts.
- Responded to 233,534 emergency and routine calls for service in 4 police districts encompassing 185 square miles, 220,000+ citizens, and more than 8.5 million visitors.
- Dramatically expanded the "Know Your Limit" DUI outreach and education program throughout the State of Arizona and select cities in California due to the partnership with the Governor's Office of Highway Safety. This is a program that originated in Scottsdale and has begun spreading around the country.

## FY 2014/15 Objectives

- Prevent crime and disorder by continuing to implement innovative and proactive measures to reduce criminal activity, thereby maintaining the quality and effectiveness of police services.
- Develop safer neighborhoods through community partnerships, participation and education.
- Enhance traffic safety through enforcement, investigation and education.
- Respond to emergency calls for service in an average of 5 minutes or less.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	416.10	414.10	415.10	1.00
% of City's FTEs			17.17 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	48,342,320	50,996,527	53,637,889	2,641,362
Grant Funds	192,615	282,863	0	-282,863
Special Programs Fund	281,112	296,298	269,327	-26,971
<b>Total Budget</b>	<b>48,816,048</b>	<b>51,575,688</b>	<b>53,907,216</b>	<b>2,331,528</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	41,662,618	42,962,543	44,371,714	1,409,171
Contractual Services	6,890,255	8,338,241	9,300,166	961,925
Commodities	171,971	236,328	224,886	-11,442
Capital Outlays	91,203	38,576	10,450	-28,126
<b>Subtotal Operating Budget</b>	<b>48,816,048</b>	<b>51,575,688</b>	<b>53,907,216</b>	<b>2,331,528</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>48,816,048</b>	<b>51,575,688</b>	<b>53,907,216</b>	<b>2,331,528</b>

#### Budget Notes and Changes

- The increase in Personnel Services is primarily the result of a full year of funding for the compensation adjustments approved for FY 2013/14. The compensation adjustment budget is not included in the "Approved FY 2013/14" column, as it is budgeted at a macro line item, which is not at a divisional level.
- The increase in Personnel Services also includes 1 Lieutenant FTE transferred from Administrative Services within the division, and increases in healthcare and retirement rates.
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.



Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Number of detention bookings per detention officer <small>Note: 22 detention officers conducted 11,548 bookings. These includes adults, juveniles, blue shirts (Scottsdale arrests held at the county but brought back for trial/pre-trial purposes) and courtesy holds on behalf of another law enforcement agency.</small>	682.6	525	523
Percentage of DUI arrests involving non-residents of Scottsdale. <small>Note: Of the 2,435 driving under the influence arrests made within the City of Scottsdale, 1,605 did not live within the City limits, and 4 were unknown.</small>	65%	66%	70%
Number of calls for service that required Police Crisis Intervention Services <small>Note: PCIS provides support and referrals for those dealing with a crisis situation.</small>	1,070	1,092	1,103
<b>Effectiveness</b>			
Percentage of emergency calls answered within 10 seconds. <small>Note: 155,358 of the 172,557 emergency calls received by the Communications center were answered within 10 seconds.</small>	95.5%	90%	93%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Clerical and miscellaneous community policing efforts.	6	834	\$18,775	0.4
Handicapped parking enforcement.	1	1,361	\$30,650	0.7
<b>Total</b>	<b>7</b>	<b>2,195</b>	<b>\$49,425</b>	<b>1.1</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."



FY 2014/15 Adopted Budget

## Strategic Goal(s)

Enhance  
Neighborhoods

## Description

The Investigative Service Bureau is comprised of Investigative Services, Forensic Services and Training. Investigative Services is separated into 3 investigative sections: Crimes Against Persons, Crimes Against Property and Special Investigations, as well as Police Crisis Intervention. Investigative Services is responsible for completing thorough and complex investigations in a timely manner with an emphasis on crime prevention by targeting pattern crime through enforcement, regional-community partnerships and use of modern technology. Police Crisis Intervention provides crisis counseling and referral services for a variety of victim-related, accident-related and behavioral health emergencies. Forensic Services provides services to aid in the successful disposition of all investigations in accordance with legal and professional guidelines through the identification, documentation, collection, analysis and preservation of physical evidence. Training is charged with new recruit academy training, field training, advanced officer training and civilian employee development.

## Services Provided

- Maintain clearance rates above regional and national average through timely investigation and utilization of technology.
- Collaborate with federal, state and local law enforcement agencies in multi-disciplinary approach to reduce crime through intelligence, crime analysis, investigation and crime prevention.
- Target on-going crime trends resulting in the identification, arrest and prosecution of multiple repeat offenders.
- Maintain the integrity, quality and effectiveness of policing services.

## FY 2013/14 Achievements

- Successfully identified and arrested the "Dyno-mite/Thou-Shalt-Not-Steal Bandit" responsible for numerous bank robberies in the Phoenix/Scottsdale area since March 2009.
- Processed DNA evidence of a high profile sexual assault case that led to the identification of the suspect within 48 hours from the time was committed, ultimately preventing the suspect from committing another offense.
- Concluded a four year investigation ending in a 35 year prison term and restitution of \$67 million for a former certified public accountant in Scottsdale who schemed his clients out of nearly \$1 million dollars in a Ponzi investment scheme.
- Led multistate drug investigation of a career cocaine dealer living in Scottsdale, that resulted in the seizure of approximately \$80,000 in US currency, 5 high end collector cars, nearly 850 grams of cocaine and 1,200 Oxycodone pills. Additionally, Xanax, Soma and other dangerous and narcotic prescription drugs and steroids with a street value of over \$55,000 was seized.

## FY 2014/15 Objectives

- Target pattern crime through enforcement, crime prevention, use of technology and coordination with federal and state task forces.
- Exceed Western Region Uniform Crime Reporting clearance rates.
- Increase job knowledge and expertise of crime scene personnel by obtaining crime scene certification through the International Association of Identification or like organization for all crime scene specialists.
- Enhance video capabilities to include the completion of a video studio at the Thomas A. Hontz Police and Fire Training Facility and improve outdoor filming ability.
- Develop relevant reality based training for a variety of specialty units to include nighttime training opportunities during all modular trainings.
- Conduct prompt, thorough and effective investigations that positively affect Scottsdale's neighborhoods, schools and the community.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	173.50	175.50	175.50	0.00
% of City's FTEs			7.26 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	21,682,158	22,505,462	22,868,549	363,087
Grant Funds	387,156	248,286	229,591	-18,695
Special Programs Fund	1,163,171	1,158,474	1,329,385	170,911
<b>Total Budget</b>	<b>23,232,485</b>	<b>23,912,222</b>	<b>24,427,525</b>	<b>515,303</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	19,094,636	19,421,229	20,070,495	649,266
Contractual Services	3,074,681	3,604,167	3,251,799	-352,368
Commodities	688,575	826,826	921,231	94,405
Capital Outlays	374,593	60,000	184,000	124,000
<b>Subtotal Operating Budget</b>	<b>23,232,485</b>	<b>23,912,222</b>	<b>24,427,525</b>	<b>515,303</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>23,232,485</b>	<b>23,912,222</b>	<b>24,427,525</b>	<b>515,303</b>

#### Budget Notes and Changes

- The increase in Personnel Services is primarily the result of a full year of funding for the compensation adjustments approved for FY 2013/14. The compensation adjustment budget is not included in the "Approved FY 2013/14" column, as it is budgeted at a macro line item, which is not at a divisional level.
- The increase in Personnel Services is also due to increases in healthcare and retirement rates.
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction. These were offset by reductions in fuel rates charged by Fleet and contractual services for the maintenance of an undercover facility that was eliminated.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Total number of items impounded	37,826	37,785	37,936
Note: Items seized for investigative purposes by department personnel.			
Percentage of items disposed versus items impounded	55%	59%	59%
Note: 22,269 items were disposed of while 37,785 were impounded during the same time period.			
<b>Effectiveness</b>			
Burglary Clearance Rate	13%	14%	14%
Note: A total of 1,093 burglary cases were reported, of which 151 were cleared.			
Persons Crime Part 1 Clearance Rate	55%	61%	56%
Note: In 2013, 337 crimes against persons were committed in Scottsdale, an increase of 2.4%. 205 of those crimes were cleared, an increase of 11% from the prior year.			
Homicide clearance rate	100%	100%	100%
Note: There were 4 homicides within Scottsdale's city limits.			
Property Crime Rate Clearance	21%	23%	23%
Note: In 2013, 5,781 property crimes were committed and 1,305 were cleared.			
Percentage of DNA requests completed within 30 days	25%	19%	20%
Note: During the reporting period, 343 DNA cases closed which included backlog cases from the prior year (84).			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Clerical support	8	969	\$21,828	0.5
<b>Total</b>	<b>8</b>	<b>969</b>	<b>\$21,828</b>	<b>0.5</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."



FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Enhance  
Neighborhoods



Seek  
Sustainability

**Description**

Police Operational Support Services comprises Resource Management, Personnel Services, Technology, Records, Crime Analysis, Municipal Security and Planning, Research and Accreditation, supporting the core operational functions of the Police Department.

**Services Provided**

- Manage department assets including equipment, supplies, vehicles, facilities and communication equipment.
- Lead accreditation compliance, manage division strategic plan and complete special projects and policy development.
- Recruit and conduct thorough backgrounds to hire the most qualified sworn and civilian personnel and support all personnel actions for the department.
- Manage citywide security including facility alarm monitoring and access control.
- Responds to public record, media and subpoena requests as well as requests from the City Attorney and other governmental agencies.
- Systematically analyze data to identify patterns and trends in crime, and create bulletins, maps and link charts to assist police personnel.
- Support more than 70 separate technologies including applications, hardware/software and other specialized solutions.

**FY 2013/14 Achievements**

- Ensured appropriate spending and reporting for over \$2 million in Capital Improvement Projects.
- Evaluated over 6,300 applications for employment.
- Analyzed over 250 background packets.
- Mobilized 61 new police vehicles into service, including 17 motorcycles secured through grant funding.
- Deployed over 80 new public safety radios in the field.
- Facilitated a Strategic Plan “Five Year” retreat and crime summit to develop the department’s coming 5 year plan.
- Completed department allocation patrol study to prepare for deployment software.
- Automated analysis of monthly Maricopa County Sheriff’s Office jail billing to eliminate over billing.
- Developed an award winning Public Safety Personnel database.
- Managed the implementation of Taser Axon On-Body Camera pilot project.

**FY 2014/15 Objectives**

- Improve processes and operational efficiencies that align with city standards and regulations.
- Increase outreach efforts for police personnel.
- Lead police facility management efforts.
- Address safety levels in citywide security services, emergency preparedness and special event planning.
- Generate proactive recruitment strategies to maintain consistent staffing levels.
- Maintain service levels dictated by public record and criminal justice agency requests, and meet customer service needs.
- Identify technology applications that will improve public safety issues.



<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	64.00	66.00	61.00	-5.00
% of City's FTEs			2.52 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	7,904,271	8,942,802	8,599,756	-343,046
<b>Total Budget</b>	<b>7,904,271</b>	<b>8,942,802</b>	<b>8,599,756</b>	<b>-343,046</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	4,648,460	4,879,890	4,716,290	-163,600
Contractual Services	2,570,284	3,497,840	3,278,009	-219,831
Commodities	673,156	565,072	605,457	40,385
Capital Outlays	12,372	0	0	0
<b>Subtotal Operating Budget</b>	<b>7,904,271</b>	<b>8,942,802</b>	<b>8,599,756</b>	<b>-343,046</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>7,904,271</b>	<b>8,942,802</b>	<b>8,599,756</b>	<b>-343,046</b>

#### Budget Notes and Changes

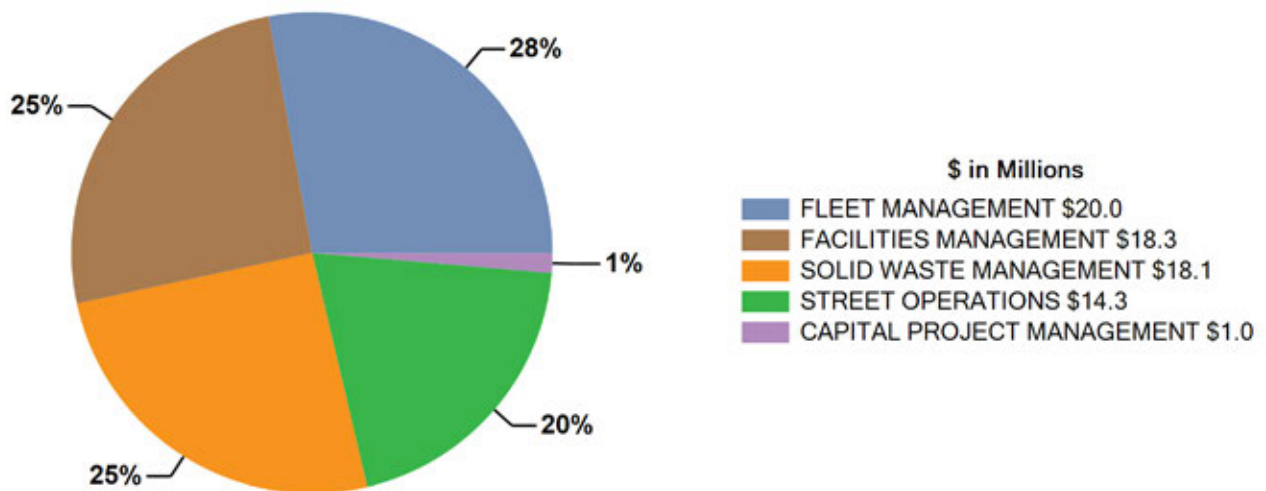
- The decrease in Personnel Services is primarily the result of dissolving the Public Safety Division (1 FTE was transferred to the Office of the Fire Chief and 2 FTE were transferred to Fire Professional Services) and 2 FTEs were eliminated (Personnel Supervisor and Lead Municipal Security Guard) - offset by increases in healthcare and retirement rates.
- The decrease in Contractual Services is also related to the dissolving of the Public Safety Division. The contractual services that were associated with the 3 FTEs were also transferred to Fire.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Number of public safety supply requests processed.	9,163	8,532	8,500
Note: Supplies include but not limited to uniforms, radar equipment, vehicle equipment, and office supplies.			
<b>Effectiveness</b>			
Percentage of Public Safety technology service requests responded to within 60 minutes	100%	100%	100%
Note: Service requests included but not limited to password resets, application installs and troubleshooting.			
Percentage of background checks processed (responded to) within 2 business days.	61%	69%	80%
Note: In 2013, 2,977 pre-employment background checks from outside agencies/business were requested and 2,048 were completed by the Records Unit. Records unit has been operating with 6 vacant positions.			
Percent of applications screened within 10 days of recruitment closing date.	79%	75%	80%
Note: 4,633 of the 6,187 Police and Fire applications received by the Personnel Unit were reviewed within 10 days of the recruitment closing.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Operations support (logistics and transportation)	3	1,214	\$27,339	0.6
An adult volunteer assists the Planning, Research and Accreditation department in maintaining the department's strategic plan.	1	40	\$901	0.0
<b>Total</b>	<b>4</b>	<b>1,254</b>	<b>\$28,240</b>	<b>0.6</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."

**FY 2014/15 Adopted Budget**

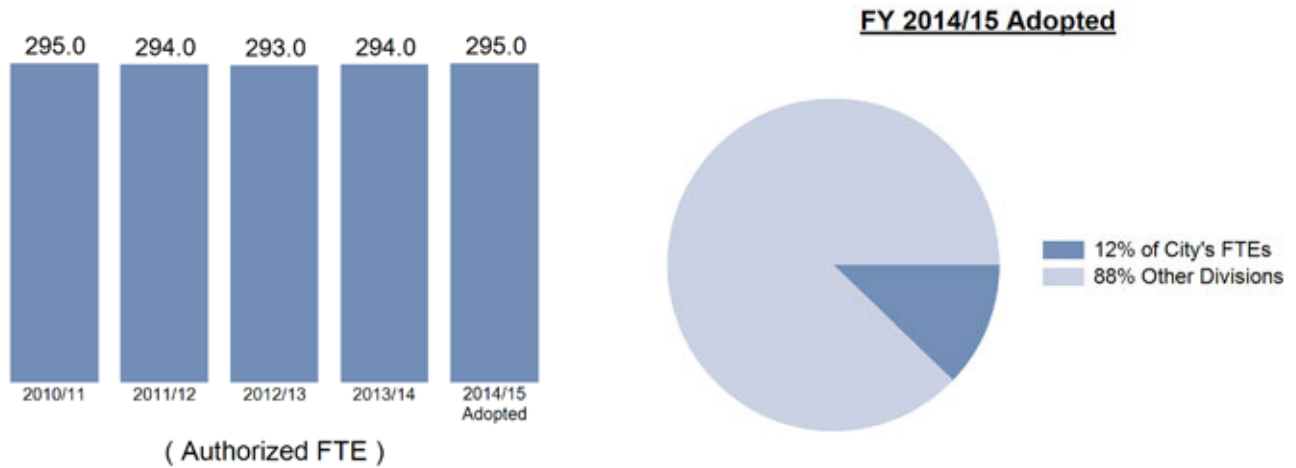


<b>Expenditures By Department</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
FLEET MANAGEMENT	17,307,053	19,327,799	19,993,143	665,344
FACILITIES MANAGEMENT	17,580,903	20,135,392	18,254,320	-1,881,072
SOLID WASTE MANAGEMENT	16,405,456	17,171,109	18,125,935	954,826
STREET OPERATIONS	11,279,683	13,338,404	14,311,041	972,637
CAPITAL PROJECT MANAGEMENT	757,734	794,993	960,712	165,719
<b>Total Budget</b>	<b>63,330,829</b>	<b>70,767,697</b>	<b>71,645,151</b>	<b>877,454</b>

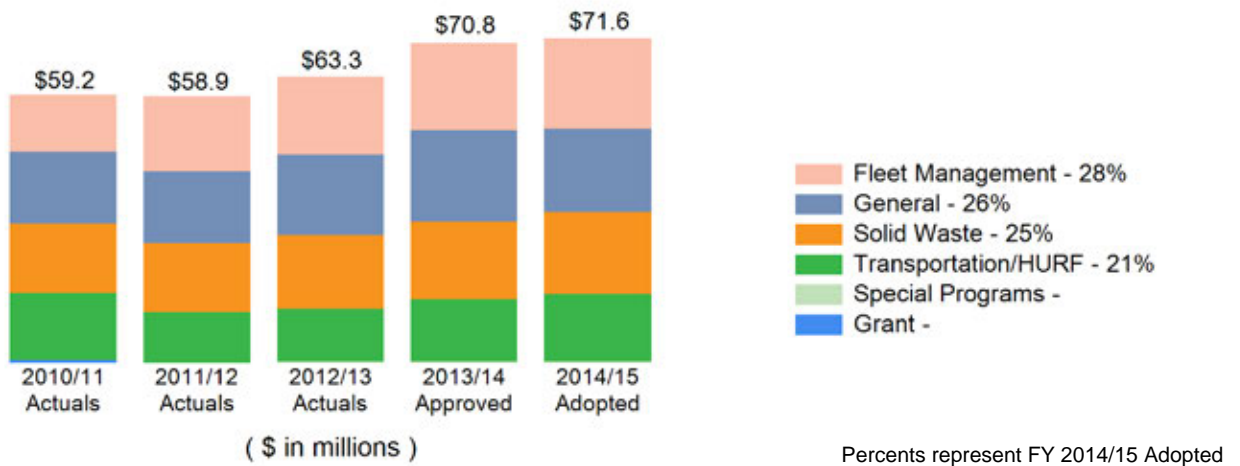


FY 2014/15 Adopted Budget

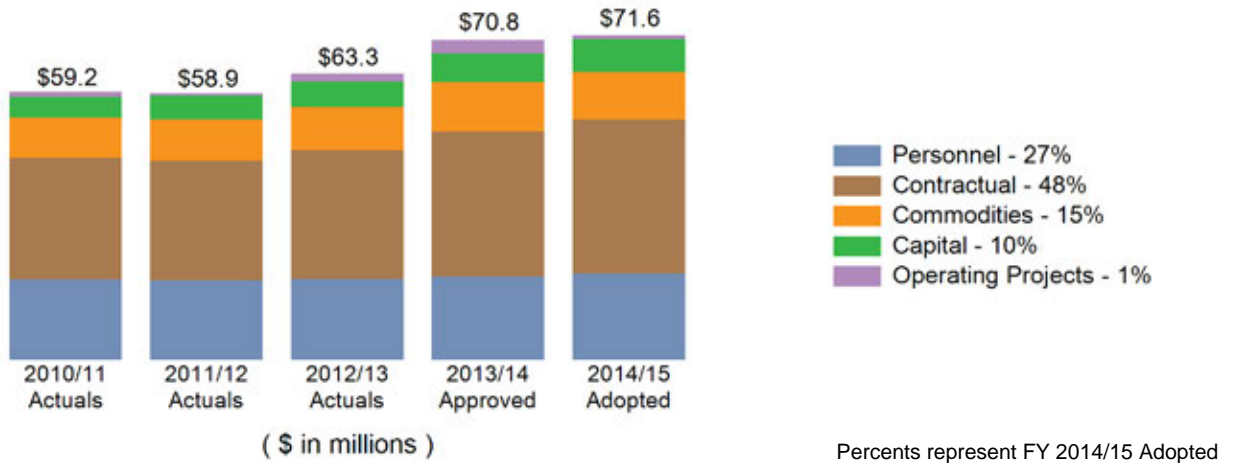
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



## Strategic Goal(s)



Advance  
Transportation



Enhance  
Neighborhoods



Seek  
Sustainability

## Description

The Public Works Division comprises five departments: Capital Projects Management, Facilities Management, Street Operations, Solid Waste Management and Fleet Management.

