



Volume One

Operating Budget

City of Scottsdale, Arizona
Adopted FY 2015/16 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.



FY 2015/16 Adopted Budget



FY 2015/16 Adopted Budget – Volume One
Operating Budget
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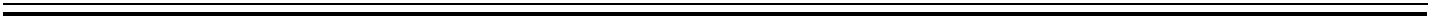
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The City of Scottsdale

A report to our citizens - Fiscal Year 2014/2015



What was accomplished?

These are a few selected accomplishments from the past year, grouped by strategic goal.



VALUE SCOTTSDALE'S UNIQUE LIFESTYLE AND CHARACTER

- **Scottsdale's Museum of the West** opened in Downtown Scottsdale in January
- Four new public art pieces added, including Impulsion at WestWorld and Copper Falls in Downtown



ADVANCE TRANSPORTATION

- Expanded transit service to connect with light rail and increased route frequency to McDowell Corridor
- Added bicycle and pedestrian access on the McDowell bridge over the Indian Bend Wash Greenbelt
- Completed **bicycle lanes, medians and landscaping on Thomas** from Scottsdale to Indian Bend Wash



SEEK SUSTAINABILITY

- Replaced 13 diesel garbage trucks with **compressed natural gas trucks**
- Pumped in 6,381 million more gallons of unused and reclaimed water into aquifer than was pumped out
- All three major credit rating agencies affirmed the city's AAA bond rating – the highest possible rating.



SUPPORT ECONOMIC VITALITY

- Attracted or expanded 13 businesses with 1,180 jobs and an average wage of \$57,875
- TPC Scottsdale clubhouse and stadium course renovations completed in time for Phoenix Open
- Professional soccer club **Arizona United** started season at Scottsdale Stadium in May
- Hosted Super Bowl XLIX events including Fan Fest Scottsdale which attracted more than 100,000.



PRESERVE MEANINGFUL OPEN SPACE

- Improved parking, signage and **trailhead access to Fraesfield** and Granite Mountain in northern Preserve.



ENHANCE NEIGHBORHOODS

- Reduced building permit fees for the McDowell Corridor revitalization area
- Four properties win inaugural Spirit of Scottsdale home and business renovation awards
- Opened **multi-sensory room** at community center that serves persons of all ages with disabilities
- Purchased land for future Desert Foothills fire station at Jomax and Hayden at a state land auction

More achievements are in the adopted budget. Go to ScottsdaleAZ.gov and search "finance". For information on community leadership and demographics go to ScottsdaleAZ.gov and search "about".

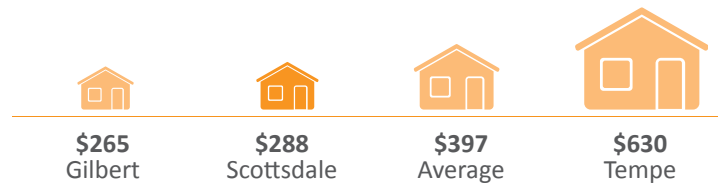
How do we compare with our neighbors?

Scottsdale is part of the Phoenix metropolitan area, and taxes and rates vary across the eight largest cities. In all three categories, Scottsdale rates are lower than the average of all cities.

City Property Tax on a \$250,000 House

This is the amount of city-only property tax on a home assessed at \$250,000 in area communities. About 10 percent of the total tax bill goes to the city. The rest goes for public schools, the county, and other special districts.

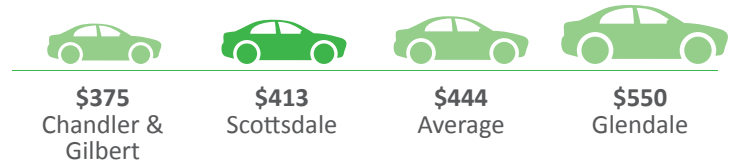
Source: City budget offices.



City Sales Tax on a \$25,000 Car

This is the city sales tax that would be due on a new car valued at \$25,000 in area communities. In Scottsdale, the city portion is 1.65% of the total 7.95% charged. The rest goes to the state and the county.

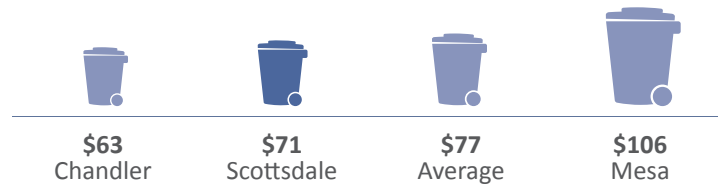
Source: Arizona Department of Revenue



Monthly Residential Utility Bill

This includes water, wastewater (sewer) and solid waste (trash and recycling) for a single-family residential customer in each community. Actual bills may vary based on actual usage and size of property.

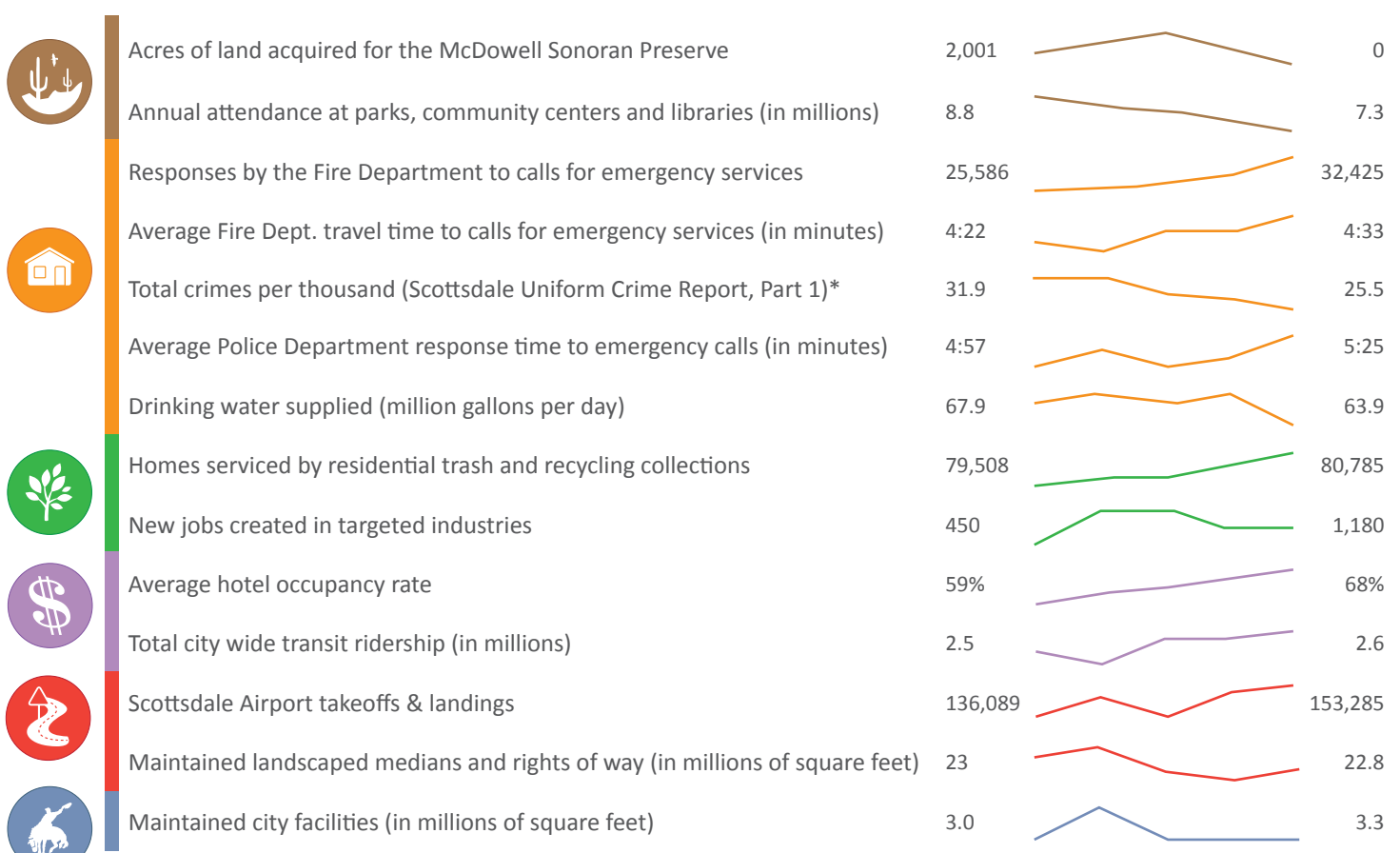
Source: City of Tempe.



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

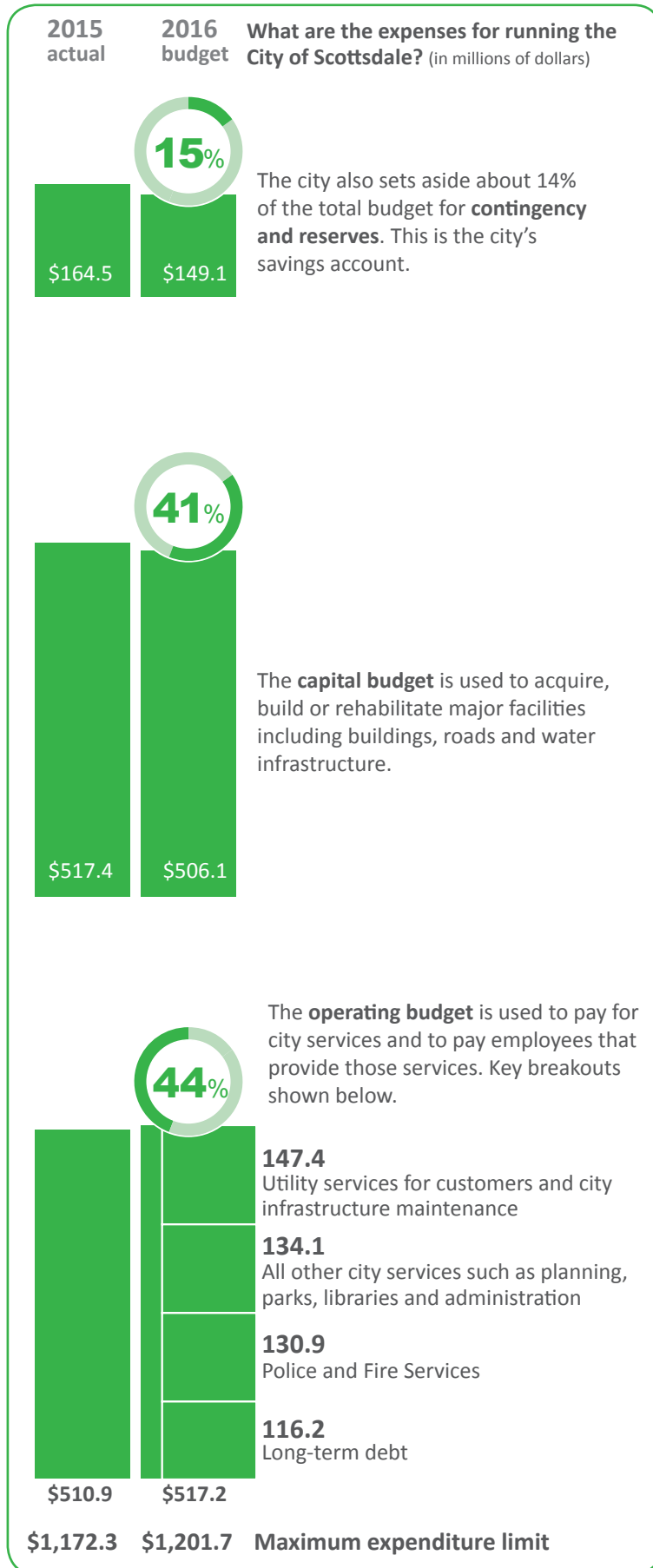
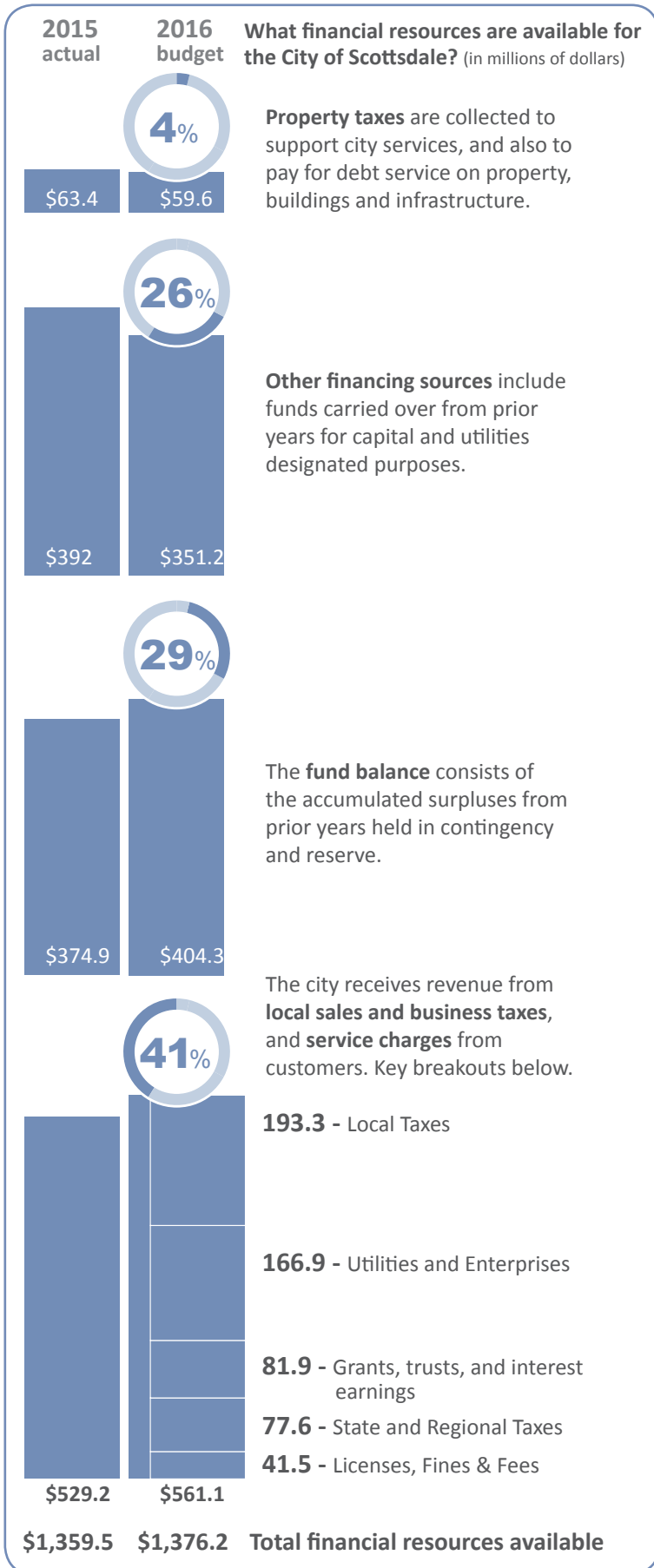


*For the preceding calendar year.

Additional statistics are available in the division section of the operating budget and in the Comprehensive Annual Financial Report available at ScottsdaleAZ.gov and search "finance."

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. These numbers are as adopted by the City Council in June 2015. The city's financial statements are audited annually by an independent auditor. The most recent audit for 2014 received a clean opinion.



Complete financial information can be found at ScottsdaleAZ.gov and search "finance".

What are our priorities for Fiscal Year 2015/16?

The Scottsdale City Council reviewed organization strategic plan progress at a strategic planning workshop in February before approving these priorities in July.



Continue working with residents, businesses and SkySong to revitalize the McDowell Road corridor

- Identify possible revitalization tools and decide which ones are appropriate to use
- Understand market conditions and focus marketing efforts to recruit desired businesses
- Support community efforts to establish a new “brand” or identity
- Improve linkages to nearby amenities and adjacent communities
- Work with area residents to strengthen neighborhoods in and around the revitalization area



Provide strategic support of tourism and visitor events

- Enhance visitor experiences and promote Downtown Scottsdale as a destination
- Collaborate with community and local tourism industry to accomplish tourism strategic plan
- Update special events ordinance based on feedback from community and event producers
- Advance Desert Discovery Center through considering concept development contract



Carry out the comprehensive economic development strategy

- Retain and grow existing economic drivers and employers
- Support efforts to cultivate, retain and attract talent needed by present and future employers
- Focus efforts and investment in strengthening key employment and business centers
- Elevate Scottsdale’s engagement in the national and international economic development arena
- Build a Scottsdale business location brand on par with Scottsdale’s tourism brand
- Grow and attract high quality firms and jobs in targeted sectors
- Pursue economic opportunities that enhance quality of life and maintain strong neighborhoods



Develop a transportation strategy that anticipates future needs

- Develop a broad transportation improvement strategy to guide efforts over the next 10 years
- Improve street, transit, and trail connections while minimizing neighborhood impacts
- Design, build, operate, and maintain barrier-free streets for all users
- Increase communication related to transportation options funding and need



Prepare and adopt fiscally sustainable operating and capital budgets

- Create a website for citizens to easily access budget and financial information
- Evaluate options for ensuring long-term financial sustainability
- Evaluate performance and make adjustments as needed throughout the fiscal year



Reinvest in a high performance organization and work culture

- Review and update employee compensation plan to ensure fairness and equity
- Offer relevant training for employees at all levels of the organization
- Ensure high quality, responsive service is provided through efficient and effective processes

Please contact the City Manager’s Office if you have comments or suggestions on how we can improve this report.

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



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

ScottsdaleAZ.gov and search “finance”

This report prepared according to AGA citizen centric reporting standards.

Guiding Scottsdale Forward

An Introduction to Our Leadership

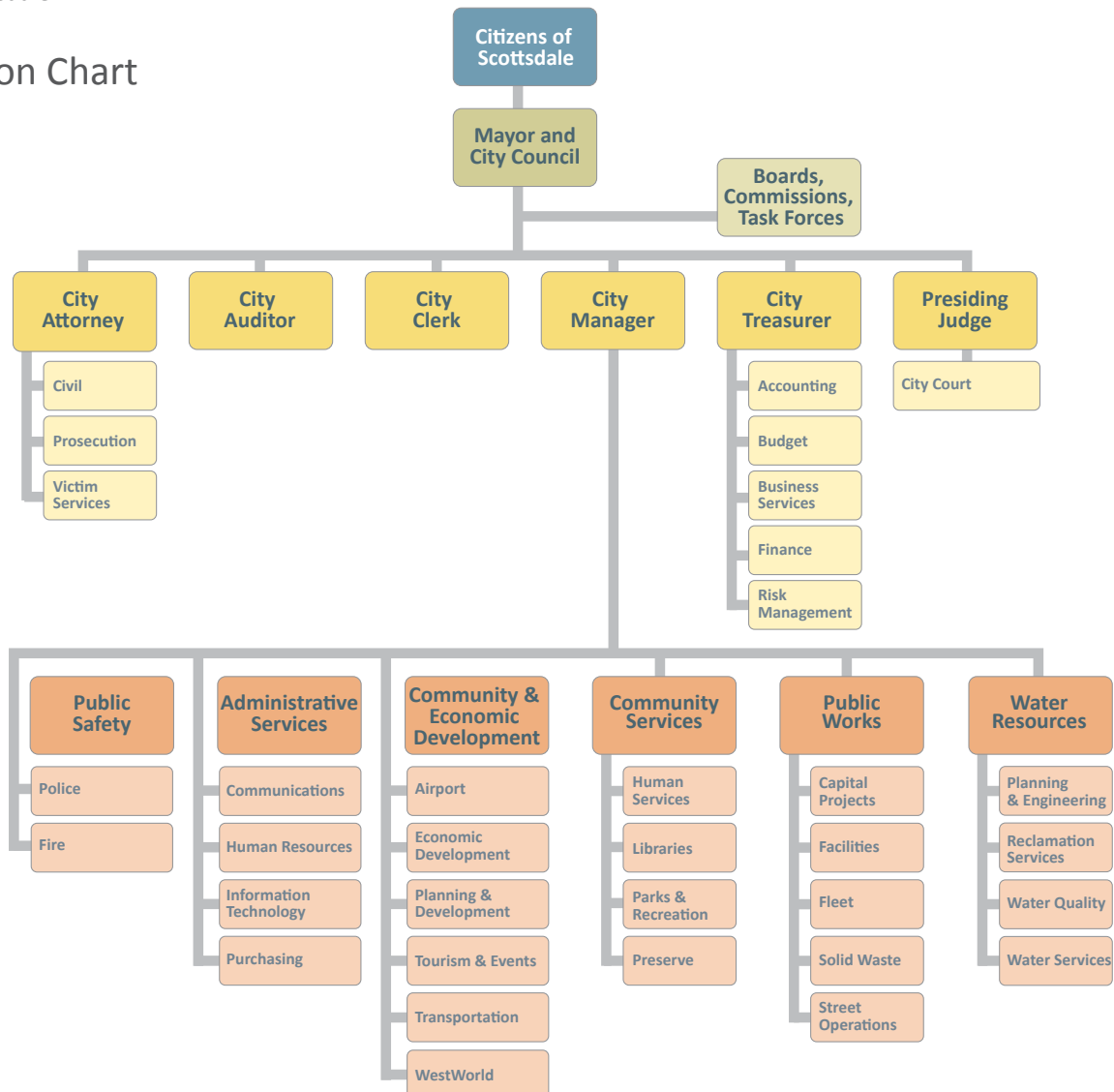
About Scottsdale

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 2015



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, 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, 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, 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



**Councilwoman
Kathy Littlefield**

Kathy Littlefield began her first term on the Scottsdale City Council in January 2015. Councilwoman Littlefield has 25 years of extensive financial and management experience. She co-founded (with her husband Bob Littlefield, who served three terms on the Scottsdale City Council from 2002 to 2015) and continues to manage a successful Scottsdale-based computer

company, NetXpert Systems, Inc. Her previous professional experience includes several years working in the Budget Office of the City of Plano, Texas. Councilwoman Littlefield was President of her Civitan Club (an organization that helps developmentally disabled and underprivileged children) and was chosen "Civitan of the Year" for her efforts during her term of office. Currently she is active in the Daughters of the American Revolution working to help our nation's veterans and their families, and the Mayflower Society. Councilwoman Littlefield is a Scottsdale native. She attended the Scottsdale Unified Schools Ingleside Elementary and Arcadia High and graduated with distinction from Arizona State University in 1970 with a bachelor's degree in business education.

klittlefield@ScottsdaleAZ.gov, 480-312-7412



**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
David N. Smith**

David N. Smith began his first term on the Scottsdale City Council in January 2015. Councilman Smith has more than 40 years of senior financial management experience, mostly in the public service and not-for-profit sectors. He served as Scottsdale's city treasurer and chief financial officer from October 2009 until he retired in July 2013.

Prior to that, he served as vice chair of Scottsdale's citizen budget review commission. Before his service with the city of Scottsdale, Councilman Smith was the chief financial officer (CFO) for Amtrak from 2004 to 2007 and served as the CFO for the Tennessee Valley Authority, the nation's largest electric utility, from 1995 to 2003. He and his wife Diana owned and published the Scottsdale Airpark News from 1986 to 1997. Councilman Smith earned a bachelor's degree in business administration and accounting from Northwestern University and a master's degree in finance from Northwestern's Kellogg School of Management.

dnsmith@ScottsdaleAZ.gov, 480-312-7423



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



For more information about Scottsdale's organization and leadership, go to ScottsdaleAZ.gov and search "directory."



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 many restaurants, retail shops, art galleries, and hotels. Scottsdale 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. Today, Scottsdale has more than 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. Scottsdale is home to nearly 18,000 businesses supplying over 150,000 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 9 million people visit Scottsdale annually. The city boasts many hotels and resorts, restaurants, and spas. That activity adds up to big business. The annual economic impact of Scottsdale visitors is estimated at more than \$4 billion. Annual tax revenue generated by visitors was estimated around \$38 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