## Services Provided

- Capital Projects Management oversees design, project management and construction of capital improvement projects and the Real Estate Services program manages city-owned land uses through revocable licenses, permits and/or leases.
- Facilities Management provides maintenance and repair services for nearly 3.5 million square feet of buildings, as well as pathway lighting for parks and area lighting for parking lots.
- Street Operations provides maintenance and environmental compliance through efficient management of transportation, traffic control and drainage system components.
- Solid Waste Management provides refuse collection services to more than 79,000 residential customers; 1,475 commercial customers, household hazardous waste collection and transfer station operations
- Fleet Management maintains and repairs more than 1,300 vehicles and manages programs to ensure efficient and cost effective maintenance, repair, fueling and replacement of city owned vehicles and equipment.

## FY 2013/14 Achievements

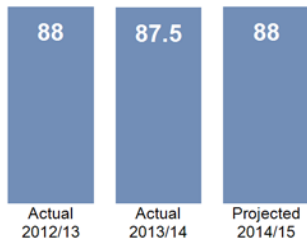
- Completed citywide inventory of all roofs and plumbing fixtures. Identified and inventoried more than 5,000 pieces of electrical and heating/air conditioning equipment for future preventive maintenance program.
- Completed the final phase of the Tony Nelssen Equestrian Center expansion on schedule, which allowed the facility to be used for the Barrett Jackson Auto Auction, equestrian events, and specialty events in 2014.
- Maintained overall Pavement Condition Index at 74.5 on a scale of 1 to 100, by overlaying 58 lane miles of road with new pavement and maintaining 1,684,919 square yards of pavement.
- Solid Waste Management held rates steady for residential and commercial customers for fifth year in a row.
- Increased use of clean, primarily domestic and renewable fuels over the prior year: CNG increased by 110 percent over the prior year and E85 increased by 60 percent. Total fuel consumption has decreased over the past five years by 3.1 percent.

## FY 2014/15 Objectives

- Complete series of relocations and consolidations that will result in more efficient use of existing facilities and divestiture of excess facilities.
- Begin implementation of historic bid pricing database in order to provide accurate and timely budget and cost estimates to client divisions to assist with their decision making process.
- Enhance system-wide traffic signal performance through repair, replacement or upgrade of vehicle detection equipment and updating of signal timing plans.
- Complete the research phase for Solid Waste Management software and move towards the purchase of a Vehicle Monitoring System that will bring efficiencies to refuse/recycling collection.
- Stabilize maintenance, repair and fuel costs through improved replacement planning, preventative maintenance compliance, quality repairs, reducing breakdowns, improving fuel economy and utilizing less expensive fuels.

Charted Performance Measures

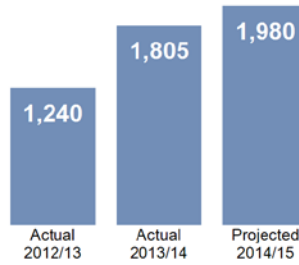
Fleet maintenance/repair vehicles completed < 1 day (%)



The goal for FY 2014/15 is to complete maintenance and repair of vehicles in less than one day 89 percent of the time. This is among the highest standards nationally; achieving the goal is assisted through scheduled replacement of older equipment.

Effectiveness

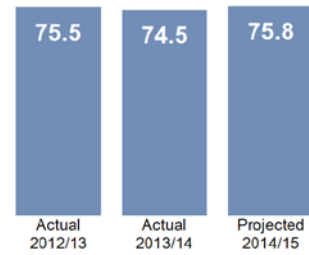
Scheduled preventive maintenance tasks completed



Ten percent additional preventive maintenance tasks will be completed in FY 2014/15 due to a new preventive maintenance team.

Workload

Pavement Condition Index (PCI) at 70 or above



Street Operations maintenance system wide Pavement Condition Index (PCI) at 70 or above

Effectiveness

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	293.00	294.00	295.00	1.00
% of City's FTEs			12.20 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Fleet Management Fund	17,307,053	19,327,799	19,993,143	665,344
General Fund	17,758,961	20,288,085	18,308,732	-1,979,353
Solid Waste Fund	16,405,456	17,171,109	18,125,935	954,826
Special Programs Fund	250,856	250,000	250,000	0
Transportation/HURF Fund	11,608,503	13,730,704	14,967,341	1,236,637
<b>Total Budget</b>	<b>63,330,829</b>	<b>70,767,697</b>	<b>71,645,151</b>	<b>877,454</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	17,876,937	18,479,097	18,998,848	519,751
Contractual Services	28,531,140	31,951,455	34,074,978	2,123,523
Commodities	9,457,203	10,969,795	10,557,999	-411,796
Capital Outlays	5,644,173	6,276,375	7,198,926	922,551
<b>Subtotal Operating Budget</b>	<b>61,509,453</b>	<b>67,676,722</b>	<b>70,830,751</b>	<b>3,154,029</b>
Operating Projects	1,821,375	3,090,975	814,400	-2,276,575
<b>Total Budget</b>	<b>63,330,829</b>	<b>70,767,697</b>	<b>71,645,151</b>	<b>877,454</b>

#### Budget Notes and Changes

- The increase in Personnel Services is mainly due to vacant positions in FY 2013/14. The budget appears to have a significant increase when comparing to the "Approved FY 2013/14" column as the budget for vacant positions is swept and therefore not included in the "Approved FY 2013/14" column.
- The increase in Personnel Services is also due to the transfer of one FTE from another division and reclassified to a Real Estate Management Specialist, as well as increases in healthcare and retirement rates.
- The increase in Contractual Services is due to maintaining compliance with the Americans with Disabilities Act (ADA) requirements, expanded street overlay program, escalating utility rates, additional operating costs related to landfill costs and professional emergency environmental response services, and maintenance costs for machinery and vehicles.
- Contractual Services also includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.
- The decrease in Commodities is primarily due to the reduction in budgeted fuel.
- Capital Outlays budget increase is due to the scheduled replacement of vehicles and equipment that have exceeded their life cycle.



Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
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**Workload**

Number of real estate leases/licenses per employee (2.50 FTE committed to lease/license mgmt.)	67	77	78
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Note: Real Estate continues to negotiate the leasing and licensing of available city property and assist internal clients with lease and license documentation and updating. This increases the number of licenses managed per employee.

**Efficiency**

Capital Project Management expenses as a percentage project costs	5.3%	5.2%	5.2%
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Average monthly cost to the customer for residential solid waste services	\$15.96	\$15.96	\$15.96
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Note: No service fee increase expected for upcoming fiscal year.

**Effectiveness**

Street Operations maintenance system wide Pavement Condition Index (PCI) at 70 or above	75.5	74.5	75.8
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Note: The Pavement Condition Index (PCI) is used nationally by cities to rate the condition of asphalt streets. An overall system average of "70" is considered "Good". A street with a PCI of "70" may be characterized as "just in need of a surface treatment, but not yet needing an overlay and minor cracking may be present". Crude oil price fluctuations and other economic factors over the past 10 years influenced our ability to stay current with pavement maintenance needs. City's system PCI is above the minimum goal of "70", but it has been falling over the past 5 years when it was in the low "80's".

### Strategic Goal(s)



Advance  
Transportation



Preserve  
Meaningful  
Open Space



Seek  
Sustainability



Support  
Economic  
Vitality

### Description

The Capital Project Management department comprises two programs: Capital Projects oversees design, project management and construction of capital improvement projects including infrastructure improvements; and the Real Estate Services area manages city-owned land through revocable licenses, permits and/or leases that provide a financial return to the city.

### Services Provided

- Capital Projects Management oversees design, project management and construction of capital improvement projects including infrastructure improvements such as streets, parks, storm water, water and wastewater facilities, city and community buildings and WestWorld.
- Real Estate Services manages city-owned land through revocable licenses, permits and/or leases that provide a financial return to the city. The program is responsible for the appraisal, negotiation, acquisition and disposition of real property interests that are necessary for the Capital Projects Management construction program and as support for other city divisions. In addition, the program is responsible for the purchase of privately held land parcels for the Scottsdale McDowell Sonoran Preserve.

### FY 2013/14 Achievements

- Completed the final phase of the Tony Nelssen Equestrian Center expansion on the planned schedule, which allowed the facility to be used for the Barrett Jackson Auto Auction, equestrian events, and specialty events in 2014.
- Negotiated the disposition of a 9,338 square foot commercial office building and several city properties, including a remnant parcel and well sites resulting in revenues of just under \$1,000,000.
- Completed several high profile projects including the Northsight and Hayden Road roundabout, the Advanced Water Treatment Expansion Phase II, the Rawhide Wash Bridge on Scottsdale Road, the addition of 23 miles of trails to the McDowell Sonoran Preserve and the redevelopment of the Belleview fourplex residential buildings.
- Negotiated substantial rent reductions on two commercial leases in which city is the tenant resulting in savings of \$6,000 per month combined for the facilities.
- Completed design in-house for approximately \$1,800,000 in capital projects resulting in reduction in outside consulting design fees of nearly \$300,000.
- Completed solicitation and acquisition of Capital Project Management software system to prepare for implementation and testing in coming fiscal year.

### FY 2014/15 Objectives

- Complete programmed capital projects within budget and schedule to the satisfaction of client divisions.
- Complete the installation and testing of new CPM software installation and provide training for internal and external users in the effective use of the software for all new capital projects.
- Begin implementation of historic bid pricing database in order to provide accurate and timely budget and cost estimates to client divisions to assist with their decision making process.
- Seek and review additional funding opportunities for capital projects to assist client divisions in the execution of critical capital projects.
- Continue to assist in the administration of existing agreements and negotiation of new agreements affecting real property rights across all departments.
- Implement disposition of excess real estate assets identified during consolidation of staff offices.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	44.00	44.00	45.00	1.00
% of City's FTEs			1.86 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	506,878	544,993	710,712	165,719
Special Programs Fund	250,856	250,000	250,000	0
<b>Total Budget</b>	<b>757,734</b>	<b>794,993</b>	<b>960,712</b>	<b>165,719</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	410,333	424,782	586,276	161,494
Contractual Services	344,189	364,341	367,666	3,325
Commodities	2,745	5,870	6,770	900
Capital Outlays	467	0	0	0
<b>Subtotal Operating Budget</b>	<b>757,734</b>	<b>794,993</b>	<b>960,712</b>	<b>165,719</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>757,734</b>	<b>794,993</b>	<b>960,712</b>	<b>165,719</b>

#### Budget Notes and Changes

- The increase in Personnel Services is due to the transfer of one FTE from another division and reclassified as a Real Estate Management Specialist, as well as increases in healthcare and retirement rates.
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Number of real estate leases/licenses managed per employee	67	77	78
Note: Real Estate continues to negotiate the leasing and licensing of available city property and assist internal clients with lease and license documentation and updating. This increases the number of licenses managed per employee. 2.50 FTE manage leases and licenses.			
<b>Efficiency</b>			
Capital Project Management expenses as a percentage of project costs	5.3%	5.2%	5.2%

## Strategic Goal(s)



Seek  
Sustainability

## Description

The Facilities Management Department provides on-demand and preventive maintenance services along with scheduled, life-cycle equipment replacements in nearly 3.5 million square feet of city-owned facilities. These facilities include office buildings, museums, performance venues, libraries, recreation, aquatic and tennis centers. Examples of other less traditional facilities maintained include the multi-use pathways along the Indian Bend Wash greenbelt, sports field lighting and sound walls along city streets. Facilities Management Department also pays for all General Fund utilities, including those used to maintain the medians and rights of way. These services are provided by Building Maintenance, Strategic Space Planning and Contract Administration.

## Services Provided

- Building Maintenance provides on-demand and preventive maintenance services along with scheduled, life-cycle equipment replacements. In-house expertise includes journeyman-level plumbers, electricians, heating, ventilation and air conditioning technicians, carpenters, mill workers, exterior and interior painters, concrete flat work, metal work and welding technicians. These technicians protect the city's infrastructure and minimize the risk of major-system failures.
- Strategic Space Planning develops plans and implements citywide space planning, strategic space management and the integrated workplace management system.
- Contract Administration comprises three main program areas: Operating Projects, Annual Service Contracts and citywide Custodial Services. Operating Projects include large-scale preventive maintenance projects, life-cycle replacement projects and floor covering replacement. Annual Service Contracts include fire alarm systems, fire extinguisher maintenance, elevator maintenance and automatic/garage door maintenance. The citywide Custodial Services program manages routine and special janitorial services for 1.3 million square feet of facility space.

## FY 2013/14 Achievements

- Repaired/replaced public sidewalk, train landing and ADA ramp to improve access at McCormick Stillman Railroad Park.
- Rebuilt the electrical panel and circuits to the Drinkwater Underpass mechanical room controlling equipment and fixtures on the Civic Center Mall to ensure safety.
- Removed and replaced two end of life-cycle air conditioning units to improve heating and cooling reliability on the Indian School Park Club SAR/Giants training complex.
- Performed necessary structural repairs at both Civic Center Library and Scottsdale Museum Of Contemporary Art parking garages.
- Completed citywide inventory of all roofs and plumbing fixtures. Identified and inventoried more than 5,000 pieces of electrical and heating/air conditioning equipment for future preventive maintenance program.

## FY 2014/15 Objectives

- Complete series of relocations and consolidations that will result in more efficient use of existing facilities and divestiture of excess facilities.
- Reduce deferred maintenance by providing timely on-demand maintenance and repair to all city facilities.
- Reduce deferred maintenance by identifying, scheduling and completing preventative maintenance tasks.
- Reduce deferred maintenance by completing budgeted operating and capital maintenance projects within the approved budget and scheduling to the satisfaction of the requesting division.
- Implement a cross-departmental team that will create a citywide, space management policy and space usage guideline.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	54.00	54.00	54.00	0.00
% of City's FTEs			2.23 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
General Fund	17,252,083	19,743,092	17,598,020	-2,145,072
Transportation/HURF Fund	328,820	392,300	656,300	264,000
<b>Total Budget</b>	<b>17,580,903</b>	<b>20,135,392</b>	<b>18,254,320</b>	<b>-1,881,072</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	4,313,782	4,317,304	4,401,758	84,454
Contractual Services	10,281,758	11,548,072	11,916,327	368,255
Commodities	1,163,987	1,108,541	1,121,835	13,294
Capital Outlays	0	70,500	0	-70,500
<b>Subtotal Operating Budget</b>	<b>15,759,527</b>	<b>17,044,417</b>	<b>17,439,920</b>	<b>395,503</b>
Operating Projects	1,821,375	3,090,975	814,400	-2,276,575
<b>Total Budget</b>	<b>17,580,903</b>	<b>20,135,392</b>	<b>18,254,320</b>	<b>-1,881,072</b>

#### Budget Notes and Changes

- The increase in Personnel Services is due to increases in healthcare and retirement rates.
- The increase in Contractual Services is due to increases in utilities and maintenance costs for machinery, equipment and vehicles.
- Contractual Services also includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.
- The decrease in Operating Projects is due to the one-time appropriation for the engineering survey for the repair of the parking garages in FY 2013/14, which is not in the FY 2014/15 budget.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
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#### Workload

Scheduled preventive maintenance tasks completed	1,240	1,805	1,980
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Note: Ten percent additional preventive maintenance tasks will be completed in FY 2014/15 due to a new preventive maintenance team.

Average number of completed operating projects managed per contract administrator	11.20	12.75	9.70
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Note: Baseline to be established in FY 2013/14.

#### Efficiency

Average hours per work request in man-hours	5.3	4.92	6.2
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Note: This is a measure of how efficiently technicians resolve work orders. Facilities anticipate a 10 per cent efficiency improvement.

## Strategic Goal(s)



Seek  
Sustainability

## Description

Fleet Management comprises five major programs: Administration, Operations, Parts Supply, Fuel and Vehicle Acquisitions. Administration provides financial planning, management support, IT support and data analysis for fleet functions. Operations maintains and repairs the city's fleet of vehicles to ensure safe, efficient and cost effective operation. Parts Supply manages the inventory of parts and materials required to maintain and repair city vehicles. Fleet Fuel manages eight fuel sites throughout the city providing four fuel types: compressed natural gas (CNG), bio-diesel, E-85 and unleaded. Vehicle Acquisitions coordinates the purchasing, equipping and sale of the city's fleet.

## Services Provided

- Fleet Management Administration provides administrative and managerial support for fleet operations to ensure safe, efficient and cost-effective maintenance, repair, fueling and replacement of city-owned vehicles and equipment. Additionally, fleet administration closely interacts with using departments and finance through custom reporting created primarily by fleet administration.
- Fleet Operations supports city divisions by maintaining and repairing 1,300 vehicles and pieces of field equipment consisting of more than 140 makes and 300 models.
- Fleet Parts Supply purchases supplies, parts and accessories required to maintain and repair vehicles and equipment, and develops and maintains related contracts.
- The Fleet Fuel program manages fuel inventories at eight fuel sites throughout the city consisting of Compressed Natural Gas (CNG), bio-diesel, E-85 and unleaded fuels and maintains regulatory compliance with city, county, state and federal regulations.
- Vehicle Acquisitions procures and equips new vehicles, disposes of surplus vehicles and equipment and develops/maintains Fleet service contracts. Vehicle Acquisitions also coordinates the get ready process with the using department, shop operations and vendors.

## FY 2013/14 Achievements

- Increased use of clean, primarily domestic and renewable fuels over the prior year: CNG increased by 110 percent over the prior year and E85 increased by 60 percent. Total fuel consumption has decreased over the past five years by 3.1 percent.
- Increased availability and use of alternative fuels by converting unleaded tank to E85 and vehicle replacements by alternative fuel vehicles, when possible.
- City's count of dedicated, on highway, CNG vehicles has doubled and the number of Flex-fuel vehicles is 34 percent over the prior year.
- Antiquated vehicle replacements increased 68 percent from prior year and internal programs were implemented to promote a positive relationship with customers: 155 replacement vehicles were purchased in FY 2013/14.

## FY 2014/15 Objectives

- Continue to increase the number of CNG fueled vehicles through the replacement of current diesel and gasoline fueled vehicles.
- Support technician training and certifications for CNG vehicle fuel systems and emergency vehicles.
- Modify the north corporation yard's fleet shop to comply with CNG safety regulations for working maintenance facilities.
- Stabilize maintenance, repair and fuel costs through improved replacement planning, preventative maintenance compliance, quality repairs, reducing breakdowns, improving fuel economy and utilizing less expensive fuels.
- In-source new equipment up-fitting to include installation of emergency vehicle lighting and warning systems along with public works vehicle warning light systems.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	46.00	46.00	46.00	0.00
% of City's FTEs			1.90 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Fleet Management Fund	17,307,053	19,327,799	19,993,143	665,344
<b>Total Budget</b>	<b>17,307,053</b>	<b>19,327,799</b>	<b>19,993,143</b>	<b>665,344</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	3,126,827	3,258,454	3,437,161	178,707
Contractual Services	1,472,794	1,461,028	1,535,145	74,117
Commodities	7,063,725	8,413,617	7,852,211	-561,406
Capital Outlays	5,643,706	6,194,700	7,168,626	973,926
<b>Subtotal Operating Budget</b>	<b>17,307,053</b>	<b>19,327,799</b>	<b>19,993,143</b>	<b>665,344</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>17,307,053</b>	<b>19,327,799</b>	<b>19,993,143</b>	<b>665,344</b>

#### Budget Notes and Changes

- The increase in Personnel Services is mainly due to vacant positions in FY 2013/14. The budget appears to have a significant increase when comparing to the "Approved FY 2013/14" column as the budget for vacant positions is swept and therefore not included in the "Approved FY 2013/14" column.
- The increase in Personnel Services is also due to increases in healthcare and retirement rates.
- Contractual Services includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.
- The decrease in Commodities is due to the reduction in budgeted fuel.
- The increase in Capital Outlays is due to the scheduled replacement of vehicles and equipment that have exceeded their life cycle.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Efficiency</b>			
Fleet maintenance/repairs completed in less than 1 day  Note: The goal for FY 2014/15 is to complete maintenance and repair of vehicles in less than one day 89 percent of the time. This is among the highest standards nationally; achieving the goal is assisted through scheduled replacement of older equipment.	88.0%	87.5%	88.0%
Fleet direct labor hours billed as percent of total available hours  Note: The goal is for fleet maintenance to spend at least 72 percent of available staff time on direct labor.	68.2%	73.0%	72.0%
<b>Effectiveness</b>			
Meantime between repairs (average days per vehicle), a counter measure to equipment turnaround.  Note: Fleet will monitor and work to improve these measures. This measure tracks the average number of days between work orders per vehicle. It balances the goal to complete vehicle repair/maintenance in less than one day by tracking how soon that same vehicle is back for maintenance. If this measure is below the target, it may indicate that vehicle repairs/maintenance are not being completed thoroughly.	41	45	45
The preparation of new vehicles and equipment for service will be completed in 30 days after receipt of the vehicles and equipment.  Note: This is a new measure for FY 2014/15. Fleet will complete the up-fitting of vehicle in 30 days on average for new city vehicles and equipment.	n/a	46	30





FY 2014/15 Adopted Budget

Strategic Goal(s)



Enhance  
Neighborhoods



Seek  
Sustainability

Description

Solid Waste maintains clean neighborhoods and protects public health by providing solid waste collection, transportation, disposal, compliance and education services at the lowest practical rate and the highest possible customer satisfaction.