McCormick-Stillman Railroad Park



Scottsdale Fashion Square



Indian Bend Wash Greenbelt



Downtown Scottsdale



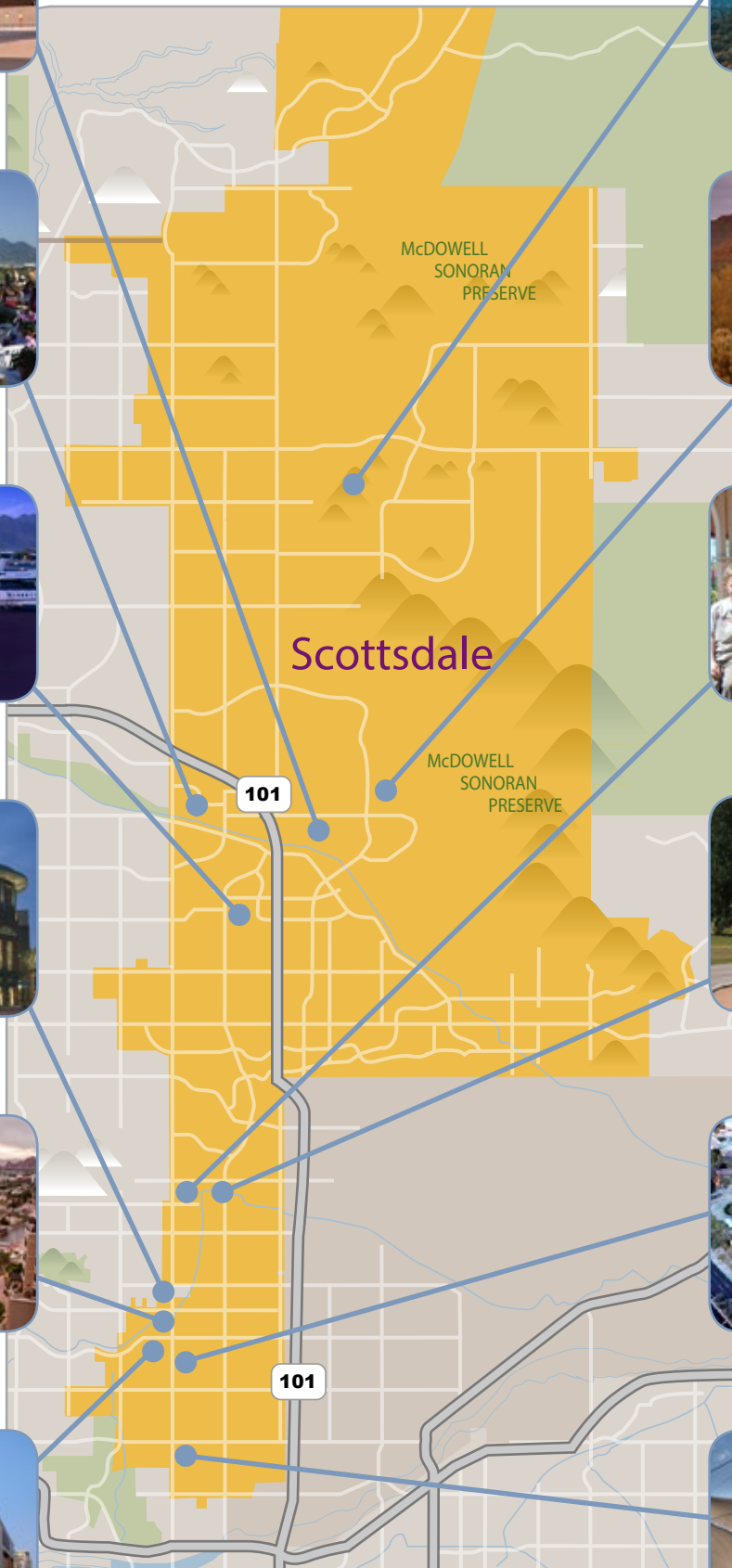
Scottsdale Stadium



Scottsdale Museum of the West



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 finances have long been characterized by strong management, sound fiscal policies and generally strong reserves." - **Moody's**

"The city has a mature and diversified local economic base, anchored by healthcare, tourism, business and professional services, and technology." - **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**

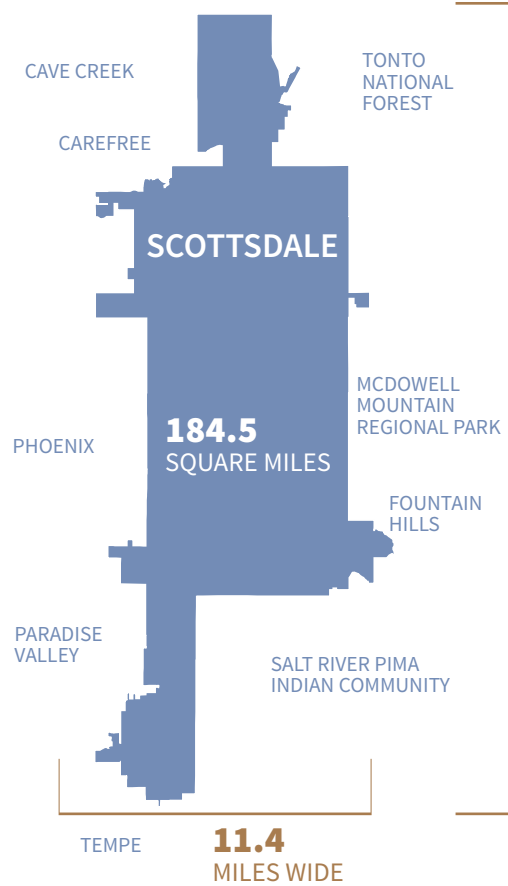
"Scottsdale's best features are its beautiful natural environment and its arts and cultural amenities. The charm of old town, the uniqueness of its southwestern heritage, the trolley system, well-maintained parks, art events and diverse businesses have "something for everyone" which appeals to residents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

"If you think Arizona's resort town is nothing but golf courses and overpriced steaks, you're in the dark. Epic hikes, stellar sushi, and a world-class shopping scene – this is the new Scottsdale" **Sunset Magazine**

Scottsdale By The Numbers

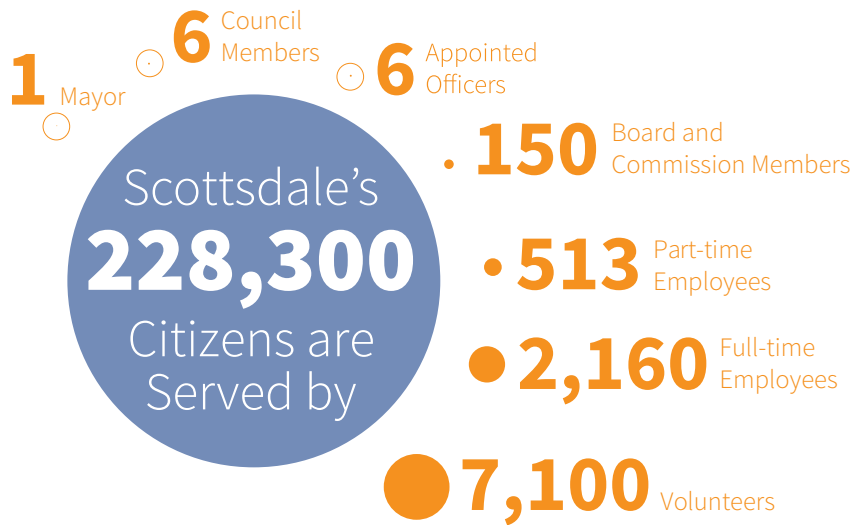
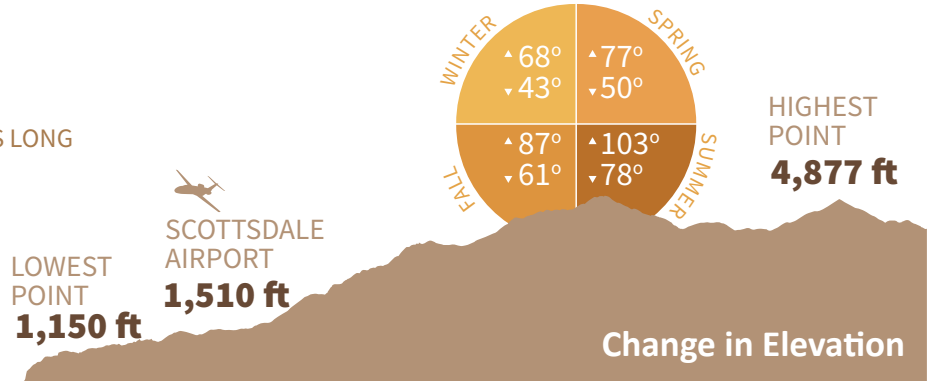
A Demographic Summary

Location

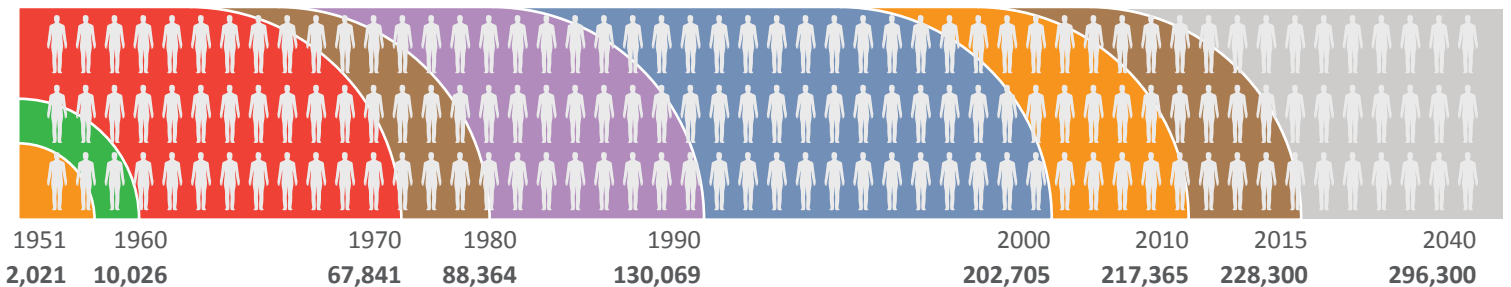


Average Seasonal Temperatures

Source: wunderground.com, August 2015



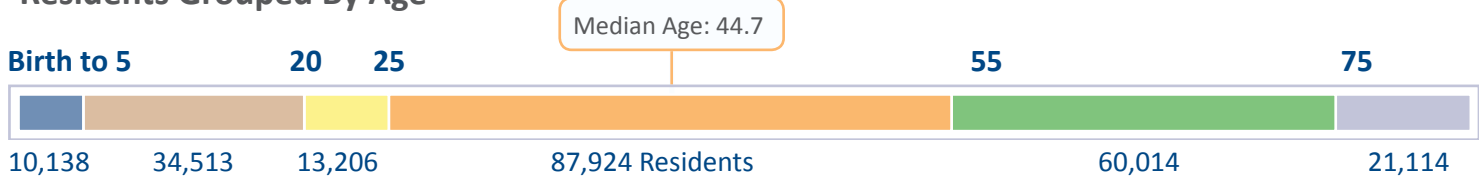
Scottsdale's Population Growth



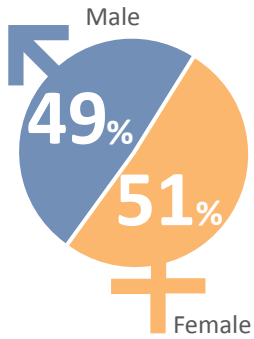
Source: U.S. Census, Population Division, Arizona Office of Employment and Population Statistics and Maricopa Association of Governments

Scottsdale's Residents

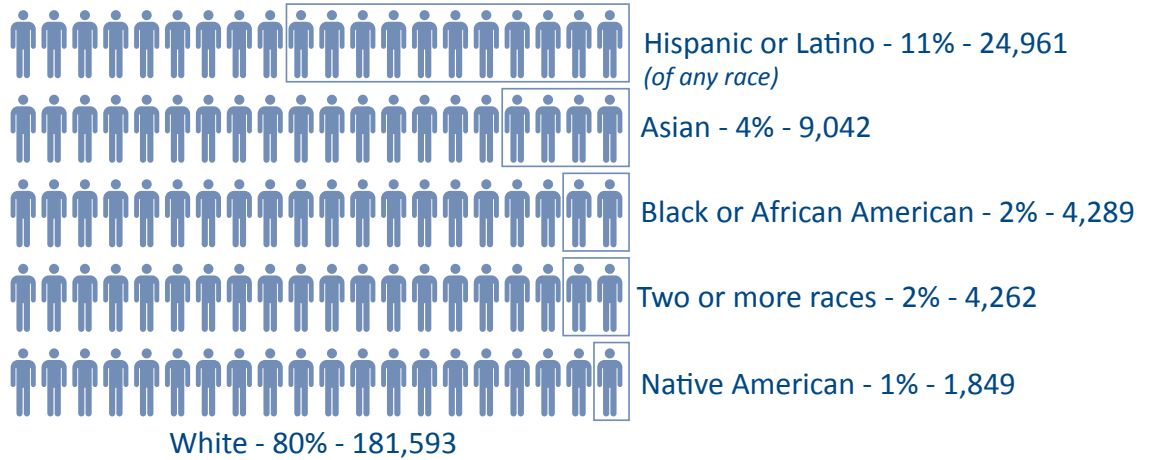
Residents Grouped By Age



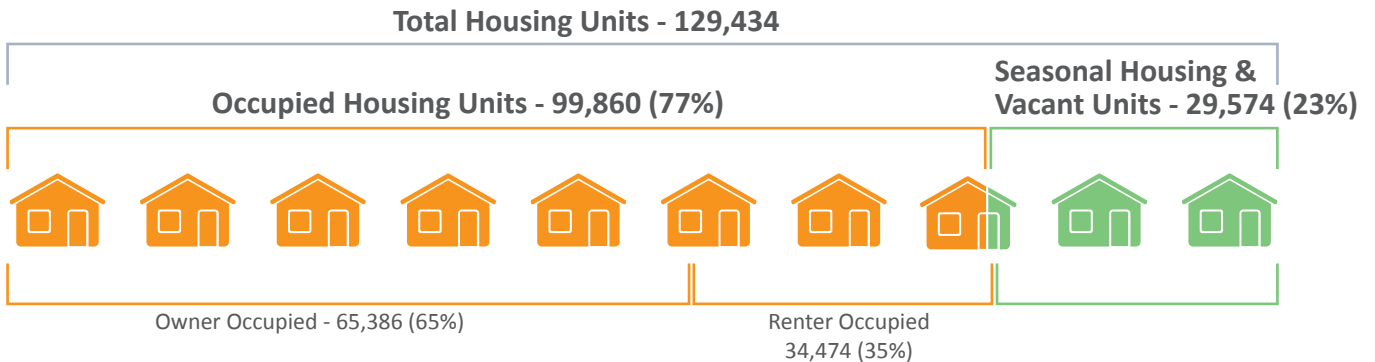
Sex



Race and Ethnic Origin



Housing Occupancy

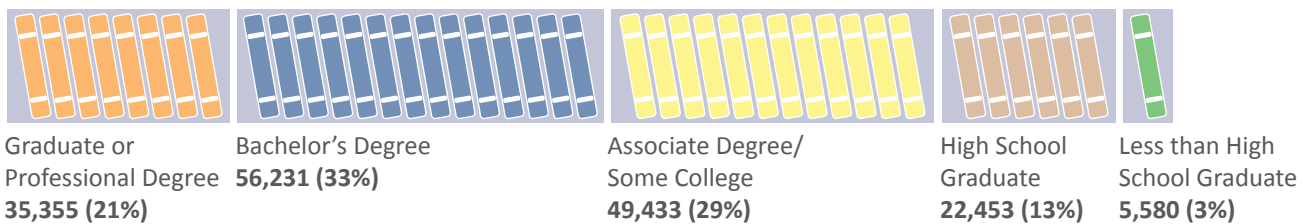


Homeowner vacancy rate 1.9%

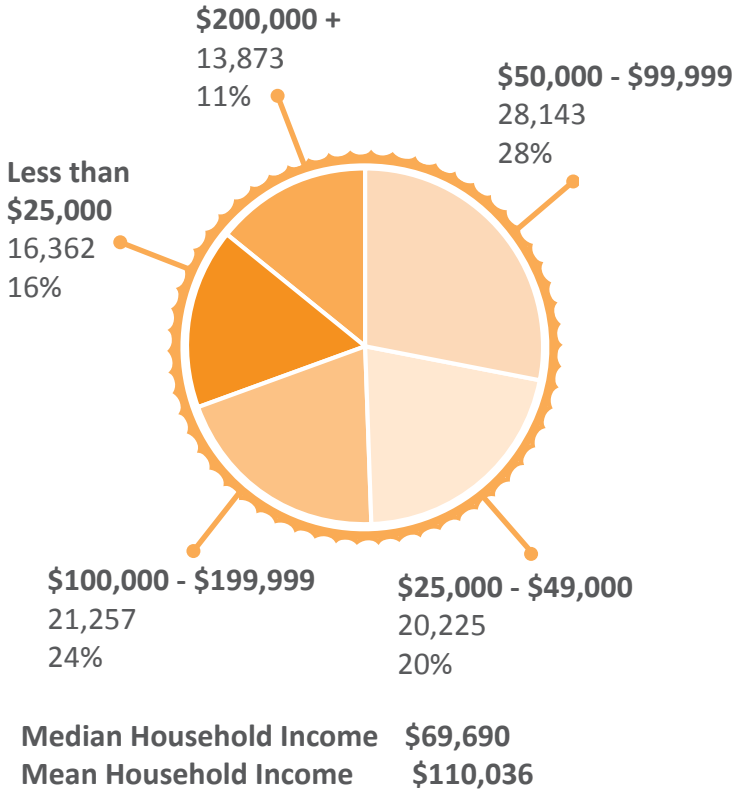
Rental vacancy rate 9.3%

Educational Attainment

169,052 (Population 25 years and older)

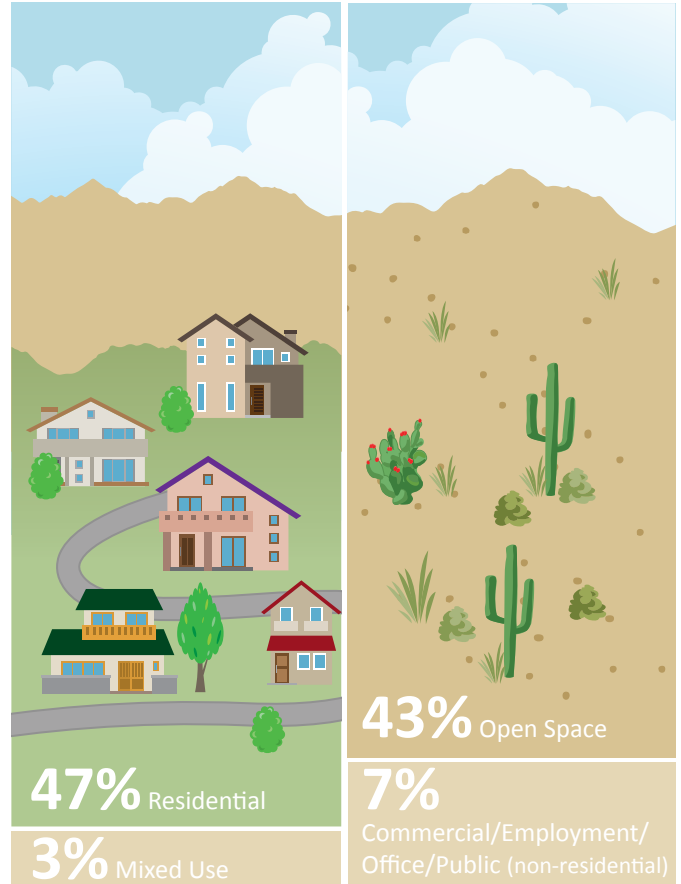


Household Income Distribution



General Plan Land Use

Source: City of Scottsdale

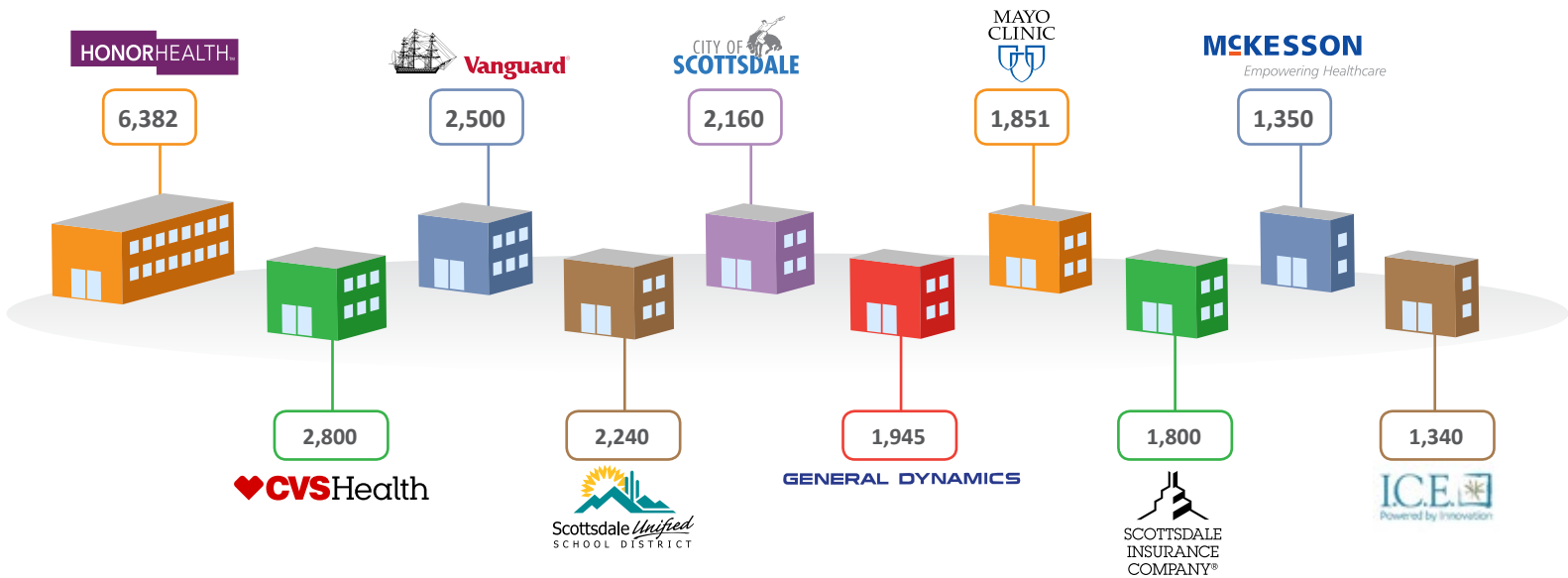


Median Housing Value



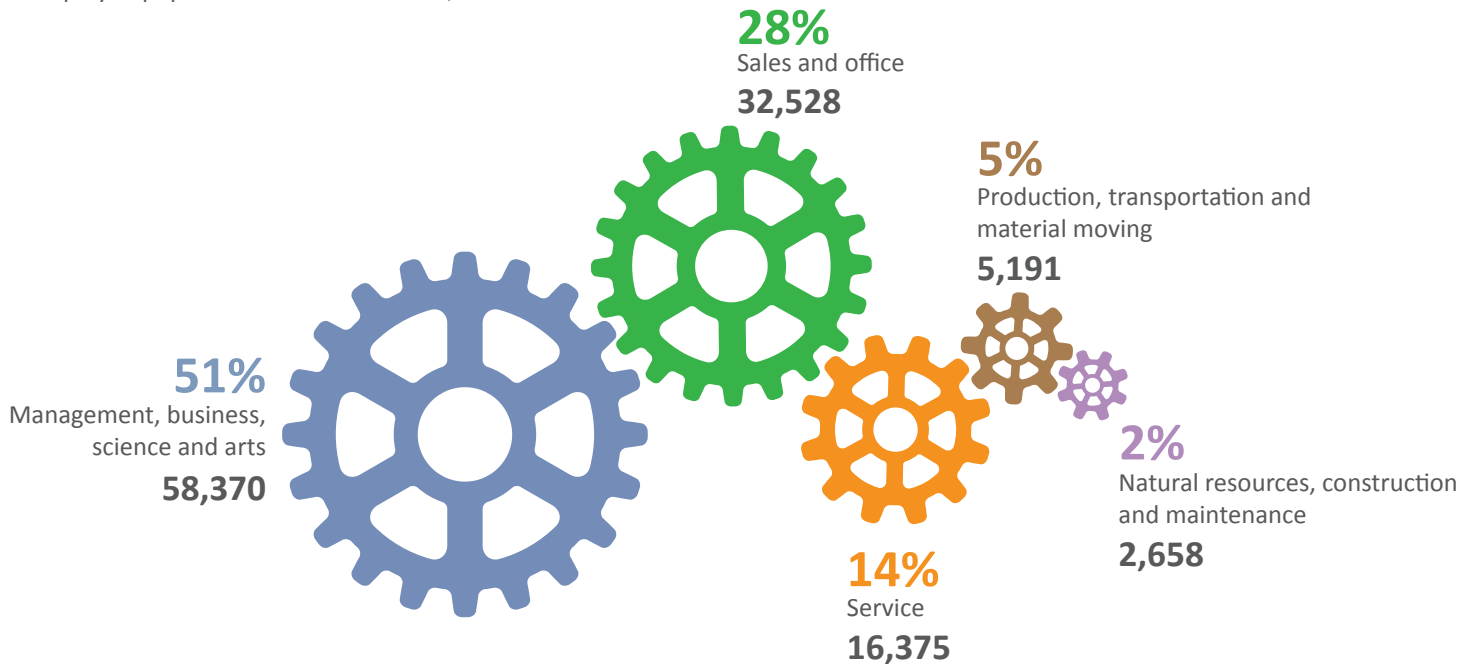
Major Employers by Number of Employees

Source: City of Scottsdale Comprehensive Annual Financial Report, FY 2005/06 and Economic Development Department communications with employers, July 2015.



Occupational Composition

Civilian employed population 16 and over: 115,122



Source: Except as noted, all information in this report is from the U.S. Census Bureau

More demographic information is available in the comprehensive annual financial report available at:
www.ScottsdaleAZ.gov/finance

The mission of the City of Scottsdale is to provide Simply Better Service for a World-Class Community. Here are some key statistics about the world-class community that we serve.

52 HOTELS
8,977 ROOMS

18,000
BUSINESSES

70+
ART GALLERIES
& MUSEUMS

37 CHARTER & PUBLIC SCHOOLS
26,233 ENROLLMENT

ABOUT **790** RESTAURANTS

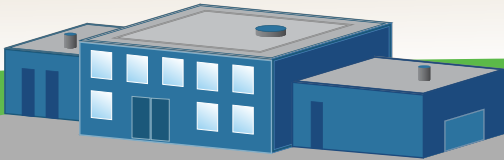
51
GOLF COURSES





Scottsdale employees provide services that help keep the community safe and healthy.