Services Provided

- Residential Collection Services - Provides weekly refuse and recycling collection and monthly brush and bulk collection to more than 80,000 single family residential customers.
- Commercial Collection Services - Provides commercial refuse collection 6 days a week to businesses, multifamily housing developments, all City facilities and parks.
- Container Repair Services provides customer service to more than 80,000 single family homes serviced by residential collection services; provides direct services to more than 1,445 Scottsdale businesses serviced by commercial front loader collection services; and 2,160 businesses and/or residents serviced by the commercial roll-off collection program.
- Household Hazardous Waste provides a safe, legal and convenient way for residents to dispose unwanted or unneeded items.
- Transfer Station Operations - Provides a central location for solid waste residential, brush and commercial collection vehicles working in the northern part of the City to drop off loads of refuse, brush and recyclables rather than hauling them directly to the landfill or recycling facility.
- Other collection and landfill diversion programs such as electronics recycling, moving box and white goods collections and cardboard baling.

FY 2013/14 Achievements

- Held solid waste rates steady for residential and commercial customers for fifth year in a row.
- Conducted three Household Hazardous Waste Collection events for Scottsdale residents, serving 2,536 vehicles and diverting 63 tons from the landfill. Conducted four Electronics Recycling events for Scottsdale residents, serving 2,785 vehicles and diverting 68 tons from the landfill.
- Continued to increase the department's public outreach efforts by participating in new community events such as the Science of the City of Scottsdale and the Big Green Expo to educate the public about the importance of reducing, recycling and reusing.
- Replaced or repaired 6,973 refuse containers as requested by residential solid waste customers to ensure that the city stays in compliance with Maricopa County Health Code regarding acceptable condition of refuse containers and proper storage of refuse.

FY 2014/15 Objectives

- Maintain effective and positive working relationship with the Salt River Pima Maricopa Indian Community landfill staff.
- Increase residential recycling diversion rate from 28.15% to 35% or greater by the year 2020 through public outreach, educational programs and technology.
- Negotiate and complete landfill contract to extend through calendar year 2032.
- Identify recycling options for commercial accounts to increase amount of materials diverted from the landfill.
- Review best practices to increase operational efficiencies and maintain low service fees for residents.
- Continue to work towards a greener fleet of collection vehicles by replacing diesel powered vehicles with CNG powered ones.
- Complete the research phase for Solid Waste Management software and move towards the purchase of a Vehicle Monitoring System that will bring efficiencies to refuse/recycling collection.
- Collaborate with other Public Works departments to draw expertise and share best practices with Solid Waste Management staff.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	89.00	90.00	90.00	0.00
% of City's FTEs			3.72 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Solid Waste Fund	16,405,456	17,171,109	18,125,935	954,826
<b>Total Budget</b>	<b>16,405,456</b>	<b>17,171,109</b>	<b>18,125,935</b>	<b>954,826</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	6,069,521	6,195,465	6,198,557	3,092
Contractual Services	9,754,264	10,377,979	11,175,288	797,309
Commodities	581,671	596,490	752,090	155,600
Capital Outlays	0	1,175	0	-1,175
<b>Subtotal Operating Budget</b>	<b>16,405,456</b>	<b>17,171,109</b>	<b>18,125,935</b>	<b>954,826</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>16,405,456</b>	<b>17,171,109</b>	<b>18,125,935</b>	<b>954,826</b>

#### Budget Notes and Changes

- The increase in Personnel Services is due to increases in healthcare and retirement rates.
- Increase in Contractual Services reflects additional operating services related to landfill costs and professional emergency environmental response services.
- Contractual Services also includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.
- The increase in Commodities is due to the increased costs of new replacement refuse/recycle containers.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Average pounds of recyclable material collected per residential account per year	610	620	610
Note: Reduction a result of less municipal solid waste collected			
<b>Efficiency</b>			
Average monthly cost to customer for residential solid waste services	\$15.96	\$15.96	\$15.96
Note: No service fee increase expected for upcoming fiscal year.			
<b>Effectiveness</b>			
Diversion rate for material collected by Solid Waste Management	16%	17%	17%
Note: Measure based on level of recycling efforts used to divert material from landfill.			
Revenue generated through various diversion programs	\$30,504	\$29,097	\$32,000



FY 2014/15 Adopted Budget

## Strategic Goal(s)

Advance  
TransportationSeek  
SustainabilityValue Scottsdale's  
Unique Lifestyle and  
Character

## Description

Street Operations provides safe, efficient, and environmentally compliant multi-modal transportation and drainage systems through the cost-efficient management and maintenance of traffic controls and infrastructure.

## Services Provided

- Asphalt and Maintenance Program: Administers a program of preventive maintenance treatments on city-owned asphalt surfaces, repairs concrete curbs and sidewalks, and provides quick response to damaged pavement and concrete complaints.
- Traffic Signals Program: Provides a program of preventive maintenance, emergency repairs, and construction/installation of new components for the traffic signal system.
- Intelligent Transportation Systems Program: Operates the Traffic Management Center to coordinate traffic signal control through timing plans and real-time adjustments, producing safe and predictable travel times on major city streets in conjunction with regional traffic signal coordination.
- Signs and Markings Program: Provides installation, inspection, maintenance, and repair of the city's traffic signs and roadway markings.
- Street Light Maintenance Program: Provides inspection, repair, and replacement/installation of the street light infrastructure.
- Emergency Response Program: Provides after-hours emergency response for damaged infrastructure and weather-related incidents on public streets.
- Grading and Drainage Program: Grades, inspects, and provides dust controlling surfaces on unpaved roads and arterial shoulders; and inspects and cleans city-wide drainage system components.
- Street Cleaning Program: Provides scheduled periodic mechanical sweeping on paved streets, alleys, city-owned parking lots, parking structures, and multi-use paths.
- Alley Maintenance Program: Grades, inspects, and provides dust controlling surfaces and vegetation control on unpaved alleys.

## FY 2013/14 Achievements

- Maintained overall Pavement Condition Index at 74.5 on a scale of 1 to 100, by overlaying 58 lane miles of road with new pavement and maintaining 1,684,919 square yards of pavement.
- Relocated the Traffic Management Center to a new location with state-of-the-art configuration, with minimal interruption to traffic management services. Also increased the number of miles of fiber optic cable at minimal cost to the city, and continued to install new cameras and upgrade old cameras.
- Completed the Mayor's downtown lighting improvements safety initiative to increase lighting to improve safety, while reducing energy costs. Initiative included the replacement of high pressure sodium lamps with energy-efficient LED luminaires and implementation of a pilot program of installing induction lighting fixtures in three city-owned parking lots.
- Through federal block grants, upgraded 266 street light heads to LED energy efficient lighting in four neighborhoods to reduce kilowatt consumption and achieve long-term energy cost savings.
- Repaired 34,167 square feet of sidewalk, completed 7,581 linear feet of curb/gutter drainage corrections, and installed 4,926 square feet of ADA ramps and 2,171 square feet of valley gutters. Also patched and/or secured 433 locations for Water Operations.
- Enhanced bicycle rider safety by modifying the storm drain grates within the roadway/bicycle lanes throughout the city, encompassing a total of 1,214 assets; and made anti-theft modifications to the grates to reduce and/or eliminate potential liability.
- Complied with Scottsdale Revised Code requirements and the Arizona Pollutant Discharge Elimination System Program for drainage maintenance, and with EPA dust abatement regulations on unpaved roads, arterials shoulders, and unpaved alleys, resulting in no warnings, violations, or fines.
- Complied with Maricopa County's PM-10 Air Quality Compliance and Enforcement Program in the course of sweeping in excess of 26,500 roadway miles, resulting in no warnings, violations, or fines.

## FY 2014/15 Objectives

- Enhance system-wide traffic signal performance through repair, replacement or upgrade of vehicle detection equipment and updating of signal timing plans.
- Asphalt and Maintenance Program: Ensure city streets are well maintained through an effective pavement preservation regime and responsive repair on asphalt and concrete infrastructure.
- Traffic Signals Program: Ensure safe, reasonable, and predictable travel times through well maintained traffic signals and prompt repair 24 hours per day.
- Intelligent Transportation Systems Program: Ensure safe, reasonable, and predictable travel times by providing timely media alerts about current traffic conditions, thereby enabling the driving public to adjust travel routes to avoid delays.
- Signs and Markings Program: Ensure well maintained roadway striping, pavement marking, and traffic signage.
- Street Light Maintenance Program: Ensure street lights are well maintained to enhance neighborhood and roadway safety.
- Emergency Response Program: Ensure safe, reasonable, and predictable travel times during evening and weekend hours.
- Grading and Drainage Program: Provide well maintained unpaved local roads, unpaved arterial shoulders, and drainage system components in compliance with the city's dust control permit and stormwater management program requirements (MS4 Permit).
- Street Cleaning Program: Ensure city streets are clean through systematic street sweeping in support of the city's stormwater management program requirements (MS4 Permit).
- Alley Maintenance Program: Provide well-maintained and clean unpaved alleys in compliance with the city's dust control permit.
- Implement a measure of travel time as a means to demonstrate effectiveness of traffic signal operations.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	60.00	60.00	60.00	0.00
% of City's FTEs			2.48 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Transportation/HURF Fund	11,279,683	13,338,404	14,311,041	972,637
<b>Total Budget</b>	<b>11,279,683</b>	<b>13,338,404</b>	<b>14,311,041</b>	<b>972,637</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	3,956,474	4,283,092	4,375,096	92,004
Contractual Services	6,678,135	8,200,035	9,080,552	880,517
Commodities	645,075	845,277	825,093	-20,184
Capital Outlays	0	10,000	30,300	20,300
<b>Subtotal Operating Budget</b>	<b>11,279,683</b>	<b>13,338,404</b>	<b>14,311,041</b>	<b>972,637</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>11,279,683</b>	<b>13,338,404</b>	<b>14,311,041</b>	<b>972,637</b>

#### Budget Notes and Changes

- The increase in Personnel Services is due to increases in healthcare and retirement rates.
- The increase in Contractual Services is due to the expanded efforts on ADA mandates on curb ramps, as well as the street overlay program.
- Contractual Services also includes an increase in property, liability and worker's compensation as a result of an increase in claims paid and to ensure the balance of the Risk Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.



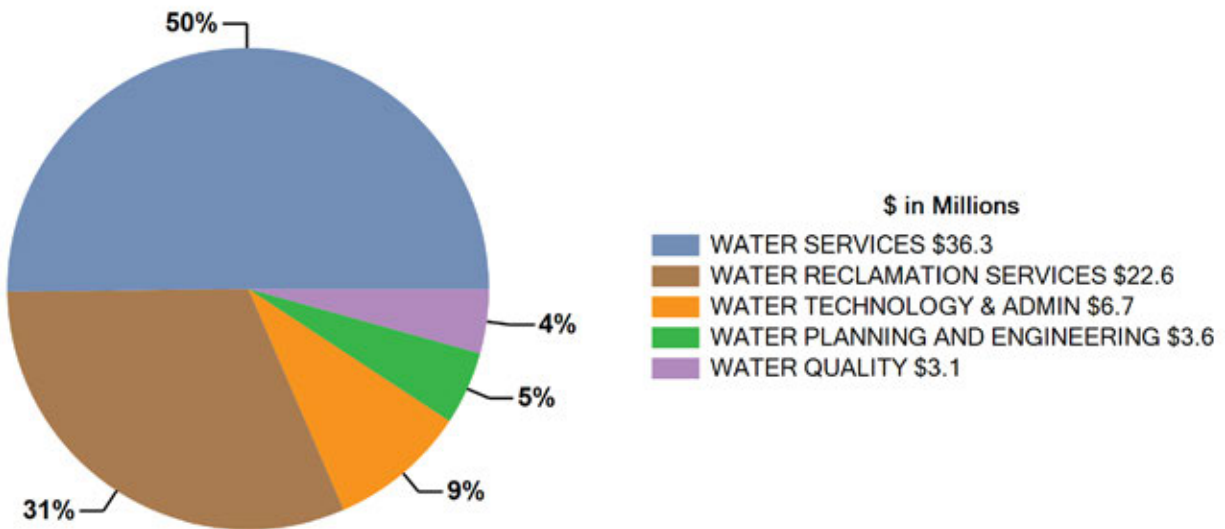
Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Alley Maintenance Program: Treat unpaved alleys annually with a dust palliative to comply with city's dust control permit.	100%	100%	100%
<b>Efficiency</b>			
Traffic Signals Program: Respond to traffic signal trouble calls within one hour.	52 minutes	40 minutes	45 minutes
Intelligent Transportation Systems Program: Increase the number of media alerts about current traffic conditions by 10% annually.	5%	(11%)	15%
Signs and Markings Program: Replace 10 percent of retro-reflective traffic sign facings annually.	9%	9.8%	10%
Street Light Maintenance Program: Respond to street light outage complaints within 48 hours. Note: This is a new measure in FY 2014/15 and no data is available for prior years.	n/a	50 Hours	48 Hours
Emergency Response Program: Respond to 100% of emergency calls on street-related issues within 1 hour.	95%	82%	95%
<b>Effectiveness</b>			
Asphalt and Maintenance Program: Maintain the city's asphalt street system Pavement Condition Index (PCI) above the minimum goal of 70.	75.5	74.5	75.8
Grading and Drainage Program: Grade unpaved roads at an average frequency of 31 to 42 days.	31 days	40 days	42 days
Street Cleaning Program: Sweep 100% of streets at the following frequency based on street classification - major streets twice per month, downtown streets twice per week, and residential streets monthly.	Major: 91% / Downtown: 85% / Residential: 94%	Major: 98% / Downtown: 98.1% / Residential: 92%	98% for all street classifications
Asphalt Maintenance Program (Pothole Repair): Respond to all pothole trouble calls within 48 hours.	92.5%	94%	98%



FY 2014/15 Adopted Budget

# WATER RESOURCES

## FY 2014/15 Adopted Budget

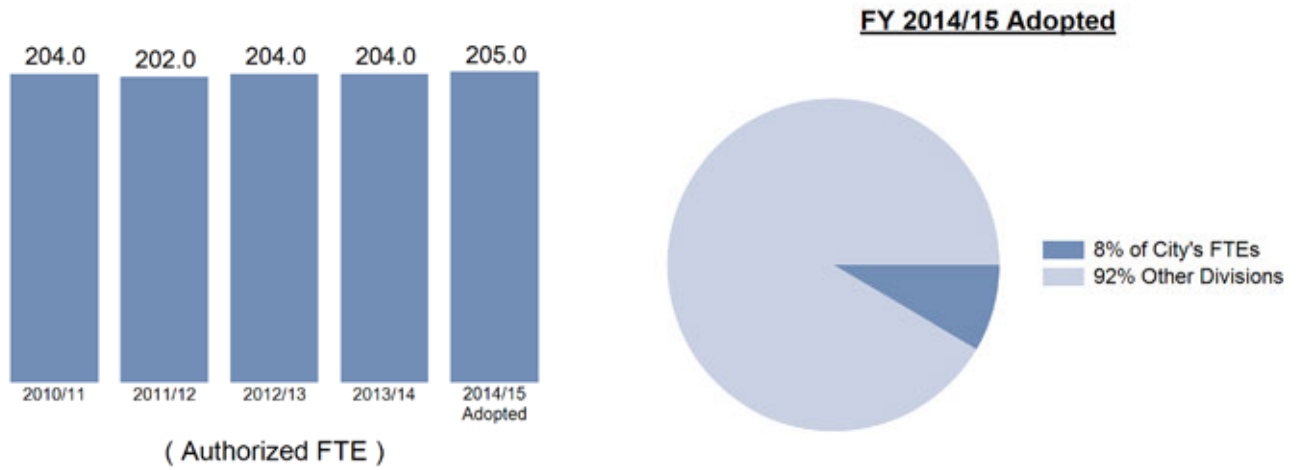


Expenditures By Department	Actual 2012/13	Approved 2013/14	Adopted 2014/15	Change 13/14 to 14/15
WATER SERVICES	32,832,878	36,407,649	36,286,719	-120,930
WATER RECLAMATION SERVICES	17,706,163	21,465,267	22,642,376	1,177,109
WATER TECHNOLOGY & ADMIN	3,319,781	5,956,193	6,691,910	735,717
WATER PLANNING AND ENGINEERING	6,011,737	3,443,696	3,561,916	118,220
WATER QUALITY	2,532,234	2,898,201	3,133,155	234,954
<b>Total Budget</b>	<b>62,402,793</b>	<b>70,171,006</b>	<b>72,316,076</b>	<b>2,145,070</b>

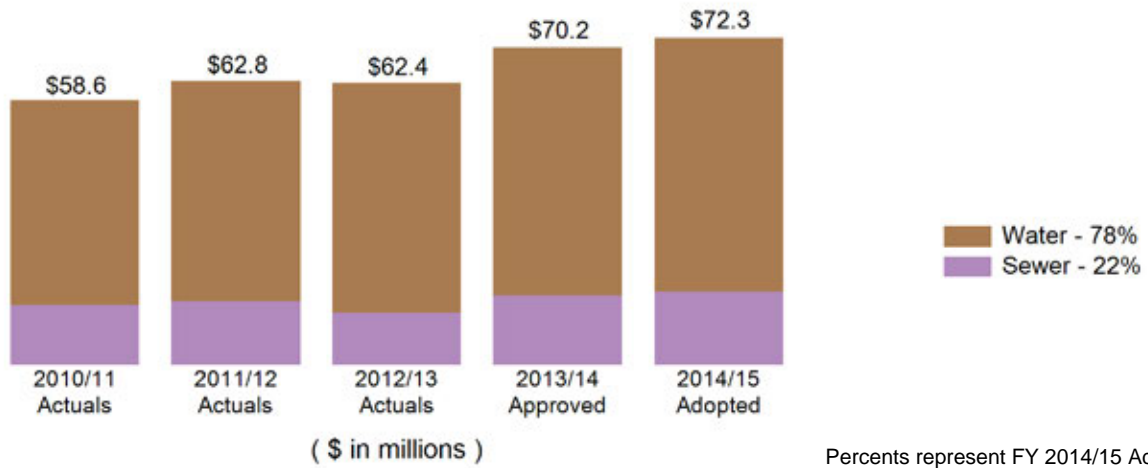


FY 2014/15 Adopted Budget

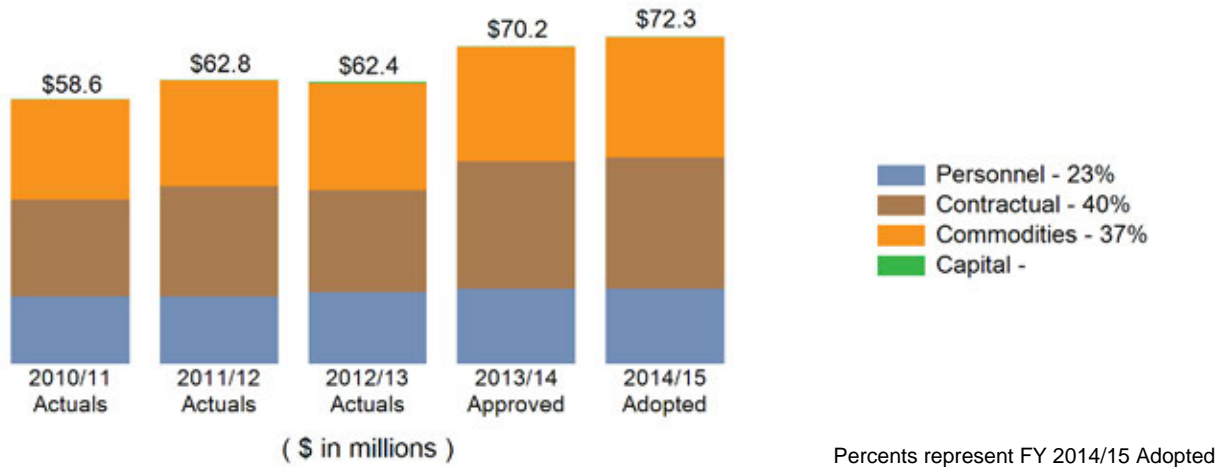
**Staff Summary**



**Expenditures By Fund**



**Expenditures By Type**



**Strategic Goal(s)**



Enhance Neighborhoods



Seek Sustainability



Support Economic Vitality

**Description**

The Water Resources Division is committed to providing efficient, high quality, reliable water and sewer service to Scottsdale citizens and residents. The division comprises five areas: Planning and Engineering, Water Services, Water Reclamation Services, Water Quality and Water Technology and Administration. Planning and Engineering provides essential support in engineering, technology, finance and planning for the division and manages the water conservation program. Water Services manages the drinking water system providing service to more than 88,000 accounts within Scottsdale and neighboring areas of Maricopa County and Carefree. Water Reclamation Services manages the sewer collection system, sewage treatment facilities and re-use/recharge facilities providing service to more than 79,000 accounts within Scottsdale. Water Quality ensures Scottsdale meets or surpasses all water- and sewer-related regulations and manages laboratory services and the industrial pretreatment program. Water Technology and Administration provides comprehensive data management, system technology, customer service, employee safety, training and security.

**Services Provided**

- Management of all Water Resources departments and programs to ensure long term sustainable water and wastewater services to Scottsdale customers
- Provide safe, reliable, high quality drinking water service to more than 88,000 water accounts within Scottsdale and neighboring areas of Maricopa County and Carefree
- Provide sanitary, reliable, high quality water reclamation services for more than 79,000 accounts including sewer collection, treatment and re-use/recharge

**FY 2013/14 Achievements**

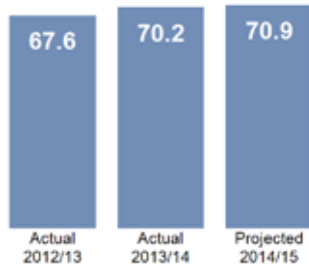
- Met all drinking water, reclaimed water and superfund program requirements for federal, state and local regulations including distribution of an annual report designed to communicate water quality information to customers.
- Restructured wastewater rates to align more closely with water rate structure and lowered cost for residential customers with small flows.
- Finalized implementation strategies to control/comply with future disinfection byproduct regulations.
- Implemented pre-treatment processes and rehabilitated microfiltration basins at the Chaparral Water Treatment Plant.
- Updated Infrastructure Improvement Plan, Impact Fees and Formulas, and substantially completed update of the Water Master Plan.
- Completed the expansion of the Advanced Water Treatment facility to better manage local groundwater supplies and provide high quality water to the Reclamation Water Distribution System golf courses for non-potable irrigation.
- Completed final implementation phase of the Optimization Program, enabling the Division to improve overall efficiencies and responsiveness to system disruptions.
- Ensured future water supply sustainability by increasing stored water credits for drought reserve.

**FY 2014/15 Objectives**

- Increase stored water credits for drought reserve, ensure water supply sustainability
- Begin Technology Master Plan to better manage unique and complex water and sewer system operations
- Expand strategies to control/comply with new disinfection byproduct regulations
- Complete installation design of hydro-turbines to generate renewable energy at key facilities
- Initiate education campaign on salinity to reduce salt in wastewater and environment
- Enhance business practices and security with migration to electronic documentation, eDocs

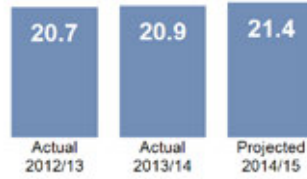
Charted Performance Measures

Drinking Water Produced Daily



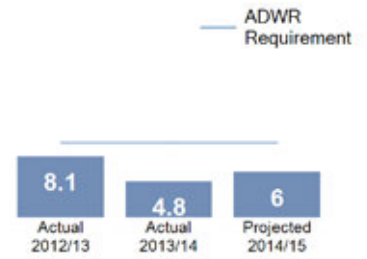
Average Day Drinking Water Production (in million gallons)  
Workload

Sewage Treated Daily



Average Day Sewage Collected and Treated (in million gallons)  
Workload

Percent of Lost & Unaccounted For Water



ADWR Requires <10% Annually  
Efficiency

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	204.00	204.00	205.00	1.00
% of City's FTEs			8.48 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Sewer Fund	11,478,616	15,329,247	16,175,521	846,274
Water Funds	50,924,177	54,841,759	56,140,555	1,298,796
<b>Total Budget</b>	<b>62,402,793</b>	<b>70,171,006</b>	<b>72,316,076</b>	<b>2,145,070</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	15,827,680	16,555,319	16,636,015	80,696
Contractual Services	22,548,057	28,254,127	28,949,642	695,515
Commodities	23,700,020	25,206,560	26,603,944	1,397,384
Capital Outlays	327,037	155,000	126,475	-28,525
<b>Subtotal Operating Budget</b>	<b>62,402,793</b>	<b>70,171,006</b>	<b>72,316,076</b>	<b>2,145,070</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>62,402,793</b>	<b>70,171,006</b>	<b>72,316,076</b>	<b>2,145,070</b>

#### Budget Notes and Changes

- The increase in Personnel Services is due to the transferring of 1 FTE (Drainage Inspector) from the Community & Economic Development Division to the Water Resources Division. The position is responsible for performing investigations, inspections and sampling related to the city's stormwater National Pollutant Discharge Elimination System (NPDES) permit. The Water Resources Division has the expertise to more efficiently manage this permit and its requirements.
- The increase to Contractual Services is primarily due to the transfer of sponsored training from Water Reclamation, as well as increase to rates charged by Fleet for maintenance and repair, fuel, and replacement of vehicles.
- Increase in Contractual Services is also due to the transfer of the NPDES contract into the division and consulting on ongoing reservoir rehabilitation.
- Increase in Commodities is due to purchased treated Advanced Water Treatment (AWT) Reverse Osmosis (RO), increases to the cost of maintenance on water systems, increases due to the Regional Wireless Cooperative IGA with the City of Phoenix for the radio communication system, and treatment chemicals.
- Reduction in Capital Outlays is due to a reduction in purchased vehicle costs.



Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Percentage of calls handled and resolved immediately by staff in a single phone call.  Note: Water Resources Customer Service and Administration offices received more than 26,000 phone calls in FY 2014.	86%	84%	85%
<b>Effectiveness</b>			
Drinking water compliance rate  Note: Over 10,000 tests are performed annually on drinking water in Water Quality Laboratory. In addition, 66 continuous, online analyzers monitor the drinking water throughout the distribution system and water treatment plants.	100%	100%	100%
Amount of water (in million gallons) recharged above Safe Yield  Note: Safe Yield is defined as pumping more water into the aquifer than was pumped out in a year.	1,868	2,721	2,500
Percentage of workshop participants who attended a landscape workshop and rated the program as "Excellent" or "Good" in a feedback survey.  Note: Approximately 735 residences attended a landscape workshop. Of the 395 survey cards returned; 390 were rated "Excellent" or "Good".	98%	99%	98%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Filing and assembly of water conservation information packets	1	80	\$1,802	0.0
<b>Total</b>	<b>1</b>	<b>80</b>	<b>\$1,802</b>	<b>0.0</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."

**Strategic Goal(s)**



Enhance  
Neighborhoods



Seek  
Sustainability



Support  
Economic  
Vitality

**Description**

Water Quality ensures compliance with federal, state and local regulations for drinking water, reclaimed water, industrial pretreatment, superfund, air quality and aquifer protection for all Water Resources programs and facilities. It also provides oversight and enforcement on seven U.S. Environmental Protection Agency permitted industries and more than 2,000 commercial establishments that discharge into the city's sewer system. The in-house laboratory performs more than 95,000 water and wastewater quality tests annually to ensure compliance with regulations and permits.

**Services Provided**

- Ensures compliance with federal, state and local regulations for drinking water, reclaimed water, industrial pretreatment, superfund, air quality and aquifer protection for Water Resources programs and facilities
- Performs more than 95,000 water and wastewater quality tests annually to ensure compliance with regulations and permits
- Provides oversight and enforcement on seven permitted industries and more than 2,000 commercial establishments that discharge into the city sewer system

**FY 2013/14 Achievements**

- Met all drinking water and Superfund program requirements for federal, state, and local regulations including distribution of an annual report designed to communicate water quality information to customers.
- Developed customer education program to decrease fats, oils, and grease in the city sewer system.
- Finalized implementation strategies to control/comply with future disinfection byproduct regulations.
- Completed sanitary survey inspections of one-third of the drinking water system.

**FY 2014/15 Objectives**

- Continue implementing strategies to control/comply with future disinfection byproduct regulations
- Evaluate and optimize the Cross Connection Control Program
- Assess the presence of invasive species in water and wastewater facilities
- Assess/modify the Water Campus Aquifer Protection Permit to simplify/clarify requirements

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	21.00	21.00	23.00	2.00
% of City's FTEs			0.95 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Sewer Fund	722,259	819,231	984,632	165,401
Water Funds	1,809,974	2,078,970	2,148,523	69,553
<b>Total Budget</b>	<b>2,532,234</b>	<b>2,898,201</b>	<b>3,133,155</b>	<b>234,954</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	1,820,958	1,904,111	2,077,052	172,941
Contractual Services	405,588	652,990	740,073	87,083
Commodities	304,901	341,100	316,030	-25,070
Capital Outlays	787	0	0	0
<b>Subtotal Operating Budget</b>	<b>2,532,234</b>	<b>2,898,201</b>	<b>3,133,155</b>	<b>234,954</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>2,532,234</b>	<b>2,898,201</b>	<b>3,133,155</b>	<b>234,954</b>

#### Budget Notes and Changes

- The increase in Personnel Services is the result of transferring 1 FTE (Drainage Inspector) from the Community & Economic Development Division to the Water Resources Division. The position is responsible for performing investigations, inspections and sampling related to the city's stormwater National Pollutant Discharge Elimination System (NPDES) permit. The Water Resources Division has the expertise to more efficiently manage this permit and its requirements.
- Increase in Contractual Services is due to the transfer of the National Pollutant Discharge Elimination System (NPDES) contract into the Water Resources Division.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Effectiveness</b>			
Drinking water compliance rate  Note: Over 10,000 tests are performed annually on drinking water in Water Quality Laboratory. In addition, 66 continuous, online analyzers monitor the drinking water throughout the distribution system and water treatment plants.	100%	100%	100%
Superfund Compliance Rate  Note: All samples taken are part of the North Indian Bend Superfund Site and were in full compliance with the 2003 Amended Consent Decree. The Decree is the legal document issued by the EPA that governs all activities and requirements of the Superfund Site.	100%	100%	100%
Industrial user compliance rate with discharge permits  Note: Permits are for industries that discharge a significant amount of wastewater on a daily basis and include businesses such as circuit board manufacturers and metal plating.	100%	100%	100%



FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Enhance Neighborhoods



Seek Sustainability



Support Economic Vitality

**Description**

Water Reclamation Services collects, treats and re-uses wastewater generated within the city. This area manages more than 1,400 miles of sewer lines, 3 separate treatment facilities and hundreds of pumps, lift stations and other equipment that make up the sewer collection system. Continuous 24/7 operations of the system ensures compliance with numerous regulatory requirements to prevent spills/overflows, minimize odors and provide an alternative source of water for non-potable users such as irrigation, power generation and groundwater replenishment.

**Services Provided**

- Provide sewer service to more than 79,000 accounts by maintaining and operating more than 1,400 miles of sewer lines, 3 wastewater treatment plants and irrigation/reclaimed water distribution systems
- Collect and treat approximately 21 million gallons of wastewater per day
- Advanced treatment of reclaimed water for non-potable users such as irrigation

**FY 2013/14 Achievements**

- Completed the Advanced Water Treatment Plant Expansion Project.
- Initiated sewer collection system assessment to prioritize needs and capital improvements.
- Received over \$100,000 from Arizona Public Service for participation in the Peak Solutions Power Curtailment program.

**FY 2014/15 Objectives**

- Optimize odor control by installing oxygen injection system within the sewer pumpback system
- Create cost savings with optimization of carbon supplements within the wastewater treatment process
- Improve and prioritize operations and maintenance of lift stations through an assessment program
- Complete rehabilitation efforts at Water Campus

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	32.00	28.00	28.00	0.00
% of City's FTEs			1.16 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Sewer Fund	9,742,384	12,610,036	13,012,790	402,754
Water Funds	7,963,779	8,855,231	9,629,586	774,355
<b>Total Budget</b>	<b>17,706,163</b>	<b>21,465,267</b>	<b>22,642,376</b>	<b>1,177,109</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	3,162,068	2,589,324	2,667,842	78,518
Contractual Services	9,005,191	13,062,342	12,648,784	-413,558
Commodities	5,498,366	5,708,601	7,325,750	1,617,149
Capital Outlays	40,538	105,000	0	-105,000
<b>Subtotal Operating Budget</b>	<b>17,706,163</b>	<b>21,465,267</b>	<b>22,642,376</b>	<b>1,177,109</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>17,706,163</b>	<b>21,465,267</b>	<b>22,642,376</b>	<b>1,177,109</b>

#### Budget Notes and Changes

- Decrease in Contractual Services is due to a reduction in the Multi-City Water Reclamation Plant contract, as well as the transfer of sponsored training to Water Technology and Admin.
- Increase in Commodities is due to an increase in purchased treated Advanced Water Treatment (AWT) Reverse Osmosis (RO) costs for the Reclaimed Water Distribution System (RWDS), purchased water and effluent costs for the RWDS, and treatment chemicals.
- Decrease in Capital Outlays is due to the one-time purchase of a vactor truck and a maintenance/utility vehicle for use at the Water Campus purchased in FY 2013/14.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Average day sewage collected and treated (in million gallons)	20.7	20.9	21.4
Miles of sewer lines cleaned annually	475	560	475
<p>Note: There are over 1,400 miles of sewer lines in the city. The goal is to clean at least 475 miles annually or the entire system every 3 years to reduce odors and prevent sanitary sewer overflows. Industry standard is to clean entire system every 5 years.</p>			
<b>Efficiency</b>			
Cost of sewage collected and treated per thousand gallons	\$1.98	\$2.07	\$2.19
<p>Note: Cost does not include capital replacement and rehabilitation, debt service, franchise fees, SROG settlement results, or direct charges from the general fund or capital improvement program.</p>			
<b>Effectiveness</b>			
Number of sanitary sewer overflows per year (per 100 miles)	0.01	0.14	0.5
<p>Note: The National average is 4.5 per 100 miles. Scottsdale's goal is to be less than 25% of the national average or less than 1.125 per 100 miles.</p>			





FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Enhance Neighborhoods



Seek Sustainability



Support Economic Vitality

**Description**

Water Resources Planning and Engineering provides leadership and management of all Water Resources programs to ensure the drinking water and water reclamation systems are planned, engineered and designed in agreement with the city's General Plan and ensures that all rates and fees are set prudently. This also includes management and administration of water rights, water conservation, contracts and intergovernmental agreement management for water deliveries and water reclamation. This area aims to achieve safe yield (pumping less groundwater than recharged) each year and minimize the amount of lost or unaccounted for water. The Water Conservation office encourages the responsible use of water and conducts numerous adult and youth workshops each year.

**Services Provided**

- Overall leadership and management of all Water Resources programs and efforts
- Engineering services to ensure water and wastewater systems are engineered and designed according to master plans
- Manage financial plans to ensure that all rates and fees are set prudently to operate and maintain the systems
- Manage the city's water rights and allocations, water conservation programs and contracts and intergovernmental agreement management for water deliveries and sewage treatment

**FY 2013/14 Achievements**

- Updated Infrastructure Improvement Plan, Impact Fees and Formulas, and substantially completed update of the Water Master Plan.
- Ensured future water supply sustainability by increasing stored water credits for drought reserve.
- Initiated multi-year sewer collection system assessment to identify sewer pipeline defects and prioritize capital improvements.
- Developed Salinity Rebate Pilot Program to collect information useful in shaping long term salinity reduction in our reuse water stream.

**FY 2014/15 Objectives**

- Continue sewer system assessment and identify immediate and long term infrastructure needs
- Increase stored water credits for drought reserve, ensure water supply sustainability
- Protect critical treatment facilities with design of storm water infrastructure at Water Campus
- Continue reservoir assessment; identify maintenance needs for optimal water quality and asset life
- Implement the Salinity Rebate Pilot Program

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	56.00	21.00	21.00	0.00
% of City's FTEs			0.87 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Sewer Fund	388,877	540,176	502,409	-37,767
Water Funds	5,622,860	2,903,520	3,059,507	155,987
<b>Total Budget</b>	<b>6,011,737</b>	<b>3,443,696</b>	<b>3,561,916</b>	<b>118,220</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	3,943,379	2,012,497	1,899,091	-113,406
Contractual Services	1,554,808	1,034,292	1,042,700	8,408
Commodities	410,963	396,907	537,150	140,243
Capital Outlays	102,588	0	82,975	82,975
<b>Subtotal Operating Budget</b>	<b>6,011,737</b>	<b>3,443,696</b>	<b>3,561,916</b>	<b>118,220</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>6,011,737</b>	<b>3,443,696</b>	<b>3,561,916</b>	<b>118,220</b>

#### Budget Notes and Changes

- The decrease in Personnel Services is mainly due to an increase in the work order credit allocated to CIP, offset by increases to healthcare and retirement rates
- Increase in Commodities is due to increased purchased water costs for recharge at the WestWorld Golf Course facilities.
- The increase to Capital Outlays is due to improvements done to the Water Resources Administration Building.

Performance Measures	Actual 2012/13	Actual 2013/14	Projected 2014/15
<b>Workload</b>			
Number of free residential audits performed by water conservation staff.	125	305	240
Note: 305 residences received a landscape workshop. 115 survey cards were returned; 114 were rated "Excellent" or "Good".			
<b>Efficiency</b>			
Lost and unaccounted for water per calendar year	4.8%	6.8%	6.0%
Note: Arizona Department of Water Resources requirement is less than 10% annually. Lost and unaccounted for water includes water losses from main breaks and meter errors. Fiscal year 2012/13 equates to calendar year 2012 and 2013/14 to calendar year 2013.			
<b>Effectiveness</b>			
Amount of water (in million gallons) recharged above Safe Yield	1,868	2,721	2,500
Note: Safe Yield is defined as pumping more water into the aquifer than was pumped out in a year.			
Percentage of workshop participants who attended a landscape workshop and rated the program as "Excellent" or "Good" in a feedback survey.	98%	99%	98%
Note: Approximately 735 residents attended a landscape workshop. 395 survey cards were returned; 390 were rated "Excellent" or "Good".			
Number of elementary students who participated in a water conservation educational workshop.	2,550	2,911	2,825
Note: Teacher feedback surveys of this program began in January 2014. Of the 4 surveys returned (490 students), all rated the program as "Excellent" or "Good."			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Filing and assembly of water conservation information packets	1	80	\$1,802	0.0
<b>Total</b>	<b>1</b>	<b>80</b>	<b>\$1,802</b>	<b>0.0</b>

"The value of volunteer hours calculated at an hourly rate of \$22.52 (Source: IndependentSector.org as of 2013)."



FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Enhance  
Neighborhoods



Seek  
Sustainability



Support  
Economic  
Vitality

**Description**

Water Technology and Administration supports Water Resources departments by helping to ensure the highest degree of value, quality and service reliability for our customers. Technology oversees comprehensive data management, control system technologies and system operating services. This area also maintains and repairs Water Resources equipment and infrastructure. Administration includes the customer service call center, employee safety and training, utility system security, accounts payable processing and workforce management support services.

**Services Provided**

- Ensures quality water and sewer service for customers
- Maintains and repairs water and sewer distribution and collection systems, equipment and infrastructure
- Coordinates and manages utility operations, infrastructure and water resources
- Operates customer service call center
- Ensures the safety of all Water Resources facilities and employees
- Conducts annual training for employees

**FY 2013/14 Achievements**

- Completed final implementation phase of the Optimization Program, enabling the Division to improve overall efficiencies and responsiveness to system disruptions
- Initiated the optimization of operating criteria for seasonal reservoir storage to improve water quality
- Continued to prepare for initiation of a project to integrate work order data system with a system that helps monitor remote equipment and sites

**FY 2014/15 Objectives**

- Complete secure wireless communication (Wi-Fi) system at Water Campus
- Begin Technology Master Plan to better manage unique and complex water and sewer system operations
- Begin development of Technology Master Plan to better manage system operations
- Complete optimization upgrade for SCADA software and production server to maximize efficiencies
- Optimize operating criteria for seasonal reservoir storage to improve water quality

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	15.00	56.00	56.00	0.00
% of City's FTEs			2.32 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Sewer Fund	625,096	1,359,804	1,675,690	315,886
Water Funds	2,694,685	4,596,389	5,016,220	419,831
<b>Total Budget</b>	<b>3,319,781</b>	<b>5,956,193</b>	<b>6,691,910</b>	<b>735,717</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	1,268,234	4,304,877	4,296,284	-8,593
Contractual Services	1,162,731	1,216,732	1,875,826	659,094
Commodities	831,922	434,584	488,800	54,216
Capital Outlays	56,895	0	31,000	31,000
<b>Subtotal Operating Budget</b>	<b>3,319,781</b>	<b>5,956,193</b>	<b>6,691,910</b>	<b>735,717</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>3,319,781</b>	<b>5,956,193</b>	<b>6,691,910</b>	<b>735,717</b>

#### Budget Notes and Changes

- The increase to Contractual Services is due to the transfer of sponsored training from Water Reclamation, as well as increase to rates charged by Fleet for maintenance and repair, fuel, and replacement of vehicles.
- The increase in Commodities is due to the Regional Wireless Cooperative IGA with the City of Phoenix for radio communication system.
- The increase in Capital Outlays is due to the upgrade of survey GPS equipment.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Effectiveness</b>			
Percentage of calls handled and resolved immediately by staff in a single phone call  Note: Water Resources Customer Service and Administration offices received more than 26,000 phone calls in FY 2013/14.	86%	84%	85%
Percentage of total completed planned/preventative maintenance activities on both water and wastewater systems.  Note: This includes thousands of miles of pipes, thousands of valves, fire hydrants and hundreds of pumps located throughout the city. Performing planned maintenance extends the life of the city's infrastructure.	80%	71%	75%
Vehicle accidents per million miles (per calendar year) or vehicle accident rate  Note: Water Resources crews drive an average 800,000 miles annually. Rates are per calendar and reported to the Arizona Governmental Safety Association.	11.5	10.2	9.3
Number of workplace incidents, injuries and illnesses per calendar year, per 100 employees  Note: Arizona Governmental Safety Association average for utilities is 8.39 per 100 employees.	7.75	6.3	6.0





FY 2014/15 Adopted Budget

**Strategic Goal(s)**



Enhance  
Neighborhoods



Seek  
Sustainability



Support  
Economic  
Vitality

**Description**

Water Services treats and distributes drinking water throughout the city. This area manages two surface water treatment plants, the Central Groundwater Treatment Facility, 43 reservoirs, 27 groundwater wells and thousands of fire hydrants, valves, pump/booster stations and other equipment that make up the drinking water distribution system. Continuous operation of this system ensures compliance with numerous regulatory requirements and provides safe, reliable drinking water to more than 87,000 residential and commercial customers.