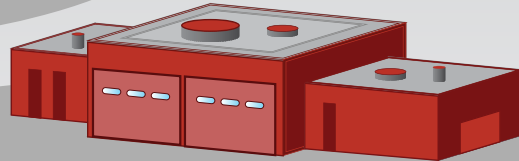
4 POLICE STATIONS



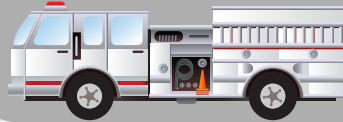
347 POLICE VEHICLES



15 FIRE STATIONS



39 FIRE RESPONSE VEHICLES



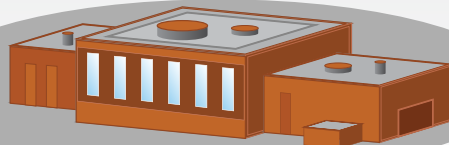
304 TRAFFIC SIGNALS



51 SOLID WASTE TRUCKS



6 WATER FACILITIES



10,941 FIRE HYDRANTS



2,958 equivalent 12' wide Lane MILES OF ROAD

2,079 miles of water mains



1,716 miles of sanitary sewers



Scottsdale employees provide services that enhance the quality of life of residents and visitors.

30,165 acres of PRESERVE LAND

42 PARKS

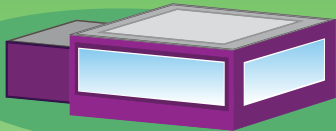
4 URBAN LAKES

975 TOTAL acres

70 ATHLETIC FIELDS

11 TRAILHEADS and **115** MILES OF NON-MOTORIZED TRAILS

4 FITNESS FACILITIES



2 SKATE PARKS



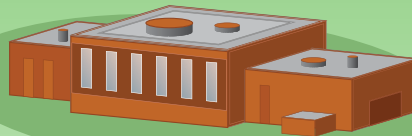
55 TENNIS COURTS and **2** TENNIS CENTERS



4 AQUATIC FACILITIES



6 COMMUNITY CENTERS



45 MILES OF PAVED PATHWAYS

36 PLAYGROUNDS

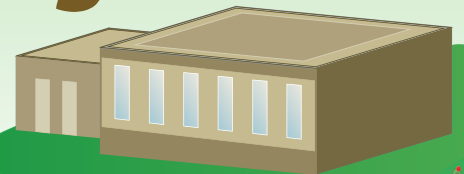
40 BASKETBALL COURTS and **30** VOLLEYBALL COURTS



1 RAILROAD PARK



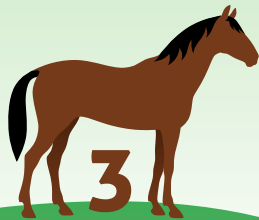
5 LIBRARIES



7 SPRAY PADS



3 EQUESTRIAN FACILITIES



2 SENIOR CENTERS



3 OFF-LEASH AREAS





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

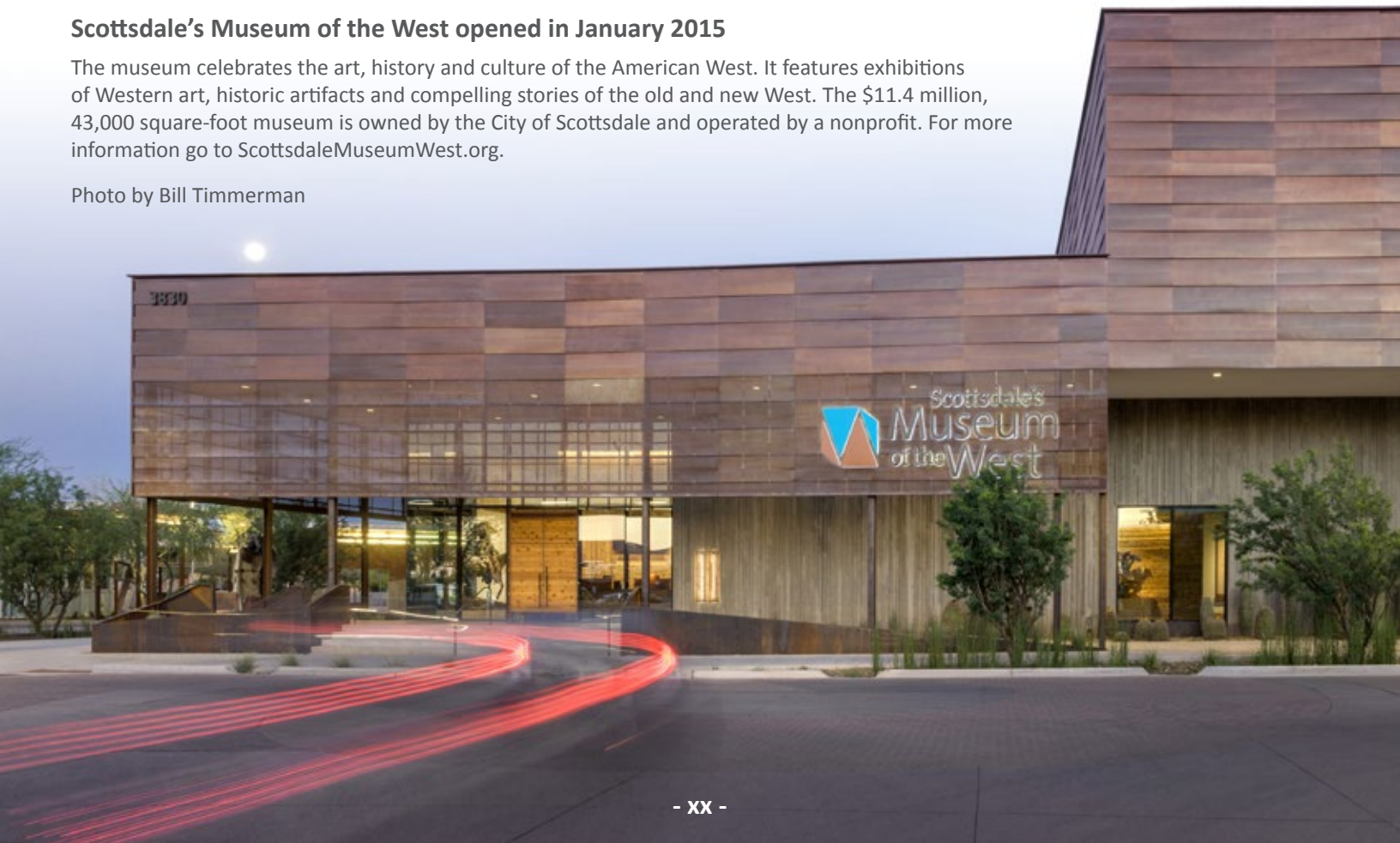


Impulsion
by Jeff Zischke

Scottsdale's Museum of the West opened in January 2015

The museum celebrates the art, history and culture of the American West. It features exhibitions of Western art, historic artifacts and compelling stories of the old and new West. The \$11.4 million, 43,000 square-foot museum is owned by the City of Scottsdale and operated by a nonprofit. For more information go to ScottsdaleMuseumWest.org.

Photo by Bill Timmerman





FY 2015/16 Adopted Budget



City Manager

3939 N. Drinkwater Blvd.
Scottsdale, AZ 85251

PHONE 480-312-2800
FAX 480-312-9055
WEB www.ScottsdaleAZ.gov

July 1, 2015

Honorable Mayor and City Council:

The Fiscal Year 2015/16 budget is balanced and supports the priorities and policy direction expressed by the city council over the past year. Modest projected increases in revenue will help cover additional expenses in priority areas, primarily public safety.

Operating Budget

Sales tax revenue in the general fund is projected to increase \$3 million in the next fiscal year (3.1 percent).

A reduction of \$3.8 million for the city's combined property tax levy means that Scottsdale property owners should see a decrease in the city's portion of their property tax bill versus the prior year. This reduction is achieved through decreased tort recovery, reduced debt service payments and using excess debt service reserves.

This operating budget increases general fund spending by \$11.2 million from the FY 2014/15 adopted budget. This increased spending supports these major personnel expenses:

- Merit pay increases averaging 3 percent for employees who perform well (\$3.1 million general fund; \$4.0 million all funds)
- Pay increases for police officers based on experience and performance (\$1.6 million)
- Increases in employee health care costs (\$1.1 million general fund; \$1.4 million all funds)
- Additional police overtime to match anticipated demand (\$1 million)
- Adding 8 fire fighters, 3 fire captains and 1 fire engineer (\$700,000)

In addition, the budget also adds \$600,000 that will be paid to the state as the city's portion of sharing the cost of Arizona Department of Revenue tax audit services, per House Bill 2111.

To increase transparency, the budget includes short-term or seasonal positions that have not previously been included in full time equivalent (FTE) position counts. Due to this change, an additional 32.2 FTEs representing 283 positions is included; there is no fiscal impact to this change.

Capital Improvement Program

Spending is anticipated at approximately \$254.6 million for capital improvements in the upcoming fiscal year, including:

- Begin building flood control and stormwater improvements for the Granite Reef Wash corridor between Thomas and McKellips roads
- Build a new trailhead into the McDowell Sonoran Preserve at Pima and Dynamite roads

- Upgrade traffic signal controllers and vehicle detection systems at key intersections
- Repair and expand the water distribution system in downtown Scottsdale
- Design and build a variety of key wastewater system improvements

Conclusion

The city remains on solid financial ground as the economy continues to improve. The budget provides the resources we need to continue delivering Simply Better Service for a World Class Community.

Sincerely,



Brian K. Biesemeyer
Acting City Manager



City Manager

3939 N. Drinkwater Blvd.
Scottsdale, AZ 85251

PHONE 480-312-2800
FAX 480-312-9055
WEB www.ScottsdaleAZ.gov

March 17, 2015

Honorable Mayor and City Council:

The proposed Fiscal Year 2015/16 budget incorporates the priorities and policy direction expressed by the city council over the past year. It balances modest projected increases in revenue with additional expenses in priority areas, primarily public safety.

Operating

Projected revenue increases in the general fund include \$2.6 million in sales tax, \$1.3 million in state shared revenue, \$1.9 million in building permits and fees, \$1.2 million in property rentals and \$1.6 million at WestWorld.

The primary property levy is forecast to increase by 3 percent – about \$786,000. New construction on the tax rolls accounts for 1 percent of the property tax increase, while the other 2 percent is the city's annual allowed increase.

For Scottsdale taxpayers, however, this increase will be offset by a corresponding decrease in the secondary property tax levy, achieved by using excess debt service reserves to pay-off some existing debt. The result will be a net zero impact to property owners in the city.

This operating budget increases general fund spending by \$10.4 million from the FY 2014/15 adopted budget. This increased spending supports these major personnel expenses:

- Merit pay increases averaging 3 percent for employees who perform well (\$3.1 million general fund; \$4.0 million all funds)
- Pay increases for police officers based on experience and performance (\$1.6 million)
- Increases in employee health care costs (\$1.1 million general fund; \$1.4 million all funds)
- Additional police overtime to match anticipated demand (\$1 million)
- Adding 8 fire fighters, 3 fire captains and 1 fire engineer (\$700,000)

To increase transparency, the budget includes short-term or seasonal positions that have not previously been included in full time equivalent (FTE) position counts. Due to this change, an additional 32.2 FTEs representing 283 positions is included; there is no fiscal impact.

Capital

We anticipate spending up to \$254.6 million for capital improvements in the upcoming fiscal year. These projects address critical capital infrastructure needs in a variety of areas and are supported by different funds. Some notable projects include:

- **Granite Reef Watershed Drainage Improvements**
FY 2015/16: \$13.5 million (\$51 million total project budget)

Building flood control and stormwater conveyance to provide 100-year flood protection (and eliminate mandatory flood insurance) for the Granite Reef Wash corridor between Thomas and McKellips roads

- **Pima/Dynamite Trailhead**
FY 2015/16: \$3.5 million (\$4 million total project budget)
Acquire land and build a new trailhead with parking, shade ramadas, restrooms and other amenities to serve a major north community access point to Scottsdale's McDowell Sonoran Preserve as well as connect to existing and planned citywide trails in and outside of the preserve
- **Facilities Repair and Maintenance Program**
FY 2015/16: \$3.2 million (\$11 million total project budget)
Systematic maintenance and repair of major facilities including offices, recreation centers, libraries, sports fields and pathways
- **Traffic Signal System Upgrades**
FY 2015/16: \$2.6 million (\$3.7 million total project budget)
Purchase new traffic signal controllers to replace aging systems and add vehicle detection camera systems at key intersections
- **Water Distribution System Improvements**
FY 2015/16: \$22.8 million (\$62 million total project budget)
Repairs and improvements to an aging water distribution system along with system expansion to support additional demands in downtown Scottsdale
- **Wastewater Collection System Improvements**
FY 2015/16: \$21.3 million (\$42.7 million total project budget)
Design and construction of sewer lines, treatment plant work and rehabilitation of sewer manholes in the aging wastewater system per the asset management program

Conclusion

This proposed budget is a starting 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 2015/16 budget process.

Sincerely,



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, 2014

Jeffrey R. Egan

Executive Director



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 101st ICMA Annual Conference
Seattle/King County, Washington
28 September 2015

ROBERT J. O'NEILL JR.
ICMA EXECUTIVE DIRECTOR

JAMES BENNETT
ICMA PRESIDENT

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



Executive Summary

The City of Scottsdale's two budget volumes provide a comprehensive picture of the city's financial plan for FY 2015/16. 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 2015/16 budget. Each of these items was discussed during City Council's public budget review sessions:

- \$4.0 million, or the equivalency of 3 percent to the max of position ranges, for a pay program designed to reward employee performance and address other pay issues (excluding police officers).
- A step program was created for all police officers. \$1.6 million to: a) 'fix' compensation by placing officers within the position salary range based on years of service and adjusting their compensation accordingly; and b) then applying a 3 percent to the maximum of the range pay increase based on performance. Beginning in FY 2016/17 a 5 percent to the max of the range step increase will be included annually for police officers.
- \$2.4 million to cover an increase of over 7 percent to the Public Safety Personnel Retirement System. The significant increase was due to a case ruling that reversed some pension reform changes which caused adverse effects on employer contribution rates.
- A 6.8 percent healthcare premium rate increase (\$1.4 million) to cover ongoing Affordable Care Act regulations and fees, increases in the number of smaller cost claims, increases in the usage of high cost specialty drugs, and ordinary medical and pharmacy price increases experienced in the Maricopa County market area. Employees and applicable spouses can earn an incentive payment of up to \$240 by completing a wellness exam and health risk assessment to help offset this increase.
- Eliminated benefits for part-time positions to help offset future costs of the Affordable Care Act regulations (existing part-time employees were grandfathered in and will continue to receive benefits; however, new, part-time employees will not be eligible for benefits).
- \$1.0 million, or 22,000 hours, to Police overtime to align the budget with actual usage over the last 5 year period.
- \$0.7 million for 12 new Fire Department personnel (8 firefighters, 3 captains and 1 engineer) to help address firefighter vacancies, attrition and reliability factors.
- To increase transparency, the budget includes short-term or seasonal positions that have not previously been included in full time equivalent (FTE) counts. Due to this change, an additional 32.2 FTEs representing 283 positions are included; there is no fiscal impact.
- \$0.6 million is included for the City of Scottsdale's allocated share of the cost of the Arizona Department of Revenue providing tax audit services.

- Continued annual memberships with the National League of Cities and the Greater Phoenix Economic Council.
- Selling excess city buildings and transferring the \$4.0 million of one-time proceeds to the Capital Improvement Plan for improvement for the upkeep of the city's infrastructure.
- A reduction of \$3.8 million for the combined property tax levy (\$0.5 million primary; \$3.3 million secondary) due to the decreased tort recovery, reduced debt service payments and use of debt service reserves. Additionally, City Council did not support increasing property taxes by the legally allowed maximum of 2 percent over the prior fiscal year's primary levy. Due to the decrease in the combined tax levy, an individual homeowner in Scottsdale should see a decrease in the city's portion of the property tax bill versus the prior year.
- Water and Water Reclamation Rate and Charges
 - Rate increases vary by meter size, user categories and types.
 - A surcharge of 10 percent for customers located outside of city limits. The charge will treat contractual and non-contractual customers consistently and will align costs with the cost drivers.
 - Increase the Stormwater Quality Charge an additional \$0.10 per account per month from \$0.85 to \$0.95 to support 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.
- Rate/fee adjustments for the Community and Economic Development, Community Services, and Public Safety – Fire divisions.

How the adopted budget will affect citizens' property tax rates

The FY 2015/16 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 \$1.3 million for tort liability claim payments made during calendar year 2014.

For FY 2015/16, the city's total adopted primary property tax levy of \$27.3 million is a decrease of \$0.5 million over the prior year levy mainly due to the decreased tort recovery of \$0.8 million offset slightly by new growth on the tax roll of \$0.3 million. Additionally, 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 \$0.5580 cents decreased by \$0.0287 to \$0.5293 cents per \$100 of assessed valuation in FY 2015/16.

For FY 2015/16, the city's adopted secondary property tax levy is decreasing over the FY 2014/15 adopted budget by approximately \$3.3 million to \$32.2 million. The prior year secondary tax rate of \$0.6869 decreased by \$0.0625 to \$0.6244 per \$100 of assessed valuation in FY 2014/15 (mainly due to reduced debt service payments and the use of \$0.5 million of debt service reserves).

The combined tax levy is the aggregate of the primary (limited) and secondary (unlimited) levies. For FY 2015/16, the city's total adopted combined property tax levy decreased over FY 2014/15 by approximately \$3.8 million.

In FY 2015/16, citizen tax bills will reflect an estimated combined property tax rate of \$1.1537 which is \$0.0912 less than the adopted combined FY 2014/15 rate of \$1.2449. 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 \$115.37 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 \$4.0 million (\$3.1 million General Fund) for a pay program designed to reward employee performance and address other pay issues (excluding police officers).

The budget also includes the creation of a step program for all police officers. \$1.6 million was added to a) 'fix' compensation by placing officers within the position salary range based on years of service and adjusting their compensation accordingly; and b) then applying a 3 percent to the maximum of the range pay increase based on performance. Then beginning in FY 2016/17, a 5 percent (to the max of the range) step increase will be included annually for police officers.

Furthermore, \$2.4 million was added to cover an increase of over 7 percent to the Public Safety Personnel Retirement System. The significant increase was due a case ruling that reversed some pension reform changes which caused adverse effects on employer contribution rates.

Additionally, the amounts that the city and employees will pay for health insurance premiums have increased. The city will pay an additional \$1.4 million (all funds) for health insurance premiums to cover ongoing Affordable Care Act regulations and fees, increases in the number of smaller cost claims, increases in the usage of high cost specialty drugs, and ordinary medical and pharmacy price increases experienced in the Maricopa County market area. Employees and applicable spouses can earn an incentive payment of up to \$240 by completing a wellness exam and health risk assessment to help offset this increase.

Finally, to help offset city future costs of the Affordable Care Act regulations benefits for part-time employees have been eliminated.

Staffing Changes – The Emergency Manager position was transferred from the Public Safety - Fire Division to the City Manager's Office in an effort to increase awareness to the Emergency Management program within the city. Also, two Senior Human Resources Analyst positions and one Public Safety Personnel Manager position transferred from the Public Safety - Police Division to the Human Resources Department in the Administrative Services Division to centralize human resources functions.

Furthermore, \$0.1 million of one-time funding was added to the budget to contract with International City/County Management Association (ICMA) to conduct a Police Department staffing study and review Public Safety staffing practices.

A total of 57.85 full-time equivalents (FTE) were added for FY 2015/16. The majority of the growth is to increase transparency and include short-term or seasonal positions that have not been previously been included in full time equivalent (FTE) counts. Due to this change, an additional 32.2 FTEs representing 283 positions are included with no fiscal impact.

Additionally, 12 new Public Safety - Fire Division personnel (8 firefighters, 3 captains and 1 engineer) were added to help address firefighter vacancies, attrition and reliability factors.

With these additions, the city's total FTE count will be 2,475.50. This total is 12 percent lower than the city's peak authorized staffing of 2,807.84 in FY 2008/09. These staffing changes are summarized in the following schedule, using full-time equivalent positions (FTEs).

FTE Changes from Prior Fiscal Year by Division			
FY 2014/15 Adopted FTEs	2,417.65		
<i>CITY CLERK</i>		<i>COMMUNITY SERVICES</i>	
City Clerk Assistant	(1.00)	Convert Recreation Specialists from Slots	16.74
<i>CITY COURT</i>		Properly Align PT Positions Hours With Actual Activity	4.77
Security Guard	1.00	<i>PUBLIC SAFETY - FIRE</i>	
Software Engineer	1.00	Firefighter	8.00
Convert Pro-Tem Judges from Slots	0.64	Fire Captain	3.00
<i>CITY MANAGER</i>		Fire Engineer	1.00
Intern	0.15	Emergency Manager Transfer to City Manager	(1.00)
Emergency Manager Transfer from Public Safety - Fire	1.00	<i>PUBLIC SAFETY - POLICE</i>	
<i>CITY TREASURER</i>		Convert Pipeline Officers from Slots	2.63
Reduce Systems Integrator from FT to PT	(0.25)	HR Analyst, Sr. Transfer to Administrative Services	(2.00)
<i>ADMINISTRATIVE SERVICES</i>		Personnel Mgr. Transfer to Administrative Services	(1.00)
Reduce Public Information Officer from FT to PT	(0.50)	<i>PUBLIC WORKS</i>	
Communications Specialist	1.00	PT Equipment Operator I	0.84
PT Public Information Officer Transfer to Public Works	(0.50)	PT Public Info. Officer Transfer from Admin Servs.	0.50
Change PT Secretary to FT System Integrator	0.19	Increase Public Information Officer from .50 to .75	0.25
HR Analyst, Sr. Transfer from Public Safety - Police	2.00	<i>WATER RESOURCES</i>	
Personnel Mgr. Transfer from Public Safety - Police	1.00	Convert Apprenticeship Pipeline from Slots	3.38
<i>COMMUNITY & ECONOMIC DEVELOPMENT</i>		Increase Apprenticeship Pipeline	2.90
Maintenance & Custodial Services	3.34	Net Change All Divisions	57.85
Convert WestWorld Maintenance from Slots	8.77		
Transportation Rep, Sr.	1.00		
Economic Development Assistant Director	(1.00)	FY 2015/16 Adopted FTEs	2,475.50

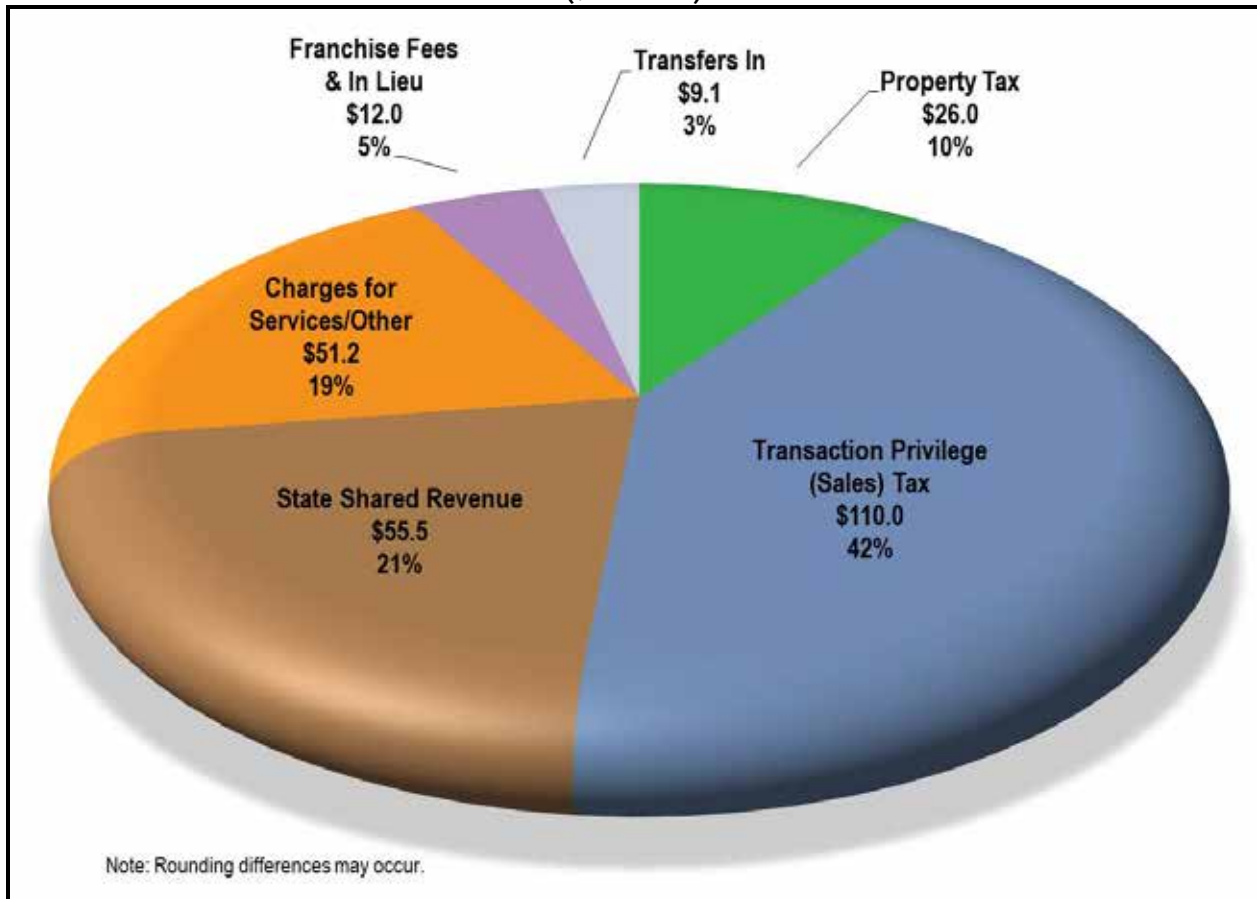
Fund Highlights

The remainder of this Executive Summary highlights the key elements of each fund in the FY 2015/16 budget. The General Fund is presented first and in more detail because of the size and importance.