**Services Provided**

- Provides safe, reliable drinking water to more than 88,000 accounts by maintaining and operating more than 2,000 miles of water lines, 3 treatment facilities, 43 reservoirs, 27 groundwater wells and thousands of fire hydrants, valves, pump/booster stations and other equipment that make up the drinking water distribution system
- Treats and distribute an average of 70 million gallons of drinking water per day
- Ensures compliance with numerous regulatory requirements

**FY 2013/14 Achievements**

- Implemented pre-treatment processes and rehabilitated microfiltration basins at the Chaparral Water Treatment Plant.
- Implemented the first phase of the fixed automated meter reading system to increase data collection efficiency.
- Initiated the process of integrating the work order system with the asset management system to help maximize the life of water system assets.

**FY 2014/15 Objectives**

- Optimize pretreatment processes and rehabilitate control system at the Chaparral WTP.
- Continue integrating work order and asset management systems to ensure longevity of facilities.
- Accelerate meter replacement program to decrease water loss and increase billing accuracy.
- Integrate new water source from well PCX-1 to improve water quality and reduce treatment costs.

<b>Staff Summary</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Full-time Equivalents (FTE)	80.00	78.00	77.00	-1.00
% of City's FTEs			3.18 %	

<b>Expenditures By Fund</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Water Funds	32,832,878	36,407,649	36,286,719	-120,930
<b>Total Budget</b>	<b>32,832,878</b>	<b>36,407,649</b>	<b>36,286,719</b>	<b>-120,930</b>

<b>Expenditures By Type</b>	<b>Actual 2012/13</b>	<b>Approved 2013/14</b>	<b>Adopted 2014/15</b>	<b>Change 13/14 to 14/15</b>
Personnel Services	5,633,041	5,744,510	5,695,746	-48,764
Contractual Services	10,419,739	12,287,771	12,642,259	354,488
Commodities	16,653,869	18,325,368	17,936,214	-389,154
Capital Outlays	126,230	50,000	12,500	-37,500
<b>Subtotal Operating Budget</b>	<b>32,832,878</b>	<b>36,407,649</b>	<b>36,286,719</b>	<b>-120,930</b>
Operating Projects	0	0	0	0
<b>Total Budget</b>	<b>32,832,878</b>	<b>36,407,649</b>	<b>36,286,719</b>	<b>-120,930</b>

#### Budget Notes and Changes

- The increase in Contractual Services is due to ongoing reservoir rehabilitation.
- The decrease in Commodities is due to the reductions in treatment filter media and purchase of water meters transferred to CIP, offset by increases to purchased water and maintenance needs in the water system.
- The decrease in Capital Outlays is due to a one-time purchase of a vehicle in FY 2013/14.

<b>Performance Measures</b>	<b>Actual 2012/13</b>	<b>Actual 2013/14</b>	<b>Projected 2014/15</b>
<b>Workload</b>			
Average day drinking water production (in million gallons). Note: The amount of water produced daily depends on customer demands and is affected by rainfall and weather conditions.	67.6	70.2	70.9
Peak day drinking water production (in million gallons). Note: The peak day of water production occurs in late spring or early summer, typically late May or June.	94.5	94.9	95.5
Number of water meters replaced system-wide. Note: This reflects 8% of the total inventory of water meters. The goal is to have all 88,000 water meters upgraded to higher technology in 12.5 years or less.	5,058	6,639	7,040
<b>Efficiency</b>			
Cost of water produced and delivered per thousand gallons. Note: Cost does not include capital replacement and rehabilitation, debt service, franchise fees or direct charges from the general fund or capital improvement program.	\$1.83	\$1.74	\$1.93



FY 2014/15 Adopted Budget

**Operating Projects**

Operating Projects capture costs associated with the repair and maintenance of capital assets, replacement of non capital equipment, master plans, studies, public art, and all other project type costs that do not result in the acquisition or construction of a capital asset.

<b>Division</b>	<b>Project Description</b>	<b>Adopted FY 2014/15</b>
<b>ADMINISTRATIVE SERVICES</b>		
IT - TELEPHONE EQUIPMENT	The telephone operating project is dedicated to providing systematic upgrades, maintenance and ongoing replacement of the City of Scottsdale's enterprise telephone system. This includes subsystems such as 911, interactive voice response, right fax, and voicemail.	377,000
<b>TOTAL FOR ADMINISTRATIVE SERVICES</b>		<b>377,000</b>
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>		
ART IN PUBLIC PLACES - OPERATING	Supports vendors and exhibits of Public Art, this represents the old 1 percent.	443,380
CIP ADVANCE PLANNING PROGRAM	Conduct studies, travel demand modeling, analysis and internal/external coordination to determine future capital improvement needs for major street, intersection, traffic management and transit projects.	55,000
NPDES WTR QLTQ SAMP/RPT/PERMIT	Section 402 of the 1972 federal Clean Water Act creates the national pollutant discharge elimination system, administered by the US Environmental Protection Agency, which has delegated primacy within Arizona to the Arizona Department of Environmental Quality (ADEQ). The City of Scottsdale, as owner and operator of a municipal separate storm sewer system (MS4), has been issued an Arizona Pollutant Discharge Elimination System permit from ADEQ. The city must comply with the provisions of this permit, which is an unfunded federal and state mandate. The purpose of the permit is to prevent polluted stormwater runoff from entering the city's MS4 and discharging to waters of the United States. There are many permit requirements, such as wet weather stormwater sampling and monitoring, illicit discharge detection and elimination, inspection of municipal facilities and construction and industrial sites, MS4 mapping and maintenance, street sweeping, training, and preparation of a detailed annual report documenting all such compliance activities.	20,801
PUBLIC ART CONSV AND RESTORATION	Agreement between City of Scottsdale and Scottsdale Cultural Council. Funding: Conservation and Restoration.	134,400
WW HORSE BARN REPAIRS	This program is to replace/and or repair maintenance in the horse barns and other areas at WestWorld. This program may include the purchase of new equipment necessary for operation at WestWorld.	17,000
<b>TOTAL FOR COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>		<b>670,581</b>
<b>COMMUNITY SERVICES</b>		
PLAYGROUND EQUIPMENT REPL	This project includes replacement of playground equipment at one site.	90,137
PUBLIC POOL EQUIPMENT REPL	This project will address scheduled replacement of pool equipment at the City of Scottsdale's aquatic facilities.	98,600
<b>TOTAL FOR COMMUNITY SERVICES</b>		<b>188,737</b>
<b>PUBLIC WORKS</b>		
FACILITIES MGMT REPAIR & MAINT	This project is for larger scale, preventive maintenance, equipment life-cycle replacement, and modernization projects at city facilities. Projects may include some or all building systems such as: HVAC, electrical, plumbing, roofing, painting, and floor coverings.	814,400
<b>TOTAL FOR PUBLIC WORKS</b>		<b>814,400</b>
<b>GRAND TOTAL</b>		<b>2,050,718</b>

ADA	Americans with Disabilities Act
ADOT	Arizona Department of Transportation
APS	Arizona Public Service
ARS	Arizona Revised Statutes
ASRS	Arizona State Retirement System
ASU	Arizona State University
ASUF	Arizona State University Foundation
AZSTA	Arizona Sports and Tourism Authority
BOR	Bureau of Reclamation
CAD	Computer Aided Design; Computer Aided Dispatch (Police)
CAFR	Comprehensive Annual Financial Report
CAP	Central Arizona Project
CDBG	Community Development Block Grant
CDL	Commercial Driver License
CEF	Court Enhancement Fund
CFD	Community Facility District
CIP	Capital Improvement Plan
CMOM	Capacity, Management, Operations & Maintenance
CNG	Compressed Natural Gas
COP	Certificate of Participation
COS	City of Scottsdale
CPI	Consumer Price Index
CVB	Convention and Visitors Bureau
DDC	Desert Discovery Center
DM	Document Management
DMS	Document Management System
DPB	Disinfection by Product
EEOC	Equal Employment Opportunity Commission
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EPCR	Electronic Patient Care Reporting
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FCD	Flood Control District
FCV	Full Cash Value
FEMA	Federal Emergency Management Agency
FT	Full Time
FTE	Full Time Equivalent
FTG	Fill The Gap
GAAP	Generally Accepted Accounting Principles
GAC	Granular Activated Carbon
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation
HHW	Household Hazardous Waste
HR	Human Resources

HUD	U.S. Department of Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, and Air Conditioning
ICMA	International City/County Management Association
ID	Improvement District
IGA	Intergovernmental Agreement
ILM	Information Lifecycle Management
ISO	International Organization for Standardization
IT	Information Technology
ITD	Inception to Date
ITS	Intelligent Transportation System
IVR	Interactive Voice Response System
IWDS	Irrigation Water Distribution System
IWWMP	Integrated Water & Wastewater Master Plans
JCEF	Judicial Collections Enhancement Fund
LAN	Local Area Network
LEED	Leadership in Energy and Environmental Design
LIMS	Laboratory Information Management System
LIS	Land Information System
LTAf	Local Transportation Assistance Fund
MAG	Maricopa Association of Governments
MCSD	Maricopa County Stadium District
MGD	Million Gallons per Day
MPC	Municipal Property Corporation
NACSLB	National Advisory Council on State and Local Budgeting
NPDES	National Pollution Discharge Elimination System
O&M	Operations and Maintenance
PAYGO	Pay-As-You-Go
PC	Personal Computer
PD	Police Department
PPB	Parts per Billion
PSPRS	Public Safety Personnel Retirement System
PRV	Pressure Relief Valve
PT	Part Time
REV	Revenue
RFP	Request for Proposal
RICO	Racketeering Influenced Corrupt Organizations
RMS	Records Management System
ROW	Right of way
RV	Recreational Vehicle
RWDS	Reclaimed Water Distribution System
SCADA	Supervisory Control and Data Acquisition
SB	Senate Bill
SPA	Scottsdale Preserve Authority
SRO	Salt River Outfall
SROG	Sub Regional Operating Group
SRP	Salt River Project
SRPMIC	Salt River Pima-Maricopa Indian Community
SVC	Service

SW	Software
SWAT	Special Weapons and Tactics
TTHM	Total Trihalomethanes
TPC	Tournament Players Club
UCR	Uniform Crime Report
WAN	Wide Area Network
WRP	Water Reclamation Plant
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant



**Accrual Basis** – A basis of accounting whereby transactions are recognized when they are incurred, as opposed to when cash is received or paid.

**Actual** – As used in the fund summaries and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a modified accrual basis, with the exception that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds are budgeted as expenses.

**Adopted** – As used in the fund summaries and division summaries within the budget document, represents the budget as approved by formal action of the City Council.

**Appropriation** – An authorization made by the City Council, which permits the city to incur obligations and to expend resources for specific purposes.

**Assessed Valuation** – A value that is established annually by the county assessor for real and personal property as a basis for levying taxes.

**Balanced Budget** - Arizona State law requires a “balanced” budget, which is “all-inclusive”. Arizona State Revised Statute (42-17151) defines a “balanced” budget as follow:

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

Under Arizona State law “all-inclusive” means if an item is not budgeted (i.e. does not have an appropriation), it cannot legally be spent during the fiscal year. Therefore, the budget must include sufficient appropriation provisions for expenditures related to revenues (e.g., possible future grants) that cannot be accurately determined or even anticipated when the budget is adopted in June. This budgetary flexibility allows the city to comply with the Arizona state law and to pro-actively pursue emerging revenue sources as the budget year unfolds. The contingent expenditure appropriations associated with items such as possible future grants/revenues may not be spent without prior City Council approval during a public meeting.

**Base Budget** – Cost of continuing the existing levels of service in the current budget year.

**Beginning Balance** – The residual funds brought forward from the previous fiscal year (ending balance).

**Bond 2000** – General Obligation Bonds that were authorized by voters in calendar year 2000 and are secured by the full faith and credit of the issuer. General Obligation Bonds issued by local units of government are secured by a pledge of the issuer’s property taxing power, and must be authorized by the electorate.

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

**Bonds** – Debt instruments, which require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or according to a formula for determining the interest rate.

**Bond Rating** – The measure of the quality and safety of a bond. It indicates the likelihood that a debt issuer will be able to meet scheduled repayments and dictates the interest rate paid.

**Budget** – A plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative, or whether the appropriating body has approved it.

**Budget Calendar** – The schedule of key dates, which a government follows in the preparation and adoption of the budget.

**Budgetary Basis** – Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), with the exception that (1) no depreciation is budgeted for proprietary funds; and (2) bond principal in the enterprise funds is subject to appropriation. The budgetary basis of accounting is used to present all proposed budget and forecast amounts in the budget document to facilitate meaningful comparisons. The differences between the budgetary and GAAP basis of accounting used by the City of Scottsdale are similar to those of many other local governments. The differences between budgetary basis and the GAAP basis exist largely because the budgetary basis provides a more conservative view of revenues and expenditures.

**Capital Expenditures** – The city defines a capital expenditure as using the following three criteria: (1) relatively high monetary values (equal to or greater than \$25,000), (2) long asset life (equal to or greater than five years of useful life, and (3) results in the creation of a fixed asset, or the revitalization of a fixed asset.

**Capital Improvement Funds** – Established to account for financial resources to be used for the acquisition or construction of major capital facilities. The city maintains several capital project funds to ensure legal compliance and financial management for various restricted revenues.

**Capital Improvement Plan (CIP)** – A comprehensive plan that forecasts the capital needs of the community. Generally, it is a cyclical process that forecasts the needs for a set number of years. Capital improvement plans are essential to sound infrastructure and financial planning. The annual capital budget is derived from the long-term CIP.

**Capital Outlay** – Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than two years; (2) typically have a unit cost of \$10,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as a capital outlay under the same code as the original purchase. Replacement or repair parts are classified under commodities.

**Capital Project** – Any project having assets of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as streets, bridges, drainage, street lighting, and water systems.

**Certificate of Participation (COP)** – Funding mechanism similar to bonds utilized for the purchase of capital items.

**Commodities** – Expendable items purchased through the city-approved centralized purchasing process and include supplies, repair and replacement parts, small tools, etc.

**Community Facilities Districts (CFD)** – CFDs are special purpose public improvement districts. By utilizing a variety of public funding options such as bonds, special assessments, taxes and user fees, CFDs provide a mechanism to finance public infrastructure, the operation and maintenance of public infrastructure, and enhanced municipal services in qualifying areas.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contracts Payable** – A liability reflecting amounts due on contracts of goods or services furnished to the city.

**Contractual Services** – Includes expenditures for services performed by firms, individuals, or other city divisions.

**Cost Center** – An organizational budget/operating unit within each City division.

**Court Enhancement Fund** – A fund to accumulate fees imposed by the City Court on fines, sanctions, penalties and assessments for the purpose of enhancing the technological, operational and security capabilities of the City Court.

**Debt Service** – Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.

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

**Department** – A functional unit within a division consisting of one or more cost centers engaged in activities supporting the unit's mission and objectives (e.g., Police and Fire Departments within Public Safety Division).

**Division** – The combination of departments and programs of the city with a specific and unique set of goals and objectives (i.e., Public Safety, Finance and Accounting, Community Services, etc.).

**Encumbrance** – The legal commitment of appropriated funds in the form of purchase orders, contracts, or other commitments. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

**Encumbrance Rebudgets** – The balance of unliquidated purchase commitments brought forward from the previous fiscal year.

**Ending Balance** – The residual funds that are spendable or available for appropriation at the end of the fiscal year.

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

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

**Equipment Rental** – Represents fees charged to other areas of the city for the maintenance, repair, and replacement of city vehicles. The fee for these charges is returned to the fleet management internal service fund as revenue.

**Estimate** – Represents the original adopted budget plus any contingency transfers, approved changes, and anticipated year-end savings.

**Excise Debt** – Represents debt that is repaid by excise taxes. In this case, the excise taxes used to fund the debt service payments are a portion of the

transaction privilege (sales) tax and transient occupancy tax.

**Expenditure** – Outlay of funds for obtaining assets or goods and services. Expenditures represent decreases in net financial resources.

**Expenditure Limitation** – An amendment to the Arizona State Constitution limiting annual expenditures for all municipalities. The Arizona Economic Estimates Commission sets the limit based on population growth and inflation.

**Fees** – Charges for specific services.

**Financial Policy** – A government's directive with respect to operating, capital and reserve management and financial reporting as these relate to government services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of government budgets and its funding.

**Fiscal Year** – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Scottsdale's fiscal year is July 1 through June 30.

**Five-Year Financial Plan** – An estimation of sources and uses required by the city to operate for the next five-year period.

**Forecast** – A prediction of a future outcome based on known and unknown factors.

**Franchise Fee** – Annual fees paid by utilities (electricity, cable TV and natural gas) for the use of city public rights of way. Franchise fees are also paid by the city's water and water reclamation utility fund, as a reimbursement to the General Fund for the utility's use of city streets and right-of-ways. Franchise fees are typically a set percentage of gross revenue within the city.

**Fringe Benefits** – Contributions made by a government to meet commitments or obligations for employee-related expenses. Included is the government's share of costs for social security and the various pension, medical, and life insurance plans.

**Full-Time Equivalent (FTE)** – A calculation used to convert part-time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The full-time equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

**Full Cash Value** – Arizona Revised Statutes defines full cash value (FCV) as being synonymous with market value. For assessment purposes, full cash value approximates market value. Also see secondary assessed valuation.

**Fund** – A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance** – The balance of net financial resources that are spendable or available for appropriation. As used in the budget, the excess of sources (revenues and cash transfers-in) over uses (expenditures, debt service, and cash transfers-out). The beginning fund balance is the residual funds brought forward from the previous fiscal year. The fund balance is comprised of a reserved fund balance and an unreserved fund balance. The reserved fund balance is restricted for specific purposes, while the unreserved fund balance is not restricted for a specific purpose and is available for general appropriation.

**Fund Summary** – A combined statement of sources, uses, and changes in fund balance for the prior year's actual, adopted, estimated budgets, and the current year's adopted budgets.

**GAAP Adjustments** – Differences arising from the use of a basis of accounting for budgetary purposes that differ from the basis of accounting applicable when reporting on operations in conformity with generally accepted accounting principles (GAAP). For example, depreciation and amortization in Enterprise Funds are not considered expenses on the budget basis of accounting, but are considered expenses on the GAAP basis.

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

**General Long-Term Debt** – Represents any unmatured debt not considered to be a fund liability.

**General Obligation Bonds (GO Bonds)** – Bonds secured by the full faith and credit of the issuer. GO bonds issued by local units of government are secured by a pledge of the issuer's property taxing power (secondary portion). They are usually issued to pay for general capital improvements such as parks and roads.

**Generally Accepted Accounting Principles (GAAP)** – The uniform minimum standards and guidelines to financial accounting and reporting, which govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures. GAAP provides standards by which to measure financial presentations.

**Goal** – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grant** – A contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function (i.e., education or drug enforcement), but it is sometimes for general purposes.

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

**Highway User Fuel Tax** – Gasoline tax shared with municipalities; a portion is distributed based upon the population of the city and a portion is distributed based upon the origin of the sales of the fuel. The Arizona State Constitution requires that this revenue be used solely for street and highway purposes.

**Improvement Districts** – Consists of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property. Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**Indirect Cost Allocation** – Funding transferred to the General Fund from Enterprise Funds for specific central administrative functions, which benefit those funds (i.e., City Manager, Finance and Accounting, Human Resources, City Attorney, etc.).



**In-Lieu Property Tax** – Charges to the Enterprise Funds, which compensates the General Fund for the property tax that would have been paid if the utilities were for-profit companies.

**Intergovernmental Revenues** – Levied by one government but shared on a predetermined basis with another government or class of governments.

**Internal Service Fund** – Established to account for the financing, on a cost-reimbursement basis, of commodities or services provided by one service area for the benefit of other service areas within the city. The city maintains three Internal Service Funds to account for fleet, PC replacement and self-insurance activities.

**Limited Property Value** – The limited property value is calculated according to a statutory formula mandated by the Arizona state legislation and cannot exceed the full cash value (also known as secondary assessed valuation). Also see primary assessed valuation.

**Mission** – Defines the primary purpose of the city and is intended to guide all organizational decisions, policies, and activities (internal and external) on a daily basis.

**Municipal Property Corporation (MPC)** – A non-profit corporation established to issue bonds to fund City capital improvements projects.

**Needs Assessment** – The foundation for determining what city customers feel is needed. Market surveys, public hearings, and boards and commission surveys are conducted.

**Objective** – Something to be accomplished in specific, well-defined, and measurable terms, and that is achievable within a specific time frame.

**Operating Budget** – The plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is required by law in Arizona and is a requirement of Scottsdale's City Charter.

**Operating Revenue** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues.

Operating revenues are used to pay for day-to-day services.

**Ordinance** – A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**Other Fiscal Activity** – Refers to various trust and agency funds used to account for assets held by the city in a trustee capacity or as an agent for individuals, other governmental units, and other funds.

**Outstanding Debt** – The balance due at any given time resulting from the borrowing of money or from the purchase of goods and services.

**Pay-As-You-Go Capital Improvement Projects (PAYGO)** – Capital projects whose funding source is derived from city revenue sources other than through the sale of voter-approved bonds.