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 2015/16 are \$263.9 million, approximately \$9.5 million (3.7 percent) more than the FY 2014/15 adopted budget. The following chart summarizes the major revenues.

General Fund Sources FY 2015/16: \$263.9
(\$ 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. The regional economy is showing recovery from the recent economic downturn; privilege tax is expected to grow moderately in the five-year revenue forecast. For FY 2015/16, the anticipated revenue budget is \$110.0 million, approximately \$0.4 million, or 0.4 percent, over the FY 2014/15 year-end forecast of \$109.6 million. The overall growth however is mitigated due to a projected decrease of approximately \$3.1 million in FY 2015/16 compared to FY 2013/14 actuals in construction Privilege (Sales) Tax. The reduction is due to a change in State Statue, effective January 2015, changing the incidence of tax for certain contractor

related transactions. Many of these transactions now require sales tax to be paid at the point of sale which has negatively impacted collections.

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. These revenues are also derived from part of the vehicle license fees collected by Maricopa County (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).

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.

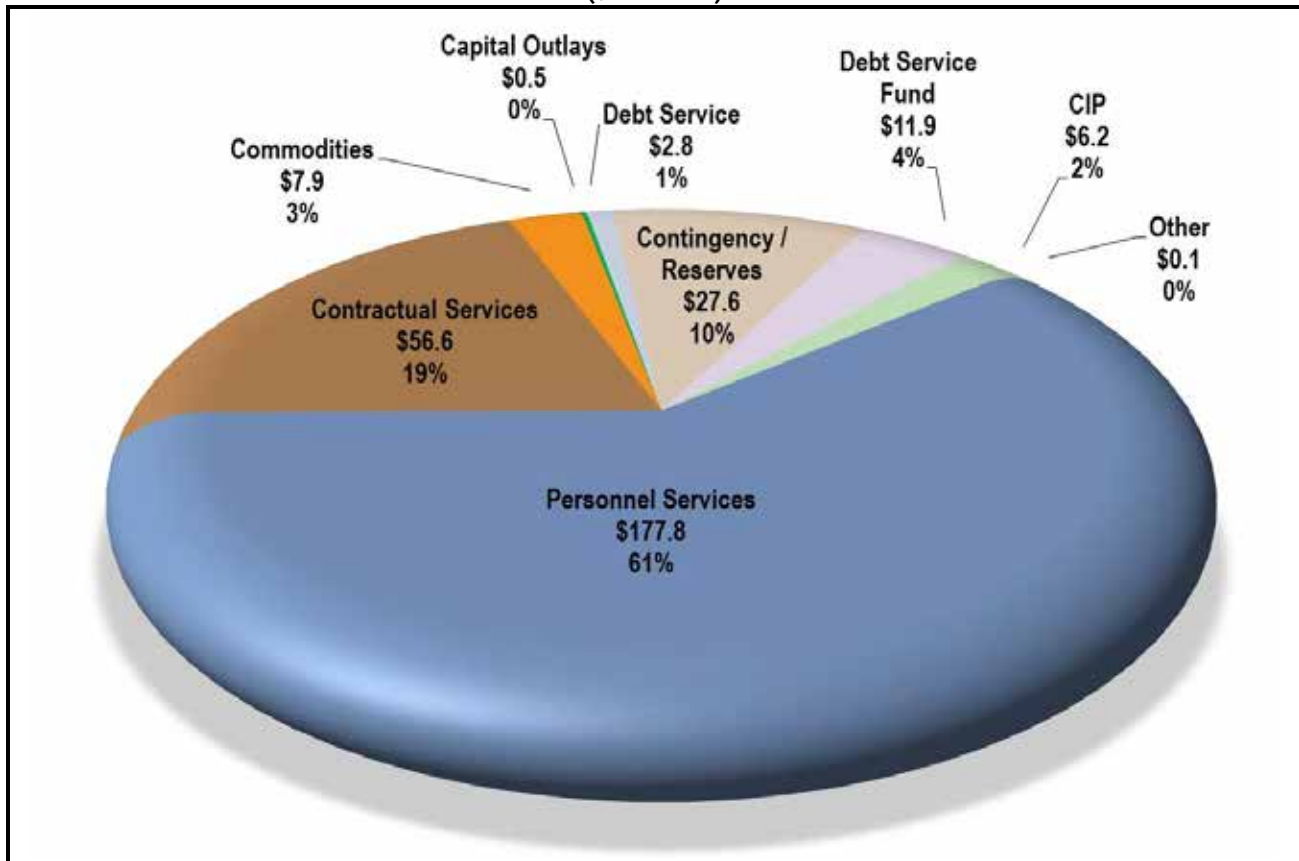
Transfers-In – This category represents authorized exchanges between funds. Enterprise in-lieu franchise fees of \$7.2 million account for 79 percent of the General Fund transfers-in.

Property Tax – For FY 2015/16, the city's total adopted primary property tax levy of \$27.3 million is a decrease of \$0.5 million over the prior year levy (due to the decreased tort recovery of \$0.8 million offset slightly by new growth on the tax roll of \$0.3 million). In addition, the levy reflects the Council's direction not to take the statutorily allowed '2 percent maximum' increase in the primary levy. The prior year primary property tax rate of \$0.5580 cents decreased by \$0.0287 to \$0.5293 per \$100 of assessed valuation in FY 2015/16.

General Fund - Uses

The adopted FY 2015/16 General Fund uses budget is projected to be approximately \$291.4 million (including \$27.6 million in contingency and reserves) or \$4.1 million (1.6 percent) more than the FY 2014/15 year-end forecast. The following chart provides a summary of the General Fund uses.

General Fund Uses FY 2015/16: \$291.4
(\$ millions)



General Fund Balances and Reserves

The FY 2015/16 budget includes the following:

General Fund Reserve – This reserve is budgeted to be \$24.6 million at June 30, 2016; 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 the city'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 \$18.7 million is expected at June 30, 2016. 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 \$35.1 million.

Uses total about \$39.1 million; \$25.6 million represents operating expenses and \$9.5 million (50 percent of the sales tax revenue) and \$4.0 million (unreserved fund balance) funds transportation capital projects. The operating expenses are those necessary to operate and maintain the city's transportation system. The largest expenses include \$6.9 million for transit contracts and taxi voucher program and \$3.0 million for the street overlay program.

The Preservation 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 \$34.5 million. Approximately \$32.2 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, 2016 is expected to be \$25.3 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, Public Safety - Police Division racketeering influenced corrupt organization (RICO) funds, the City Court's court enhancement funds (CEF), 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 and Fairmont Princess Hotel Lease payments both 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

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 \$81.7 million for FY 2015/16.

A total of about \$83.0 million is planned for debt service payments in FY 2015/16, which is approximately \$4.8 million more than the FY 2014/15 year-end forecast. If you compare the debt service in FY 2015/16 with the FY 2014/15 'adopted' budget, the expenditures remain relatively flat. However, when compared to the FY 2014/15 'year-end forecast' an increase occurs, because the FY 2014/15 Municipal Property Corporation (MPC) Bonds were not issued as originally planned (a one-time savings in FY 2014/15 occurred).

Enterprise Funds

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

Water Fund – Revenue requirements for the enterprise Water Fund are significantly impacted by the long term capital and associated operating impacts of federal water quality regulations (i.e., arsenic and disinfection by-products) 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 treatment and distribution system improvements to address aging infrastructure replacement needs identified through the asset management program effort
- Operating cost increases for purchased water which includes price increase to purchase Central Arizona Project (CAP) water for FY 2015/16 and beyond
- Operating cost increases for electricity rates
- Operating cost increases for treatment chemicals
- Operating cost increases for preventative maintenance

Increases to base fees, effective November 2015, were adopted to better reflect the recovery of fixed operating costs and adjusted to capture the demands placed on the system. The adopted changes for commercial and landscaping included volume changes for each of the four tiers to reflect typical usage and the rates for tiers 2 through 4 were increased to further encourage water conservation.

To address cost recovery, several increases to miscellaneous charges were adopted to meet the city's financial policy that charges recover all direct and indirect costs of service. Miscellaneous charges, i.e. water meter installation, hydrant meter installation and removal, etc., are assessed to specific users of the service so that general rate payers do not bear the burden. These increased charges are in the last year of a three-year phase-in process to bring the charges in line with actual costs. Cost drivers that affect miscellaneous charges include installation of smart meters and the rising percentage of copper in water meters. Other miscellaneous charges have increased due to higher labor rates and equipment costs which have risen due to general inflation.

The city also adopted a water surcharge of 10 percent, effective July 2015, for customers located outside city limits. This charge will treat contractual and non-contractual customers consistently and align costs with the cost drivers.

Water Reclamation Fund – An increase of \$0.10 per month to the stormwater quality charge was adopted to support expanded permit compliance costs supported by the water reclamation fund and will be effective July 2015.

Solid Waste Fund – The current five year financial plan indicates that existing rates and fees will generate sufficient revenues to cover forecasted costs and fund an operating reserve for both the Residential and Commercial Solid Waste Program; therefore, adjustments to the solid waste rates were not recommended. A cost of service study is planned in FY 2015/16 – recommendations will be proposed in FY 2016/17.

Aviation Fund – The current five year financial plan indicates that existing rates and fees will generate sufficient revenues to cover forecasts costs and fund an operating reserve; therefore, adjustments to the aviation rates are not recommended at this time.

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 (\$8.1 million), replacement costs (\$7.5 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 \$8.6 million estimated at June 30, 2016 represents funds previously collected for maintenance/operations and vehicle replacements that will be expended in future years.

The Personal Computer (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 2015/16, user divisions are assessed estimated costs of \$1.0 million – leaving an estimated ending fund balance of \$1.6 million on June 30, 2016.

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 \$9.7 million. The estimated ending fund balance on June 30, 2016 of about \$17.4 million is within the actuarial estimate of the reserves required to ensure the long-term sustainability of the fund and complies with the Loss Trust Fund Board's 85 percent confidence level in the actuarial assessment requirement.

The Healthcare Self-Insurance Fund accounts for the activity related to employee healthcare programs (medical and dental). The estimated \$28.6 million in healthcare costs is shared by the city, its employees and disabled retirees. For FY 2015/16, there was a 6.8 percent healthcare premium rate increase (\$1.4 million) to cover ongoing Affordable Care Act regulations and fees, increases in the number of smaller cost claims, increases in the usage of high cost specialty drugs, and ordinary medical and pharmacy price increases experienced in the Maricopa County market area. Employees and applicable spouses can earn an incentive payment of up to \$240 by completing a wellness exam and health risk assessment to help offset this increase.

Additionally, benefits for part-time positions were eliminated to help offset future costs of the Affordable Care Act regulations (existing part-time employees were grandfathered in and will continue to receive benefits; however, new, part-time employees will not be eligible for benefits).

The estimated ending fund balance on June 30, 2016 of \$7.0 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 \$10.4 million total grants are two larger grants – Section 8 Housing at \$6.0 million and the Community Development Block Grants (CDBG) at \$1.8 million. In addition to numerous identified smaller grants, the city includes \$6.9 million in the grant budget for anticipated and/or 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, re-budgeted, 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 2015/16 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 re-budgeted and 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 \$0.6 million and expenditures are estimated at \$0.6 million for FY 2015/16. The ending fund balance of the Special Districts Fund is carried forward to future periods and is available to be re-budgeted but must be spent solely for the intended purposes. The fund balance could also 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 (CIP) 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 funding sources and typically take multiple years to complete. Some of the various funding sources include the city's transportation privilege (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 established a fund for each funding source to account for the diverse resources used to pay the acquisition or construction of major capital facilities.

The total CIP appropriations for FY 2015/16 \$490.4 million and consist of the following:

\$377.9 million (or 77 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.

\$112.5 million (or 23 percent of the total CIP budget) of new funding for new and existing projects.

Below is a brief summary of the \$490.4 million capital budget highlights by program, along with some notable examples in each capital program area:

Community Facilities (\$9.7 million) – this program focuses on providing parks, park improvements, multiuse paths, neighborhood enhancements, youth sports lighting, aquatic centers, library facilities and senior centers. Approximately 2.0 percent of the CIP addresses the needs of this program. Significant proposed Community Facilities projects include the completion of the Indian Bend Wash Lake Phase I, Paiute Park Playground and Rehabilitation and Papago Park Playground and Rehabilitation projects.