**Performance Measure** – Data collected to determine how effective or efficient a service area is in achieving its objectives.

**Personnel Services** – Includes the compensation paid periodically to employees plus employee fringe benefit costs, such as the city's contributions to retirement, social security, health and life insurance. It also includes fees paid to elected officials, election judges, and clerks.

**Preserve Bonds** – Represent excise tax revenue bonds and GO bonds. The bonds are special revenue obligations of the Scottsdale Preserve Authority payable solely from and secured by either a 0.20 percent sales tax approved by city voters in 1995 and issued for the purpose of acquiring land for the Scottsdale McDowell Sonoran Preserve or a 0.15 percent sales tax approved by city voters in 2004 and issued for the purpose of acquiring land and construction of essential preserve related necessities such as proposed trailheads for the Scottsdale McDowell Sonoran Preserve.

**Primary Assessed Valuation (Limited Property Value)** – In Arizona, the primary assessed valuation is used to compute primary taxes for the maintenance and operation of school districts, community college districts, municipalities, counties, and the state. The limited property value is calculated according to a statutory formula mandated by the Arizona state legislation and cannot exceed the full cash value (also known as secondary assessed valuation).

**Primary Assessment** – The amount of tax calculated according to a statutory formula based on the primary assessed valuation.

**Primary Property Tax** – Levied for the purpose of funding general government operations. Annual increases are limited to two percent of the previous year's maximum allowable primary property tax levy plus allowances for new construction and annexation of new property and tort litigation settlements.

**Program** – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the city is responsible.

**Program Budget** – A budget, which allocates money to the functions or activities of a government, rather than to specific items of cost or to specific divisions.

**Property Tax** – Based according to value of property and is used as the source of monies to support the General Fund (primary property tax) and to pay general obligation debt (secondary property tax). Each year the Maricopa County Assessor's Office determines the value of all property, commercially and privately owned, within the county. These assessment values are then used on a pro-rata basis for levying property taxes. Property taxes are paid twice a year. The first half is due on October 1<sup>st</sup> and the second half is due on the following March 1<sup>st</sup>.

**Proposition 400 (Regional Sales Tax)** – Represents revenues received from the 2004 voter approved 20-year extension of a half-cent transportation sales tax in Maricopa County that was first approved in 1985 to fund freeway construction.

**Racketeered Influenced Corrupt Organizations (RICO) Funds** – Funds obtained from an anti-racketeering revolving fund maintained by either the federal or state government as a result of asset forfeitures from criminal enterprises and are allocated to municipalities for approved non-recurring public safety expenditures.

**Refunding** – A procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: (1) to reduce the issuer's interest costs or (2) to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited into escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the refunding bonds and the outstanding obligations being refinanced are referred to as the refunded bonds or the prior issue.

**Regional Sales Tax (Proposition 400)** – Represents revenues received from the 2004 voter approved 20-year extension of a half-cent transportation sales tax in Maricopa County that was first approved in 1985 to fund freeway construction.

**Reserve** – An account which records a portion of the fund balance which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

**Revenue Bonds** – Bonds payable from a specific source of revenue, which do not pledge the full faith, and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from operation of the financed project, grants, excise, or other specified non-property tax.

**Secondary Assessed Valuation (Full Cash Value)** – In Arizona, the secondary assessed valuation is used to compute secondary taxes, which may consist of bonds, budget overrides, and special districts such as fire, flood control, and other limited purpose districts. Full cash value is a reflection of the market value of property.

**Secondary Assessment** – The amount of tax calculated according to a statutory formula based on the secondary assessed valuation.

**Secondary Property Tax** – Levied for the purpose of funding the principal, interest, and redemption charges on general obligation bonds of the city. The amount of this tax is determined by the annual debt service requirements on the city's general obligation bonds.

**Self Insurance** – The retention by an entity of a risk of loss arising out of the ownership of property or from some other cause instead of transferring that risk through the purchase of an insurance policy.

**Service Levels** – Describe the present services provided by a city division.

**Sinking Fund** – An account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments from there are determined by the terms of the bond contract.

**Special Assessment** – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

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

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

**Street Light Improvement Districts** – Formed to provide a means for properties within a district to maintain streetlights within their boundaries. A street light tax is levied against the property owner to cover the cost of electrical billings received and paid by the city.

**Tax Levy** – The total amount of revenue to be raised by general property taxes for purposes specified in the tax levy ordinance.

**Tax Rate** – The amount of tax levied for each \$100 of assessed valuation.

**Taxes** – Compulsory charges levied by a government for the purpose of financing services performed for common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

**Transfers** – The authorized exchanges of cash or other resources between funds, divisions, and/or capital projects.

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

**Trend Analysis** – Examines changes over time, which provides useful management information such as the city's current financial situation and its future financial capacity to sustain service levels.

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

**Unreserved Fund Balance** – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**Unrestricted General Capital Fund** – Established to account for transfers-in from the General Fund and for any other activity for which a special capital fund has not been created.

**User Fee** – The fee charged for services to the party or parties who directly benefits from the service.

## ORDINANCE NO. 4159

AN ORDINANCE OF THE COUNCIL OF THE CITY OF SCOTTSDALE, ARIZONA, FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF SCOTTSDALE FOR THE FISCAL YEAR BEGINNING JULY 1, 2014, AND ENDING JUNE 30, 2015, AND DECLARING THAT SUCH SHALL CONSTITUTE THE BUDGET FOR THE CITY OF SCOTTSDALE; RECOGNIZING CONDITIONS ON TRANSFERS OF BUDGETED MONIES; AND ADOPTING THE FINAL FY 2014/15 COMPENSATION/CLASSIFICATION SCHEDULE.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17 of the Arizona Revised Statutes, and the City Charter, the City Council did, on May 13, 2014, make a budget estimate of the amounts required to meet the public expenses for the fiscal year beginning July 1, 2014, and ending June 30, 2015 ("Fiscal Year 2014/15"), an estimate of receipts from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Scottsdale, Arizona; and

WHEREAS, following publication of notice as required by law, the Council held a public hearing on June 3, 2014, at which any taxpayer could appear and be heard in favor of or against any proposed expenditure or property tax levy; and

WHEREAS, following the public hearing, the Council convened in a special meeting for purposes of finally determining and adopting the estimates of proposed expenditures, which estimates, when adopted, would constitute the budget of the City of Scottsdale for Fiscal Year 2014/15; and

WHEREAS, it appears that publication has been duly made, as required by law, of said budget estimates, together with a notice that the Council will meet on June 17, 2014, in the City Hall Kiva for the purpose of assessing the primary and secondary property tax levies; and

WHEREAS, the sums to be raised by taxation, as specified therein, do not, in the aggregate, exceed that amount for primary property taxes as computed in A.R.S. § 42-17051; now, therefore

BE IT ORDAINED by the Council of the City of Scottsdale as follows:

SECTION 1. That pursuant to the laws of the State of Arizona, and the Charter of the City of Scottsdale, Schedules A through G, as further described below, attached hereto and incorporated herein by this reference, are hereby adopted as the Final Budget of the City of Scottsdale for the fiscal year beginning July 1, 2014, and ending June 30, 2015 ("Fiscal Year 2014/15"):

Schedule A, Summary Schedule of Estimated Revenues and Expenditures/Expenses  
Fiscal Year 2014/15



Ordinance No. 4159

Schedule B, Summary of Property Tax Levy and Property Tax Rate Information Fiscal Year 2014/15

Schedule C, Summary By Fund of Revenues Other than Property Taxes Fiscal Year 2014/15

Schedule D, Summary By Fund Type of Other Financing Sources/(Uses) and Interfund Transfers Fiscal Year 2014/15

Schedule E, Summary By Division of Expenditures/Expenses Within Each Fund Type Fiscal Year 2014/15

Schedule F, Summary By Division of Expenditures/Expenses Fiscal Year 2014/15

Schedule G, Full-Time Employees and Personnel Compensation Fiscal Year 2014/15

SECTION 2. That upon the recommendation of the City Manager, and with the approval of the City Council, expenditures may be made for the budget from contingencies and reserves.

SECTION 3. That the City Council by this Ordinance expressly authorizes the City Manager, at any time, to transfer funds from any unencumbered macro level appropriation balance stated for a specific purpose to a division and/or fund in conformity with that purpose.

SECTION 4. That resources from any fund may be used to meet the adopted budget, except funds specifically restricted by Federal or State law or by City ordinance or resolution.

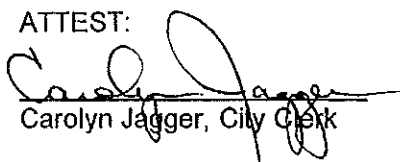
SECTION 5. That pursuant to section 14-20 *et seq.* of the Scottsdale Revised Code, the Final FY 2014/15 Classification/Compensation Schedule, which is on file with, and available for review at, the Office of the City Clerk, is hereby adopted.

SECTION 6. That the City Council by this Ordinance and subject to the limitation in Section 4 and to the extent allowable by law, expressly authorizes the City Manager, at any time, to transfer grant/match contingency funds to airport Capital Improvement Plan projects as may become necessary or desirable during the fiscal year.

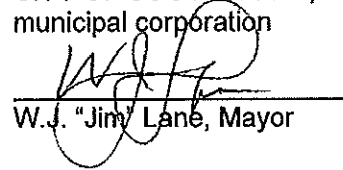
SECTION 7. That the City Council by this Ordinance and subject to the limitation in Section 4 and to the extent allowable by law, expressly authorizes the City Manager, at any time, to transfer development impact fees funding sources and water or wastewater rate funding sources within Capital Improvement Plan projects as may become necessary or desirable during the fiscal year.

PASSED AND ADOPTED by the Council of the City of Scottsdale, Arizona, this 3<sup>rd</sup> day of June, 2014.

ATTEST:

  
Carolyn Jagger, City Clerk

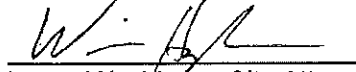
CITY OF SCOTTSDALE, an Arizona  
municipal corporation

  
W.J. "Jim" Lane, Mayor

12333429v1

Ordinance No. 4159

APPROVED AS TO FORM:



Bruce Washburn, City Attorney

By: William Hylan

Assistant City Attorney

**CITY OF SCOTTSDALE**  
 Summary Schedule of Estimated Revenues and Expenditures/Expenses  
 Fiscal Year 2014/2015  
 Schedule A

Fund	Adopted Budgeted Expenditures 2013/2014	Actual Expenditures 2013/2014*	Estimated Fund Balance July 1, 2014**	Direct Property Tax Revenues 2014/2015	Estimated Revenues Other Than Property Taxes 2014/2015***	Other Financing 2014/2015		Interfund Transfers 2014/2015		Total Financial Resources Available 2014/2015	Adopted Budgeted Expenditures 2014/2015
						Sources	Uses	In	Out		
GENERAL FUND	\$261,169,223	\$233,455,617	\$39,903,608	\$25,744,343	\$218,660,861	\$0	\$0	\$9,960,042	\$25,450,876	\$263,923,183	\$260,912,071
SPECIAL REVENUE FUNDS	\$59,349,745	\$58,567,285	\$45,608,313	\$0	\$113,966,453	\$0	\$0	\$60,000	\$51,924,812	\$107,909,954	\$69,790,200
DEBT SERVICE FUNDS	\$83,455,641	\$83,455,641	\$16,472,642	\$35,567,691	\$1,462,489	\$0	\$0	\$46,632,377	\$0	\$100,165,199	\$83,567,557
CAPITAL PROJECT FUNDS	\$562,667,500	\$147,925,789	\$150,181,223	\$0	\$294,569,399	\$118,045,000	\$0	\$37,854,309	\$19,474,622	\$631,165,309	\$521,360,100
TRUST & AGENCY FUNDS	\$18,000	\$8,000	\$3,121	\$0	\$16,000	\$0	\$0	\$0	\$0	\$19,121	\$16,000
ENTERPRISE FUNDS	\$194,892,749	\$129,048,515	\$98,279,293	\$0	\$165,878,460	\$0	\$0	\$16,431,422	\$63,543,940	\$217,145,235	\$203,243,652
INTERNAL SERVICE FUNDS	\$21,101,834	\$9,309,187	\$24,127,590	\$2,076,849	\$8,521,072	\$0	\$0	\$0	\$613,900	\$34,111,611	\$33,442,290
<b>TOTAL ALL FUNDS</b>	<b>\$1,192,870,942</b>	<b>\$661,778,234</b>	<b>\$374,860,990</b>	<b>\$63,368,838</b>	<b>\$503,164,744</b>	<b>\$118,045,000</b>	<b>\$0</b>	<b>\$161,018,150</b>	<b>\$161,018,150</b>	<b>\$1,369,459,622</b>	<b>\$1,172,340,070</b>

Expenditure Limitation Comparison	2013/2014	2014/2015
1. Budgeted expenditures	\$1,192,870,942	\$1,172,340,070
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures adjusted for reconciling items	1,192,870,942	1,172,340,070
4. Less: estimated exclusions	(826,993,733)	(792,409,425)
5. Amount subject to the expenditure limitation	365,877,209	379,930,645
6. EEO or voter-approved alternative expenditure limitation	\$ 421,833,968	\$ 422,478,531

\*Includes expenditure adjustments approved in FY 2013/2014 from Schedule E.  
 \*\*Includes actual amounts as of the date the tentative budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.  
 \*\*\*Does not include transfers-in.

**CITY OF SCOTTSDALE**  
**Summary of Property Tax Levy and Property Tax Rate Information**  
**Fiscal Year 2014/2015**  
**Schedule B**

	<b>Fiscal Year 2013/2014</b>	<b>Fiscal Year 2014/2015</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	<u>27,210,635</u>	<u>29,943,828</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	<u>0</u>	
3. Property tax levy amounts		
A. Primary property taxes	<u>25,654,765</u>	<u>27,821,197</u>
B. Secondary property taxes	<u>36,712,519</u>	<u>35,567,691</u>
C. Total property tax levy amounts	<u>62,367,284</u>	<u>63,388,888</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) 2013/2014 levy	25,141,670	
(2) Prior years' levies	<u>232,722</u>	
(3) Total primary property taxes	25,374,392	
B. Secondary property taxes		
(1) 2013/2014 levy	35,978,269	
(2) Prior years' levies	<u>335,153</u>	
(3) Total secondary property taxes	36,313,422	
C. Total property taxes collected	<u>61,687,813</u>	
5. Property tax rates		
A. City tax rate		
(1) Primary property tax rate	0.5342	0.5580
(2) Secondary property tax rate	<u>0.7604</u>	<u>0.6869</u>
(3) Total city tax rate	<u>1.2946</u>	<u>1.2449</u>
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the tentative budget was prepared, the city was operating 355 special assessment districts (streetlight improvement districts) for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the City of Scottsdale's Treasurer's Office.

\*Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**CITY OF SCOTTSDALE**  
**Summary by Fund of Revenues Other than Property Taxes**  
**Fiscal Year 2014/2015**  
**Schedule C**

<u>Source of Revenues</u>	<u>Budgeted Revenues 2013/2014</u>	<u>Actual Revenues 2013/2014*</u>	<u>Estimated Revenues 2014/2015</u>
<b>GENERAL FUND</b>			
<b>TAXES - LOCAL</b>			
TRANSACTION PRIVILEGE TAX	\$91,547,240	\$91,547,240	\$97,214,941
TRANSACTION PRIVILEGE TAX - PUBLIC SAFETY	\$8,934,324	\$8,934,324	\$9,491,270
ELECTRIC & GAS FRANCHISE	\$8,412,000	\$8,412,000	\$8,443,750
CABLE TV LICENSE FEE	\$3,023,984	\$3,023,984	\$3,395,000
SALT RIVER PROJECT IN LIEU	\$274,000	\$274,000	\$267,000
STORMWATER QUALITY CHARGE	\$894,540	\$894,540	\$897,600
<b>TOTAL TAXES - LOCAL</b>	<u>\$113,086,088</u>	<u>\$113,086,088</u>	<u>\$119,709,561</u>
<b>TAXES- FROM OTHER AGENCIES</b>			
STATE SHARED SALES TAX	\$18,783,710	\$18,783,710	\$19,642,557
STATE SHARED INCOME TAX	\$24,252,542	\$24,252,542	\$26,314,255
AUTO LIEU TAX	\$7,246,102	\$7,246,102	\$7,686,538
<b>TOTAL TAXES- FROM OTHER AGENCIES</b>	<u>\$50,282,354</u>	<u>\$50,282,354</u>	<u>\$53,643,350</u>
<b>CHARGES FOR SERVICE/OTHER</b>			
BUILDING & RELATED PERMITS	\$9,900,000	\$9,900,000	\$12,332,184
BUSINESS & LIQUOR LICENSES	\$1,765,875	\$1,765,875	\$1,805,192
FIRE CHARGES FOR SERVICES	\$660,344	\$660,344	\$664,400
RECREATION FEES	\$3,623,879	\$3,623,879	\$3,537,796
WESTWORLD EQUESTRIAN FACILITY FEES	\$3,167,710	\$3,167,710	\$3,920,520
COURT FINES	\$4,035,165	\$4,035,165	\$4,828,736
LIBRARY	\$357,011	\$357,011	\$369,468
PARKING FINES	\$236,268	\$236,268	\$237,528
PHOTO RADAR	\$2,330,443	\$2,330,443	\$2,110,289
INTERGOVERNMENTAL AGREEMENTS	\$1,221,208	\$1,221,208	\$1,024,105
<b>TOTAL CHARGES FOR SERVICE/OTHER</b>	<u>\$27,297,903</u>	<u>\$27,297,903</u>	<u>\$30,830,218</u>
<b>INTEREST EARNINGS</b>			
INTEREST EARNINGS	\$1,000,000	\$1,000,000	\$574,573
<b>TOTAL INTEREST EARNINGS</b>	<u>\$1,000,000</u>	<u>\$1,000,000</u>	<u>\$574,573</u>
<b>OTHER REVENUE</b>			
INDIRECT/DIRECT COST ALLOCATIONS	\$6,502,362	\$6,502,362	\$6,439,205
MISCELLANEOUS	\$863,119	\$863,119	\$4,380,669
PROPERTY RENTAL	\$1,969,068	\$1,969,068	\$1,836,120
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$1,402,161	\$1,402,161	\$1,247,165
<b>TOTAL OTHER REVENUE</b>	<u>\$10,736,710</u>	<u>\$10,736,710</u>	<u>\$13,903,159</u>
<b>TOTAL GENERAL FUND</b>	<u>\$202,403,055</u>	<u>\$202,403,055</u>	<u>\$218,660,861</u>
<b>SPECIAL REVENUE FUNDS</b>			
<b>PRESERVATION PRIVILEGE TAX FUNDS</b>			
TRANSACTION PRIVILEGE TAX	\$31,270,127	\$31,270,127	\$33,219,447
INTEREST EARNINGS	\$151,105	\$151,105	\$77,231
<b>TOTAL PRESERVATION PRIVILEGE TAX FUNDS</b>	<u>\$31,421,232</u>	<u>\$31,421,232</u>	<u>\$33,296,678</u>

**CITY OF SCOTTSDALE**  
**Summary by Fund of Revenues Other than Property Taxes**  
**Fiscal Year 2014/2015**  
**Schedule C**

<u>Source of Revenues</u>	<u>Budgeted Revenues 2013/2014</u>	<u>Actual Revenues 2013/2014*</u>	<u>Estimated Revenues 2014/2015</u>
<b>TRANSPORTATION/HURF FUND</b>			
TRANSACTION PRIVILEGE TAX	\$17,332,585	\$17,332,585	\$18,413,065
HIGHWAY USER TAX	\$12,262,558	\$12,262,558	\$12,944,922
INTERGOVERNMENTAL AGREEMENTS	\$643,370	\$643,370	\$675,539
FEDERAL GRANTS	\$737,377	\$737,377	\$750,000
STATE GRANTS	\$643,370	\$643,370	\$650,000
INDIRECT/DIRECT COST ALLOCATIONS	\$545,505	\$545,505	\$524,741
MISCELLANEOUS	\$91,200	\$91,200	\$15,000
<b>TOTAL TRANSPORTATION/HURF FUND</b>	<u>\$32,255,965</u>	<u>\$32,255,965</u>	<u>\$33,973,267</u>
<b>TOURISM DEVELOPMENT</b>			
TRANSIENT OCCUPANCY TAX	\$13,989,000	\$13,989,000	\$15,794,000
MISCELLANEOUS	\$0	\$0	\$20,500
PROPERTY RENTAL	\$1,600,000	\$1,600,000	\$1,600,000
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$85,000	\$85,000	\$0
<b>TOTAL TOURISM DEVELOPMENT</b>	<u>\$15,674,000</u>	<u>\$15,674,000</u>	<u>\$17,414,500</u>
<b>SPECIAL PROGRAMS FUND</b>			
ELECTRIC & GAS FRANCHISE	\$250,000	\$250,000	\$250,000
BUSINESS & LIQUOR LICENSES	\$36,000	\$36,000	\$24,000
RECREATION FEES	\$1,706,800	\$1,706,800	\$1,697,282
COURT FINES	\$1,088,301	\$1,088,301	\$1,891,952
POLICE FEES	\$450,000	\$450,000	\$480,000
INTERGOVERNMENTAL AGREEMENTS	\$208,240	\$208,240	\$208,240
INTEREST EARNINGS	\$14,546	\$14,546	\$15,986
MISCELLANEOUS	\$6,498,200	\$6,498,200	\$3,880,199
PROPERTY RENTAL	\$631,750	\$631,750	\$458,050
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$691,042	\$691,042	\$487,492
CONTRIBUTIONS & DONATIONS	\$777,115	\$777,115	\$878,154
<b>TOTAL SPECIAL PROGRAMS FUND</b>	<u>\$12,351,994</u>	<u>\$12,351,994</u>	<u>\$10,271,355</u>
<b>GRANT FUNDS</b>			
INTERGOVERNMENTAL AGREEMENTS	\$138,000	\$138,000	\$120,000
FEDERAL GRANTS	\$22,263,557	\$22,263,557	\$17,580,029
STATE GRANTS	\$179,300	\$179,300	\$122,591
CONTRIBUTIONS & DONATIONS	\$1,530,000	\$1,530,000	\$655,000
<b>TOTAL GRANT FUNDS</b>	<u>\$24,110,857</u>	<u>\$24,110,857</u>	<u>\$18,477,620</u>
<b>SPECIAL DISTRICTS</b>			
STREETLIGHT DISTRICTS	\$647,219	\$647,219	\$533,043
<b>TOTAL SPECIAL DISTRICTS</b>	<u>\$647,219</u>	<u>\$647,219</u>	<u>\$533,043</u>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<u>\$116,461,267</u>	<u>\$116,461,267</u>	<u>\$113,966,463</u>
<b>DEBT SERVICE FUNDS</b>			
<b>MPC EXCISE DEBT</b>			
INTERGOVERNMENTAL AGREEMENTS	\$1,238,750	\$1,238,750	\$1,317,489
PROPERTY RENTAL	\$145,000	\$145,000	\$145,000
<b>TOTAL MPC EXCISE DEBT</b>	<u>\$1,383,750</u>	<u>\$1,383,750</u>	<u>\$1,462,489</u>
<b>TOTAL DEBT SERVICE FUNDS</b>	<u>\$1,383,750</u>	<u>\$1,383,750</u>	<u>\$1,462,489</u>

**CITY OF SCOTTSDALE**  
**Summary by Fund of Revenues Other than Property Taxes**  
**Fiscal Year 2014/2015**  
**Schedule C**

<u>Source of Revenues</u>	<u>Budgeted Revenues 2013/2014</u>	<u>Actual Revenues 2013/2014*</u>	<u>Estimated Revenues 2014/2015</u>
<b>CAPITAL PROJECT FUNDS</b>			
<b>CAPITAL IMPROVEMENT PROGRAM</b>			
ESTIMATED UNEXPENDED PRIOR YEAR	\$242,552,157	\$0	\$273,971,956
OTHER WATER REVENUE	\$0	\$0	\$100,950
OTHER WATER RECLAMATION REVENUE	\$0	\$0	\$61,260
INTERGOVERNMENTAL AGREEMENTS	\$21,800,600	\$21,800,600	\$12,761,600
INTEREST EARNINGS	\$1,064,389	\$1,064,389	\$652,633
FEDERAL GRANTS	\$36,894,100	\$36,894,100	\$6,766,200
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$110,000	\$110,000	\$110,000
CONTRIBUTIONS & DONATIONS	\$5,534,800	\$5,534,800	\$134,800
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>\$307,956,046</b>	<b>\$65,403,889</b>	<b>\$294,559,399</b>
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>\$307,956,046</b>	<b>\$65,403,889</b>	<b>\$294,559,399</b>
<b>TRUST &amp; AGENCY FUNDS</b>			
<b>TRUSTS</b>			
MISCELLANEOUS	\$10,000	\$10,000	\$10,000
CONTRIBUTIONS & DONATIONS	\$6,000	\$6,000	\$6,000
<b>TOTAL TRUSTS</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$16,000</b>
<b>TOTAL TRUST &amp; AGENCY FUNDS</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$16,000</b>
<b>ENTERPRISE FUNDS</b>			
<b>AVIATION FUND</b>			
TRANSACTION PRIVILEGE TAX	\$146,226	\$146,226	\$149,702
AIRPORT FEES	\$3,181,300	\$3,181,300	\$3,278,800
INTEREST EARNINGS	\$30,149	\$30,149	\$25,630
PROPERTY RENTAL	\$0	\$0	\$100,029
<b>TOTAL AVIATION FUND</b>	<b>\$3,357,675</b>	<b>\$3,357,675</b>	<b>\$3,554,161</b>
<b>WATER AND SEWER UTILITY FUNDS</b>			
WATER SERVICE FEES	\$91,819,196	\$91,819,196	\$91,692,000
NON-POTABLE WATER FEES	\$10,649,421	\$10,649,421	\$10,398,600
SEWER SERVICE FEES	\$36,887,303	\$36,887,303	\$37,877,000
INTEREST EARNINGS	\$524,682	\$524,682	\$435,328
MISCELLANEOUS	\$920,316	\$920,316	\$1,554,493
PROPERTY RENTAL	\$219,979	\$219,979	\$217,700
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$70,000	\$70,000	\$110,000
<b>TOTAL WATER AND SEWER UTILITY FUNDS</b>	<b>\$141,090,897</b>	<b>\$141,090,897</b>	<b>\$142,285,121</b>
<b>SOLID WASTE FUND</b>			
SOLID WASTE FEES	\$20,215,503	\$20,215,503	\$20,091,453
INTEREST EARNINGS	\$53,937	\$53,937	\$47,725
<b>TOTAL SOLID WASTE FUND</b>	<b>\$20,269,440</b>	<b>\$20,269,440</b>	<b>\$20,139,178</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$164,718,012</b>	<b>\$164,718,012</b>	<b>\$165,978,460</b>

**CITY OF SCOTTSDALE**  
**Summary by Fund of Revenues Other than Property Taxes**  
**Fiscal Year 2014/2015**  
**Schedule C**

<u>Source of Revenues</u>	<u>Budgeted Revenues 2013/2014</u>	<u>Actual Revenues 2013/2014*</u>	<u>Estimated Revenues 2014/2015</u>
<b>INTERNAL SERVICE FUNDS</b>			
<b>FLEET MANAGEMENT FUND</b>			
INTERNAL SERVICE OFFSETS	(\$19,165,020)	(\$19,165,020)	(\$19,412,352)
EQUIPMENT REPLACEMENT REVENUE	\$6,851,280	\$6,851,280	\$7,168,644
FUEL REVENUE	\$5,757,984	\$5,757,984	\$5,033,604
MAINTENANCE & OPERATIONS REVENUE	\$6,555,756	\$6,555,756	\$7,210,104
MISCELLANEOUS	\$267,300	\$267,300	\$372,600
<b>TOTAL FLEET MANAGEMENT FUND</b>	<u>\$267,300</u>	<u>\$267,300</u>	<u>\$372,600</u>
<b>PC REPLACEMENT FUND</b>			
INTERNAL SERVICE OFFSETS	(\$1,012,856)	(\$1,012,856)	(\$1,046,384)
PC REPLACEMENT REVENUE	\$1,012,856	\$1,012,856	\$1,046,384
<b>TOTAL PC REPLACEMENT FUND</b>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>SELF INSURANCE FUNDS</b>			
INTERNAL SERVICE OFFSETS	(\$25,871,240)	(\$25,871,240)	(\$29,316,768)
COS DENTAL PREMIUMS	\$816,010	\$816,010	\$805,104
COS MEDICAL PREMIUMS	\$18,455,230	\$18,455,230	\$19,211,664
EMPLOYEE DENTAL PREMIUMS	\$774,830	\$774,830	\$772,248
EMPLOYEE MEDICAL PREMIUMS	\$5,701,590	\$5,701,590	\$6,466,224
PROPERTY - WORKER'S COMP	\$6,500,000	\$6,500,000	\$9,200,000
RETIREE MEDICAL PREMIUMS	\$763,290	\$763,290	\$0
UNEMPLOYMENT CLAIMS	\$100,000	\$100,000	\$100,000
MISCELLANEOUS	\$103,000	\$103,000	\$348,000
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$552,000	\$552,000	\$562,000
<b>TOTAL SELF INSURANCE FUNDS</b>	<u>\$7,894,710</u>	<u>\$7,894,710</u>	<u>\$8,148,472</u>
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<u>\$8,162,010</u>	<u>\$8,162,010</u>	<u>\$8,521,072</u>
<b>TOTAL ALL FUNDS</b>	<u>\$801,100,140</u>	<u>\$558,547,983</u>	<u>\$803,164,744</u>

\*Includes estimated revenues recognized on the modified accrual or accrual basis based on the approved budget as of the date the tentative budget was prepared.



**CITY OF SCOTTSDALE**  
**Summary by Fund Type of Other Financing Sources/(Uses) and Interfund Transfers**  
**Fiscal Year 2014/2015**  
**Schedule D**

Fund	Other Financing Sources/(Uses) 2014/2015	Adopted Interfund Transfers 2014/2015	IN	OUT
<b>GENERAL FUND</b>				
GENERAL FUND			\$9,990,042	\$25,460,876
<b>TOTAL GENERAL FUND</b>			<b>\$9,990,042</b>	<b>\$25,460,876</b>
<b>SPECIAL REVENUE FUNDS</b>				
GRANT FUNDS				\$4,600
PRESERVATION PRIVILEGE TAX FUNDS				\$32,689,178
SPECIAL PROGRAMS FUND		\$60,000		\$1,074,601
TOURISM DEVELOPMENT				\$8,900,300
TRANSPORTATION/HURF FUND				\$9,256,133
<b>TOTAL SPECIAL REVENUE FUNDS</b>			<b>\$60,000</b>	<b>\$51,924,812</b>
<b>DEBT SERVICE FUNDS</b>				
DEBT SERVICE FUND			\$15,993,199	
GO DEBT SERVICE			\$24,211,105	
SPECIAL ASSESSMENT DEBT FUND			\$6,478,073	
<b>TOTAL DEBT SERVICE FUNDS</b>			<b>\$46,682,377</b>	
<b>CAPITAL PROJECT FUNDS</b>				
CAPITAL IMPROVEMENT PROGRAM			\$87,854,309	\$19,474,622
CAPITAL PROJECT FUND	\$118,045,000		\$0	\$0
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>\$118,045,000</b>		<b>\$87,854,309</b>	<b>\$19,474,622</b>
<b>ENTERPRISE FUNDS</b>				
AVIATION FUND			\$430,000	\$133,020
SOLID WASTE FUND				\$303,600
WATER AND SEWER UTILITY FUNDS			\$16,001,422	\$63,107,320
<b>TOTAL ENTERPRISE FUNDS</b>			<b>\$16,431,422</b>	<b>\$63,543,940</b>
<b>INTERNAL SERVICE FUNDS</b>				
FLEET MANAGEMENT FUND				\$609,400
SELF INSURANCE FUNDS				\$4,500
<b>TOTAL INTERNAL SERVICE FUNDS</b>				<b>\$613,900</b>
<b>TOTAL ALL FUNDS</b>	<b>\$118,045,000</b>		<b>\$161,018,150</b>	<b>\$161,018,150</b>

\*Municipal Properties Corporation Bonds

**CITY OF SCOTTSDALE**  
**Summary by Division Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2014/2015**  
**Schedule E**

Fund/Divisions	Adopted Budget Expenditures 2013/2014	Expenditure Adjustments Approved 2013/2014	Actual Expenditures 2013/2014*	Adopted Budget Expenditures 2014/2015
<b>GENERAL FUND</b>				
MAYOR AND CITY COUNCIL	\$811,892	\$5,513	\$817,405	\$761,731
CITY ATTORNEY	\$5,707,884	\$102,505	\$5,810,389	\$5,923,923
CITY AUDITOR	\$750,053	\$107,090	\$857,143	\$848,781
CITY CLERK	\$1,217,619	\$10,468	\$1,228,087	\$1,000,448
CITY COURT	\$3,896,081	(\$17,346)	\$3,878,735	\$4,044,001
CITY MANAGER	\$1,360,642	(\$141,312)	\$1,219,330	\$1,046,891
CITY TREASURER	\$5,687,153	(\$292,651)	\$5,394,502	\$5,314,877
ADMINISTRATIVE SERVICES	\$15,206,255	\$36,439	\$15,242,694	\$15,358,147
COMMUNITY AND ECONOMIC DEVELOPMENT	\$22,826,306	\$426,184	\$23,252,490	\$23,252,414
COMMUNITY SERVICES	\$33,689,227	\$257,650	\$33,946,877	\$34,039,350
PUBLIC SAFETY - FIRE	\$31,033,628	\$874,911	\$31,908,539	\$32,036,337
PUBLIC SAFETY - POLICE	\$83,708,665	\$953,691	\$84,662,356	\$87,013,834
PUBLIC WORKS	\$18,525,257	\$1,762,828	\$20,288,085	\$18,308,732
CITYWIDE PAY PROGRAM	\$2,773,632	(\$2,773,632)	\$0	\$4,585,954
DEBT SERVICE	\$3,159,903	\$0	\$3,159,903	\$2,830,099
ESTIMATED DIVISION SAVINGS	(\$3,900,000)	\$2,230,490	(\$1,669,510)	(\$3,800,000)
LEAVE ACCRUAL PAYMENTS	\$1,800,000	(\$831,408)	\$968,592	\$1,900,000
ONE TIME PUBLIC SAFETY FOR COMPENSATION	\$2,500,000	\$0	\$2,500,000	\$0
CONTINGENCY / RESERVE APPROPRIATION	\$30,435,026	(\$2,698,356)	\$0	\$26,446,552
<b>TOTAL GENERAL FUND</b>	<u>\$261,189,223</u>	<u>\$13,064</u>	<u>\$233,465,617</u>	<u>\$260,912,071</u>
<b>TOTAL GENERAL FUND</b>	<u>\$261,189,223</u>	<u>\$13,064</u>	<u>\$233,465,617</u>	<u>\$260,912,071</u>
<b>SPECIAL REVENUE FUNDS</b>				
<b>TOURISM DEVELOPMENT</b>				
MAYOR AND CITY COUNCIL	\$0	\$0	\$0	\$75,000
COMMUNITY AND ECONOMIC DEVELOPMENT	\$8,870,489	\$3,705	\$8,874,194	\$10,792,655
NON DIVISIONAL	\$500,000	\$0	\$500,000	\$0
CITYWIDE PAY PROGRAM	\$4,011	(\$4,011)	\$0	\$4,345
CONTINGENCY / RESERVE APPROPRIATION	\$2,500,000	\$0	\$0	\$2,500,000
<b>TOTAL TOURISM DEVELOPMENT</b>	<u>\$11,874,500</u>	<u>(\$306)</u>	<u>\$9,374,194</u>	<u>\$13,372,000</u>
<b>SPECIAL PROGRAMS FUND</b>				
CITY COURT	\$2,047,556	\$22,929	\$2,070,485	\$1,864,970
COMMUNITY AND ECONOMIC DEVELOPMENT	\$1,144,098	\$0	\$1,144,098	\$1,025,337
COMMUNITY SERVICES	\$2,681,345	\$9,683	\$2,691,028	\$2,727,674
PUBLIC SAFETY - FIRE	\$300	\$0	\$300	\$2,300
PUBLIC SAFETY - POLICE	\$1,461,247	\$206,525	\$1,667,772	\$1,611,712
PUBLIC WORKS	\$250,000	\$0	\$250,000	\$250,000
CITYWIDE PAY PROGRAM	\$35,157	(\$35,157)	\$0	\$50,186
CONTINGENCY / RESERVE APPROPRIATION	\$1,500,000	(\$200,000)	\$0	\$1,500,000
<b>TOTAL SPECIAL PROGRAMS FUND</b>	<u>\$9,119,703</u>	<u>\$3,980</u>	<u>\$7,823,683</u>	<u>\$9,032,179</u>
<b>GRANT FUNDS</b>				
COMMUNITY SERVICES	\$12,301,672	\$70,892	\$12,372,564	\$10,414,438
NON DIVISIONAL	\$4,525,750	(\$477,744)	\$4,048,006	\$4,778,700
PUBLIC SAFETY - FIRE	\$0	\$177,250	\$177,250	\$30,000
PUBLIC SAFETY - POLICE	\$262,758	\$268,391	\$531,149	\$229,591
CITYWIDE PAY PROGRAM	\$17,877	(\$17,877)	\$0	\$20,091
CONTINGENCY / RESERVE APPROPRIATION	\$7,000,000	(\$20,000)	\$0	\$3,000,000
<b>TOTAL GRANT FUNDS</b>	<u>\$24,108,057</u>	<u>\$912</u>	<u>\$17,128,969</u>	<u>\$18,472,820</u>

**CITY OF SCOTTSDALE**  
**Summary by Division Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2014/2015**  
**Schedule E**

Fund/Divisions	Adopted Budget Expenditures 2013/2014	Expenditure Adjustments Approved 2013/2014	Actual Expenditures 2013/2014*	Adopted Budget Expenditures 2014/2015
<b>SPECIAL DISTRICTS</b>				
NON DIVISIONAL	\$647,219	\$0	\$647,219	\$599,654
<b>TOTAL SPECIAL DISTRICTS</b>	<u>\$647,219</u>	<u>\$0</u>	<u>\$647,219</u>	<u>\$599,654</u>
<b>TRANSPORTATION/HURF FUND</b>				
COMMUNITY AND ECONOMIC DEVELOPMENT	\$8,916,082	(\$117,297)	\$8,798,785	\$9,208,553
COMMUNITY SERVICES	\$1,050,671	\$0	\$1,050,671	\$1,066,815
PUBLIC WORKS	\$13,638,668	\$92,036	\$13,730,704	\$14,967,341
CITYWIDE PAY PROGRAM	\$97,045	(\$97,045)	\$0	\$154,006
ESTIMATED DIVISION SAVINGS	(\$156,300)	\$155,147	(\$1,153)	(\$156,300)
LEAVE ACCRUAL PAYMENTS	\$49,900	(\$37,887)	\$12,013	\$49,900
CONTINGENCY / RESERVE APPROPRIATION	\$0	\$0	\$0	\$3,029,032
<b>TOTAL TRANSPORTATION/HURF FUND</b>	<u>\$23,596,066</u>	<u>(\$5,046)</u>	<u>\$23,591,020</u>	<u>\$28,319,347</u>
<b>PRESERVATION PRIVILEGE TAX FUNDS</b>				
DEBT SERVICE	\$2,200	\$0	\$2,200	\$2,200
<b>TOTAL PRESERVATION PRIVILEGE TAX FUNDS</b>	<u>\$2,200</u>	<u>\$0</u>	<u>\$2,200</u>	<u>\$2,200</u>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<u>\$69,347,745</u>	<u>(\$460)</u>	<u>\$68,885,085</u>	<u>\$69,798,200</u>
<b>DEBT SERVICE FUNDS</b>				
<b>GO DEBT SERVICE</b>				
DEBT SERVICE	\$61,109,315	\$0	\$61,109,315	\$59,778,796
<b>TOTAL GO DEBT SERVICE</b>	<u>\$61,109,315</u>	<u>\$0</u>	<u>\$61,109,315</u>	<u>\$59,778,796</u>
<b>MPC EXCISE DEBT</b>				
DEBT SERVICE	\$15,871,613	\$0	\$15,871,613	\$17,310,688
<b>TOTAL MPC EXCISE DEBT</b>	<u>\$15,871,613</u>	<u>\$0</u>	<u>\$15,871,613</u>	<u>\$17,310,688</u>
<b>SPECIAL ASSESSMENT DEBT FUND</b>				
DEBT SERVICE	\$6,474,913	\$0	\$6,474,913	\$6,478,073
<b>TOTAL SPECIAL ASSESSMENT DEBT FUND</b>	<u>\$6,474,913</u>	<u>\$0</u>	<u>\$6,474,913</u>	<u>\$6,478,073</u>
<b>TOTAL DEBT SERVICE FUNDS</b>	<u>\$83,455,841</u>	<u>\$0</u>	<u>\$83,455,841</u>	<u>\$83,567,557</u>
<b>TRUST &amp; AGENCY FUNDS</b>				
<b>TRUSTS</b>				
MAYOR AND CITY COUNCIL	\$6,000	\$0	\$6,000	\$6,000
CONTINGENCY / RESERVE APPROPRIATION	\$10,000	\$0	\$0	\$10,000
<b>TOTAL TRUSTS</b>	<u>\$16,000</u>	<u>\$0</u>	<u>\$6,000</u>	<u>\$16,000</u>
<b>TOTAL TRUST &amp; AGENCY FUNDS</b>	<u>\$16,000</u>	<u>\$0</u>	<u>\$6,000</u>	<u>\$16,000</u>
<b>ENTERPRISE FUNDS</b>				
<b>WATER AND SEWER UTILITY FUNDS</b>				
MAYOR AND CITY COUNCIL	\$110,000	\$0	\$110,000	\$110,000
CITY TREASURER	\$2,096,976	\$24,511	\$2,121,487	\$2,125,720
WATER RESOURCES	\$69,892,586	\$278,420	\$70,171,006	\$72,316,076
CITYWIDE PAY PROGRAM	\$298,776	(\$298,776)	\$0	\$474,462
DEBT SERVICE	\$29,504,864	\$0	\$29,504,864	\$29,661,938
INDIRECT/DIRECT COST ALLOCATION	\$5,009,603	\$0	\$5,009,603	\$4,864,885
CONTINGENCY / RESERVE APPROPRIATION	\$58,044,127	\$0	\$0	\$62,725,949
<b>TOTAL WATER AND SEWER UTILITY FUNDS</b>	<u>\$164,956,932</u>	<u>\$4,155</u>	<u>\$106,916,960</u>	<u>\$172,279,030</u>

**CITY OF SCOTTSDALE**  
**Summary by Division Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2014/2015**  
**Schedule E**

Fund/Divisions	Adopted Budget Expenditures 2013/2014	Expenditure Adjustments Approved 2013/2014	Actual Expenditures 2013/2014*	Adopted Budget Expenditures 2014/2015
<b>SOLID WASTE FUND</b>				
CITY TREASURER	\$892,210	\$8,127	\$900,337	\$907,868
PUBLIC WORKS	\$17,085,234	\$85,875	\$17,171,109	\$18,125,935
CITYWIDE PAY PROGRAM	\$110,325	(\$110,325)	\$0	\$174,277
INDIRECT/DIRECT COST ALLOCATION	\$1,639,861	\$0	\$1,639,861	\$1,646,264
CONTINGENCY / RESERVE APPROPRIATION	\$4,181,282	\$0	\$0	\$5,135,663
<b>TOTAL SOLID WASTE FUND</b>	<b>\$23,908,912</b>	<b>(\$16,323)</b>	<b>\$19,711,307</b>	<b>\$25,990,007</b>
<b>AVIATION FUND</b>				
COMMUNITY AND ECONOMIC DEVELOPMENT	\$1,997,150	\$24,695	\$2,021,845	\$2,126,575
CITYWIDE PAY PROGRAM	\$18,820	(\$18,820)	\$0	\$30,416
INDIRECT/DIRECT COST ALLOCATION	\$398,403	\$0	\$398,403	\$452,797
CONTINGENCY / RESERVE APPROPRIATION	\$3,612,532	\$0	\$0	\$2,365,027
<b>TOTAL AVIATION FUND</b>	<b>\$6,026,905</b>	<b>\$5,875</b>	<b>\$2,420,248</b>	<b>\$4,974,815</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$194,892,749</b>	<b>(\$6,293)</b>	<b>\$129,048,515</b>	<b>\$203,243,852</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>SELF INSURANCE FUNDS</b>				
CITY TREASURER	\$8,083,732	\$10,309	\$8,094,041	\$8,268,900
ADMINISTRATIVE SERVICES	\$27,105,582	\$3,154	\$27,108,736	\$27,353,234
CITYWIDE PAY PROGRAM	\$18,548	(\$18,548)	\$0	\$23,625
INTERNAL SERVICE OFFSETS	(\$25,871,240)	\$0	(\$25,871,240)	(\$29,316,768)
CONTINGENCY / RESERVE APPROPRIATION	\$5,000,000	\$0	\$0	\$21,357,500
<b>TOTAL SELF INSURANCE FUNDS</b>	<b>\$14,336,622</b>	<b>(\$5,085)</b>	<b>\$9,331,537</b>	<b>\$27,686,491</b>
<b>FLEET MANAGEMENT FUND</b>				
PUBLIC WORKS	\$19,423,279	(\$95,480)	\$19,327,799	\$19,993,143
CITYWIDE PAY PROGRAM	\$57,140	(\$57,140)	\$0	\$90,914
ESTIMATED DIVISION SAVINGS	(\$199,500)	\$160,851	(\$38,649)	(\$199,500)
INTERNAL SERVICE OFFSETS	(\$19,165,020)	\$0	(\$19,165,020)	(\$19,412,352)
LEAVE ACCRUAL PAYMENTS	\$33,200	(\$9,457)	\$23,743	\$33,200
CONTINGENCY / RESERVE APPROPRIATION	\$6,286,386	\$0	\$0	\$5,245,311
<b>TOTAL FLEET MANAGEMENT FUND</b>	<b>\$6,435,485</b>	<b>(\$1,226)</b>	<b>\$147,873</b>	<b>\$5,750,716</b>
<b>PC REPLACEMENT FUND</b>				
ADMINISTRATIVE SERVICES	\$842,633	\$0	\$842,633	\$551,467
INTERNAL SERVICE OFFSETS	(\$1,012,856)	\$0	(\$1,012,856)	(\$1,046,384)
CONTINGENCY / RESERVE APPROPRIATION	\$500,000	\$0	\$0	\$500,000
<b>TOTAL PC REPLACEMENT FUND</b>	<b>\$329,777</b>	<b>\$0</b>	<b>(\$170,223)</b>	<b>\$5,083</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$21,101,884</b>	<b>(\$6,311)</b>	<b>\$9,309,187</b>	<b>\$33,442,290</b>
<b>CAPITAL PROJECT FUNDS</b>				
<b>CAPITAL IMPROVEMENT PROGRAM</b>				
CAPITAL PROJECTS	\$517,417,500	\$0	\$147,925,789	\$506,110,100
CONTINGENCY / RESERVE APPROPRIATION	\$45,450,000	\$0	\$0	\$15,250,000
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>\$562,867,500</b>	<b>\$0</b>	<b>\$147,925,789</b>	<b>\$521,360,100</b>
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>\$562,867,500</b>	<b>\$0</b>	<b>\$147,925,789</b>	<b>\$521,360,100</b>
<b>TOTAL ALL FUNDS</b>	<b>\$1,192,870,942</b>	<b>\$0</b>	<b>\$661,778,234</b>	<b>\$1,172,340,070</b>

\*Includes estimated expenditures recognized on the modified accrual or accrual basis based on the approved budget as of the date the tentative budget was prepared.

**CITY OF SCOTTSDALE**  
**Summary by Division of Expenditures/Expenses**  
**Fiscal Year 2014/2015**  
**Schedule F**

Division/Fund	Adopted Budget Expenditures 2013/2014	Expenditure Adjustments Approved 2013/2014	Actual Expenditures 2013/2014*	Adopted Budget Expenditures 2014/2015
<b>MAYOR AND CITY COUNCIL</b>				
GENERAL FUND	\$811,892	\$5,513	\$817,405	\$761,731
SPECIAL REVENUE FUND - TOURISM DEVELOPMENT	\$0	\$0	\$0	\$75,000
TRUST & AGENCY FUND - TRUSTS	\$6,000	\$0	\$6,000	\$6,000
ENTERPRISE FUND - WATER AND SEWER UTILITY	\$110,000	\$0	\$110,000	\$110,000
<b>TOTAL MAYOR AND CITY COUNCIL</b>	<u>\$927,892</u>	<u>\$5,513</u>	<u>\$933,405</u>	<u>\$952,731</u>
<b>CITY ATTORNEY</b>				
GENERAL FUND	\$5,707,884	\$102,505	\$5,810,389	\$5,923,923
<b>TOTAL CITY ATTORNEY</b>	<u>\$5,707,884</u>	<u>\$102,505</u>	<u>\$5,810,389</u>	<u>\$5,923,923</u>
<b>CITY AUDITOR</b>				
GENERAL FUND	\$750,053	\$107,090	\$857,143	\$848,781
<b>TOTAL CITY AUDITOR</b>	<u>\$750,053</u>	<u>\$107,090</u>	<u>\$857,143</u>	<u>\$848,781</u>
<b>CITY CLERK</b>				
GENERAL FUND	\$1,217,619	\$10,468	\$1,228,087	\$1,000,448
<b>TOTAL CITY CLERK</b>	<u>\$1,217,619</u>	<u>\$10,468</u>	<u>\$1,228,087</u>	<u>\$1,000,448</u>
<b>CITY COURT</b>				
GENERAL FUND	\$3,896,081	(\$17,346)	\$3,878,735	\$4,044,001
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$2,047,556	\$22,929	\$2,070,485	\$1,864,970
<b>TOTAL CITY COURT</b>	<u>\$5,943,637</u>	<u>\$5,583</u>	<u>\$5,949,220</u>	<u>\$5,908,971</u>
<b>CITY MANAGER</b>				
GENERAL FUND	\$1,360,642	(\$141,312)	\$1,219,330	\$1,046,891
<b>TOTAL CITY MANAGER</b>	<u>\$1,360,642</u>	<u>(\$141,312)</u>	<u>\$1,219,330</u>	<u>\$1,046,891</u>
<b>CITY TREASURER</b>				
GENERAL FUND	\$5,687,153	(\$292,651)	\$5,394,502	\$5,314,877
ENTERPRISE FUND - SOLID WASTE	\$892,210	\$8,127	\$900,337	\$907,868
ENTERPRISE FUND - WATER AND SEWER UTILITY	\$2,096,976	\$24,511	\$2,121,487	\$2,125,720
INTERNAL SERVICE FUND - SELF INSURANCE	\$8,083,732	\$10,309	\$8,094,041	\$8,268,900
<b>TOTAL CITY TREASURER</b>	<u>\$16,760,071</u>	<u>(\$249,704)</u>	<u>\$16,510,367</u>	<u>\$16,617,365</u>
<b>ADMINISTRATIVE SERVICES</b>				
GENERAL FUND	\$15,206,255	\$36,439	\$15,242,694	\$15,358,147
INTERNAL SERVICE FUND - PC REPLACEMENT	\$842,633	\$0	\$842,633	\$551,467
INTERNAL SERVICE FUND - SELF INSURANCE	\$27,105,582	\$3,154	\$27,108,736	\$27,353,234
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<u>\$43,154,470</u>	<u>\$39,593</u>	<u>\$43,194,063</u>	<u>\$43,262,848</u>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>				
GENERAL FUND	\$22,826,306	\$426,184	\$23,252,490	\$23,252,414
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$1,144,098	\$0	\$1,144,098	\$1,025,337
SPECIAL REVENUE FUND - TOURISM DEVELOPMENT	\$8,870,489	\$3,705	\$8,874,194	\$10,792,655
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	\$8,916,082	(\$117,297)	\$8,798,785	\$9,208,553
ENTERPRISE FUND - AVIATION	\$1,997,150	\$24,695	\$2,021,845	\$2,126,575
<b>TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT</b>	<u>\$43,754,125</u>	<u>\$337,287</u>	<u>\$44,091,412</u>	<u>\$46,405,534</u>
<b>COMMUNITY SERVICES</b>				
GENERAL FUND	\$33,689,227	\$257,650	\$33,946,877	\$34,039,350
SPECIAL REVENUE FUND - GRANT	\$12,301,672	\$70,892	\$12,372,564	\$10,414,438
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$2,681,345	\$9,683	\$2,691,028	\$2,727,674
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	\$1,050,671	\$0	\$1,050,671	\$1,066,815
<b>TOTAL COMMUNITY SERVICES</b>	<u>\$49,722,915</u>	<u>\$338,225</u>	<u>\$50,061,140</u>	<u>\$48,248,277</u>

**CITY OF SCOTTSDALE**  
**Summary by Division of Expenditures/Expenses**  
**Fiscal Year 2014/2015**  
**Schedule F**

Division/Fund	Adopted Budget Expenditures 2013/2014	Expenditure Adjustments Approved 2013/2014	Actual Expenditures 2013/2014*	Adopted Budget Expenditures 2014/2015
<b>NON DIVISIONAL</b>				
SPECIAL REVENUE FUND - GRANT	\$4,525,750	(\$477,744)	\$4,048,006	\$4,778,700
SPECIAL REVENUE FUND - SPECIAL DISTRICTS	\$647,219	\$0	\$647,219	\$599,654
SPECIAL REVENUE FUND - TOURISM DEVELOPMENT	\$500,000	\$0	\$500,000	\$0
<b>TOTAL NON DIVISIONAL</b>	<u>\$5,672,969</u>	<u>(\$477,744)</u>	<u>\$5,195,225</u>	<u>\$5,378,354</u>
<b>PUBLIC SAFETY - FIRE</b>				
GENERAL FUND	\$31,033,628	\$874,911	\$31,908,539	\$32,036,337
SPECIAL REVENUE FUND - GRANT	\$0	\$177,250	\$177,250	\$30,000
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$300	\$0	\$300	\$2,300
<b>TOTAL PUBLIC SAFETY - FIRE</b>	<u>\$31,033,928</u>	<u>\$1,052,161</u>	<u>\$32,086,089</u>	<u>\$32,068,637</u>
<b>PUBLIC SAFETY - POLICE</b>				
GENERAL FUND	\$83,708,665	\$953,691	\$84,662,356	\$87,013,834
SPECIAL REVENUE FUND - GRANT	\$262,758	\$268,391	\$531,149	\$229,591
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$1,461,247	\$206,525	\$1,667,772	\$1,611,712
<b>TOTAL PUBLIC SAFETY - POLICE</b>	<u>\$85,432,670</u>	<u>\$1,428,607</u>	<u>\$86,861,277</u>	<u>\$88,855,137</u>
<b>PUBLIC WORKS</b>				
GENERAL FUND	\$18,525,257	\$1,762,828	\$20,288,085	\$18,308,732
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$250,000	\$0	\$250,000	\$250,000
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	\$13,638,668	\$92,036	\$13,730,704	\$14,967,341
ENTERPRISE FUND - SOLID WASTE	\$17,085,234	\$85,875	\$17,171,109	\$18,125,935
INTERNAL SERVICE FUND - FLEET MANAGEMENT	\$19,423,279	(\$95,480)	\$19,327,799	\$19,993,143
<b>TOTAL PUBLIC WORKS</b>	<u>\$68,922,438</u>	<u>\$1,845,259</u>	<u>\$70,767,697</u>	<u>\$71,645,151</u>
<b>WATER RESOURCES</b>				
ENTERPRISE FUND - WATER AND SEWER UTILITY	\$69,892,586	\$278,420	\$70,171,006	\$72,316,076
<b>TOTAL WATER RESOURCES</b>	<u>\$69,892,586</u>	<u>\$278,420</u>	<u>\$70,171,006</u>	<u>\$72,316,076</u>
<b>OTHER</b>				
CAPITAL PROJECTS	\$517,417,500	\$0	\$147,925,789	\$506,110,100
CITYWIDE PAY PROGRAM	\$3,431,331	(\$3,431,331)	\$0	\$5,608,276
CONTINGENCY / RESERVE APPROPRIATION	\$164,519,353	(\$2,918,356)	\$0	\$149,065,034
DEBT SERVICE	\$116,122,808	\$0	\$116,122,808	\$116,061,794
ESTIMATED DIVISION SAVINGS	(\$4,255,800)	\$2,546,488	(\$1,709,312)	(\$4,155,800)
INDIRECT/DIRECT COST ALLOCATION	\$7,047,867	\$0	\$7,047,867	\$6,963,946
INTERNAL SERVICE OFFSETS	(\$46,049,116)	\$0	(\$46,049,116)	(\$49,775,504)
LEAVE ACCRUAL PAYMENTS	\$1,883,100	(\$878,752)	\$1,004,348	\$1,983,100
ONE TIME PUBLIC SAFETY FOR COMPENSATION	\$2,500,000	\$0	\$2,500,000	\$0
<b>TOTAL OTHER</b>	<u>\$762,617,043</u>	<u>(\$4,681,951)</u>	<u>\$226,842,384</u>	<u>\$731,860,946</u>
<b>TOTAL ALL FUNDS</b>	<u>\$1,192,870,942</u>	<u>\$0</u>	<u>\$681,778,234</u>	<u>\$1,172,340,070</u>

\*Includes estimated expenditures recognized on the modified accrual or accrual basis based on the approved budget as of the date the tentative budget was prepared.

**CITY OF SCOTTSDALE**  
**Full-Time Employees and Personnel Compensation**  
**Fiscal Year 2014/2015**  
**Schedule G**

Fund	Full-Time Equivalent (FTE) 2014/2015	Employee Salaries and Hourly Costs 2014/2015	Retirement Costs 2014/2015	Healthcare Costs 2014/2015	Other Benefit Costs 2014/2015	Total Estimated Personnel Compensation 2014/2015
<b>GENERAL FUND</b>						
GENERAL FUND	1,920.87	\$125,236,298	\$18,620,434	\$15,499,490	\$9,229,792	\$168,586,014
<b>TOTAL GENERAL FUND</b>	<u>1,920.87</u>	<u>\$125,236,298</u>	<u>\$18,620,434</u>	<u>\$15,499,490</u>	<u>\$9,229,792</u>	<u>\$168,586,014</u>
<b>SPECIAL REVENUE FUNDS</b>						
GRANT FUNDS	12.00	\$580,989	\$64,974	\$69,216	\$47,194	\$762,373
SPECIAL PROGRAMS FUND	26.31	\$1,454,753	\$158,254	\$140,688	\$113,105	\$1,866,800
TOURISM DEVELOPMENT	2.00	\$125,609	\$14,066	\$21,672	\$9,410	\$170,757
TRANSPORTATION/HURF FUND	81.00	\$4,130,529	\$582,541	\$695,376	\$404,015	\$5,812,461
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<u>121.31</u>	<u>\$6,291,880</u>	<u>\$819,835</u>	<u>\$926,952</u>	<u>\$573,724</u>	<u>\$8,612,391</u>
<b>ENTERPRISE FUNDS</b>						
AVIATION FUND	14.47	\$885,929	\$97,016	\$88,968	\$67,790	\$1,139,703
SOLID WASTE FUND	90.00	\$5,199,245	\$519,233	\$822,744	\$363,188	\$6,904,410
WATER AND SEWER UTILITY FUNDS	217.00	\$13,901,042	\$1,578,901	\$1,881,834	\$1,101,094	\$18,462,871
<b>TOTAL ENTERPRISE FUNDS</b>	<u>321.47</u>	<u>\$19,986,216</u>	<u>\$2,195,150</u>	<u>\$2,793,546</u>	<u>\$1,532,072</u>	<u>\$26,506,984</u>
<b>INTERNAL SERVICE FUNDS</b>						
FLEET MANAGEMENT FUND	46.00	\$2,463,384	\$294,529	\$398,160	\$205,702	\$3,361,775
SELF INSURANCE FUNDS	8.00	\$729,533	\$57,798	\$60,840	\$40,596	\$888,767
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<u>54.00</u>	<u>\$3,192,917</u>	<u>\$352,327</u>	<u>\$459,000</u>	<u>\$246,298</u>	<u>\$4,250,542</u>
<b>TOTAL ALL FUNDS</b>	<u>2,417.65</u>	<u>\$164,707,311</u>	<u>\$21,987,746</u>	<u>\$19,678,988</u>	<u>\$11,581,886</u>	<u>\$207,955,931</u>



## ORDINANCE NO. 4154

AN ORDINANCE OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF SCOTTSDALE SUBJECT TO TAXATION, A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF ASSESSED VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR THE VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES; ALL FOR THE FISCAL YEAR ENDING THE 30<sup>TH</sup> DAY OF JUNE, 2015.

WHEREAS, by the provisions of the City Charter and State statute, an ordinance is required to set the property tax levy for the fiscal year beginning July 1, 2014, and ending June 30, 2015; and

WHEREAS, the County of Maricopa is the assessing and collecting authority for the City of Scottsdale, and the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor; and

WHEREAS, the required public hearing was held on June 3, 2014, and the City Council made the following policy decisions relating to the primary property taxes:

- a. Declined increasing the levy by the two percent (2%) maximum legal amount; and
- b. Increased the levy amount to account for two million seventy-six thousand eight hundred and forty-nine dollars (\$2,076,849) for tort claim payments for calendar year 2013; now, therefore,

BE IT ORDAINED by the Council of the City of Scottsdale as follows:

SECTION 1. There is hereby levied on each one hundred and no/100 dollars (\$100.00) of assessed valuation of all property, 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 not to exceed the maximum levy allowed by law for the fiscal year ending June 30, 2015, and allowable tort liability claims. The total primary levy is twenty-seven million eight hundred twenty-one thousand one hundred ninety-seven dollars (\$27,821,197), resulting in a tax rate of \$0.5580 per one hundred and no/100 dollars (\$100.00) of assessed value. Said figure is subject to change only if a court decision were to reduce the net assessed valuation in a significant manner.



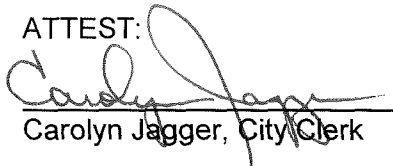
SECTION 2. In addition to the rate set in Section 1 hereinbefore, there is hereby levied on each one hundred and no/100 dollars (\$100.00) of assessed valuation of all property, both real and personal, within the corporate limits of the City of Scottsdale, except such property as may be by law exempt from taxation, a secondary property tax rate of \$0.6869 per one hundred and no/100 dollars (\$100.00) of assessed value, which is a rate sufficient to raise the sum of thirty-five million five hundred sixty-seven thousand six hundred ninety-one dollars (\$35,567,691) for the purpose of providing a bond interest and redemption fund for General Obligation debt service for the fiscal year ending June 30, 2015.

SECTION 3. Failure by the county officials of Maricopa County, Arizona, to properly return the delinquent list, any irregularity in assessments or omission in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer(s) to timely perform any of the assigned duties shall not invalidate any proceedings or any deed or sale pursuant thereto; the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Scottsdale upon such property for the delinquent taxes unpaid thereon, and no overcharge as to part of the taxes or of costs shall invalidate any proceedings for the collection of taxes or the foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

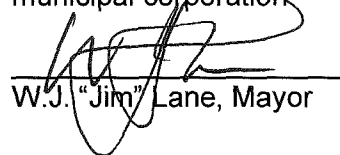
SECTION 4. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

PASSED AND ADOPTED by the Council of the City of Scottsdale, Maricopa County, Arizona, this 17<sup>th</sup> day of June, 2014.


ATTEST:

  
Carolyn Jagger, City Clerk

CITY OF SCOTTSDALE, an Arizona  
municipal corporation

  
W.J. "Jim" Lane, Mayor

APPROVED AS TO FORM:

  
Bruce Washburn, City Attorney  
By: William Hylan  
Assistant City Attorney