Preservation (\$176.7 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 36.0 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 (\$17.1 million) – this program addresses flood plain mapping, meeting regulatory requirements, and identifying and correcting hazards to reduce future flood damage potential. This is accomplished through the use of detention basins, culvert and channel projects, and a program of neighborhood drainage improvements. Approximately 3.5 percent of the CIP addresses the drainage and

flood control needs of the city. Major Drainage and Flood Control projects include the Granite Reef Watershed and the Princess Drive Drainage projects.

Public Safety (\$4.3 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 0.9 percent of the CIP addresses the public safety needs of the city. The proposed Public Safety budget includes key projects such as the design of the relocation of Fire Station 613 and the acquisition of various technologies such as Advanced Mobile Solutions, Lab Information Management System and Policy Standards and Management Software.

Service Facilities (\$12.1 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 2.4 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 (\$84.2 million) – this program addresses the multi-modal transportation needs. Approximately 17.2 percent of the CIP addresses the transportation needs of the city. Significant proposed Transportation projects include an Airport Terminal Remodel, the Miller Road Underpass at the 101 Freeway, the Mustang Transit Passenger Facility and the Pavement Overlay Program.

Water Management (\$186.3 million) – this program focuses on the capital needs required to deliver safe, reliable water and providing wastewater services. This program also addresses the requirement to achieve federal and state regulations. Approximately 38.0 percent of the CIP addresses the water and wastewater needs of the city. Significant proposed projects such as Reclaimed Water Distribution System (RWDS) Improvements, 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 started and often 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. In FY 2015/16, the budget assumes the General Fund will transfer a total of \$6.1 million to the CIP.

The City of Scottsdale's FY 2015/16 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 2015/16 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, 2015*.

The **Divisions** section begins with an organizational chart and 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, department and title and the city's FY 2015/16 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 the City Council's ordinances reflecting the adoption of the city's FY 2015/16 budget and property tax levy along with a list of Acronyms and a Glossary of terms used throughout the city's budget.

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 2015/16 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 operating and capital budgets.

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 update 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, city treasurer and budget director 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' 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. The Budget Director 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.

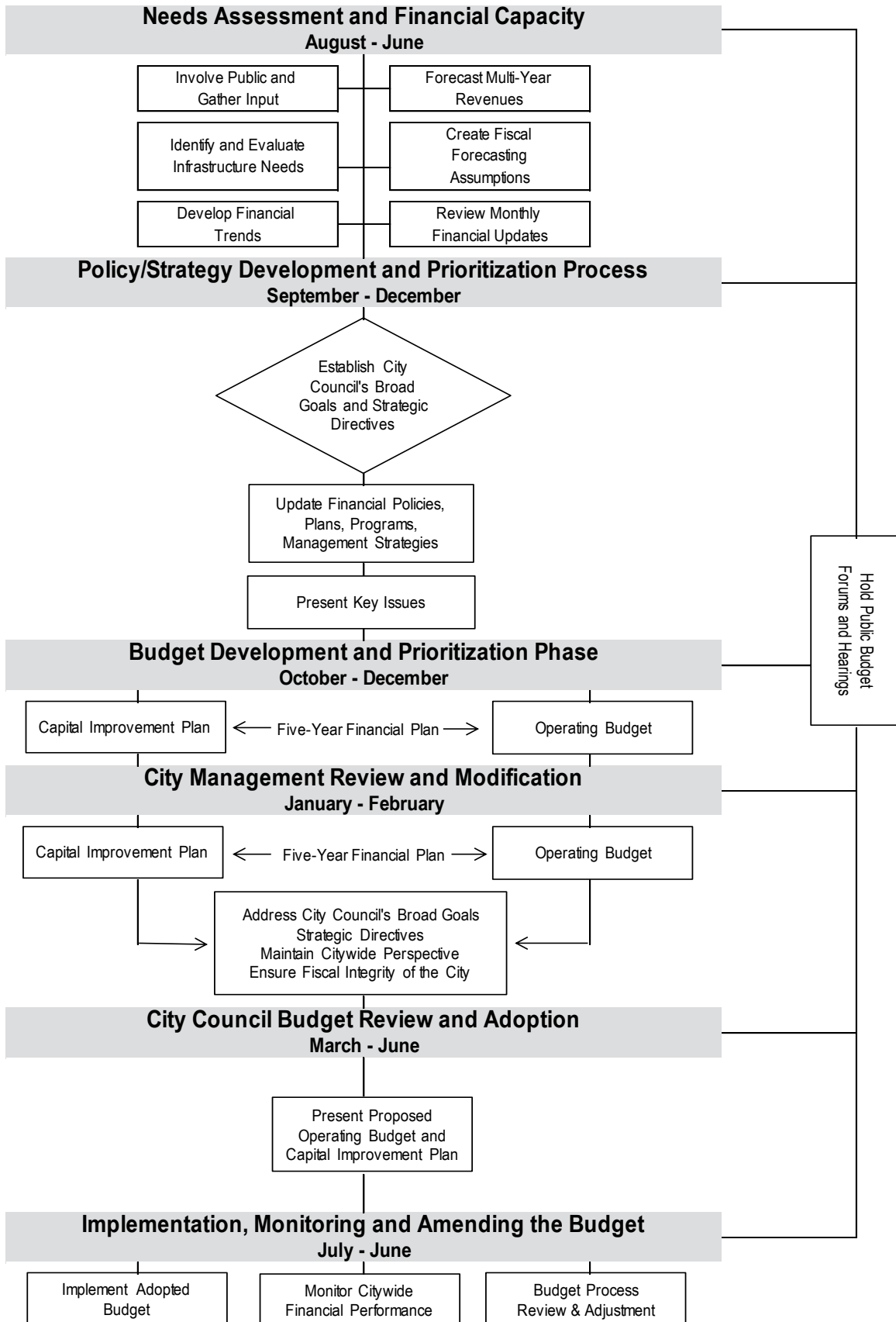
The staff of every city program is expected to conduct self-assessments and develop cost and quality measures of efficiency and effectiveness. Internal performance measurements are developed and reviewed on a periodic basis by program managers. Scottsdale’s culture, along

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 Budget Office.



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 city treasurer, budget director, 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 2015/16 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 2015/16 through FY 2019/20. 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 Budget Office'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 2015/16 Adopted Budget

**BUDGET PLANNING AND DEVELOPMENT
FISCAL YEAR 2015/16 CALENDAR**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Strategic Planning Process															
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															
Capital Improvement Program															
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															
Budget Process															
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	Kevin McKee	Administrative Services.....	Jennifer Jensen*
City Attorney	Jane Callahan*	Community Services	Bryan Bundy*
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 & Transportation.....	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 of the city. 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 periodically with an engineering assessment 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, excluding City Court, 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 plus one hundred percent (100%) of net interest income in excess of \$1.0 million, 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.

22. Any year-end Transportation Fund operating surpluses not needed to restore contingency reserves or cover unforeseen shortfalls in the budget will be transferred to the Transportation Fund Capital Improvement Program in the following fiscal year unless otherwise directed by City Council.

Capital Management

23. 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.
24. 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.
25. 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.

26. Future operating and maintenance costs associated with new capital improvements will be forecast and included in the Operating Budget and five-year financial plan.
27. 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

28. 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.
29. 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.
30. 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

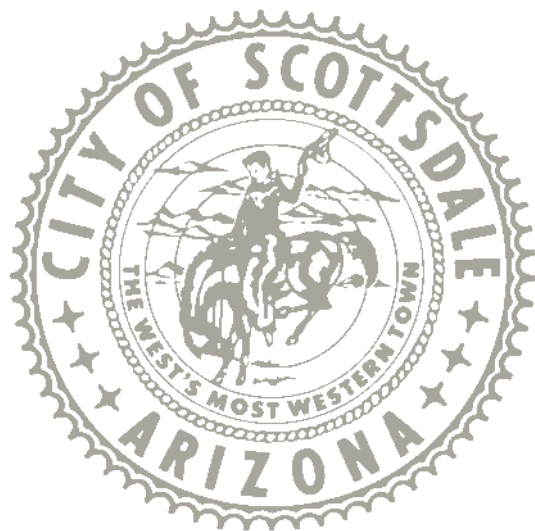
costs and ensure expenditure flexibility. The following considerations will be made to the question of pledging of project (facility) revenues towards debt service requirements:

- 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.
31. 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.
 32. 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
 33. 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.
 34. 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.
 35. 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

35. 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.
36. 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.
 - c. An Excise Tax Stabilization Reserve will be funded at no less than \$5.0 million to be temporarily used for unforeseen emergencies or catastrophic impacts to the city.
 37. 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.
 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 that will adequately fund the City's financial obligations for the payment of property, worker's compensation, liability, and health benefit losses. A qualified actuarial firm shall be retained on an annual basis to project and develop losses in order to recommend appropriate reserve levels. The Loss Trust Fund Board's target is to maintain a Risk Management reserve fund balance equivalent to the actuaries 85 percent confidence interval of projected total outstanding claims liability.
 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 2015/16 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 are used 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 and for 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.

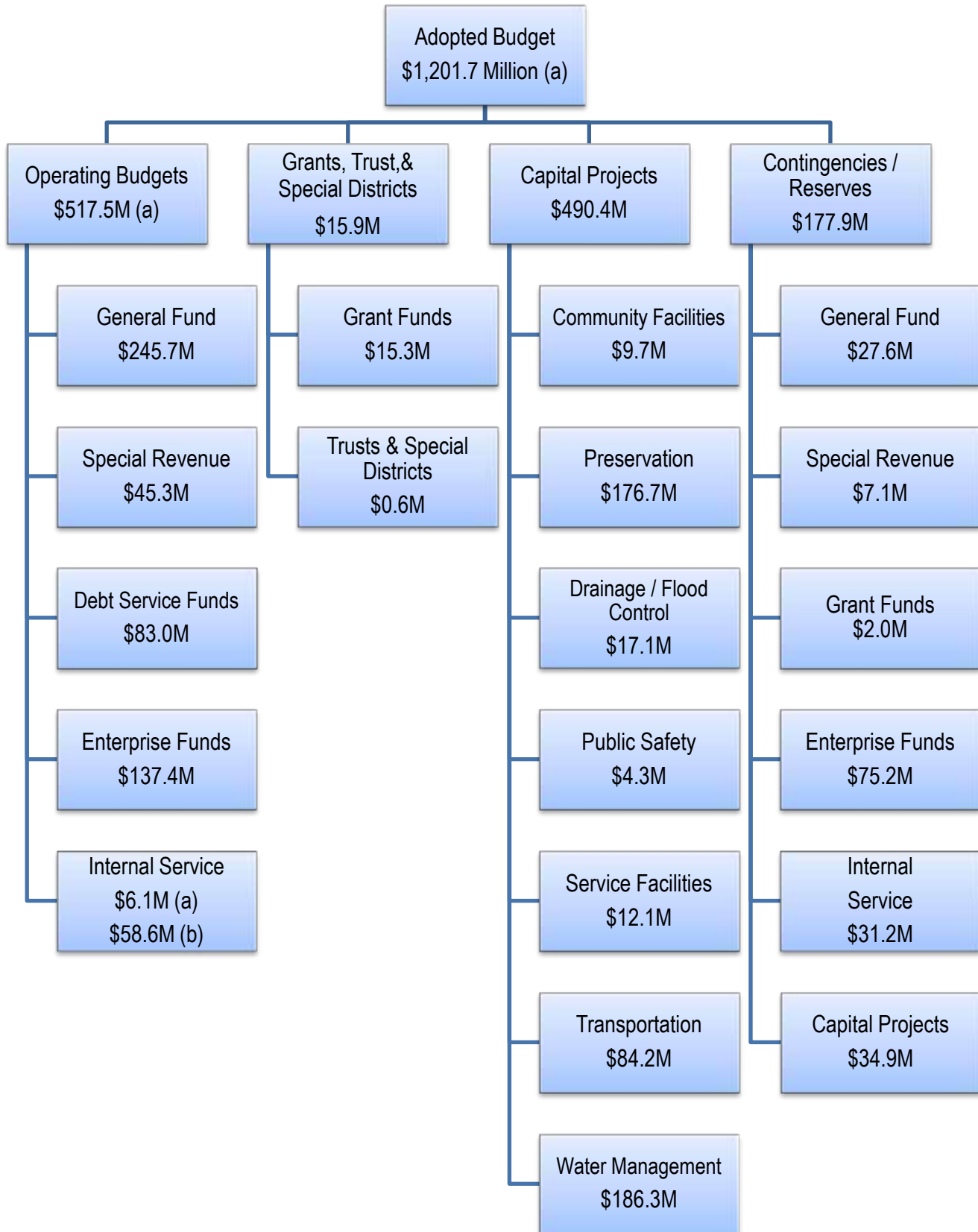
Transportation Privilege Tax Capital Funds – used to account solely for transportation projects.

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 2015/16 Adopted Budget



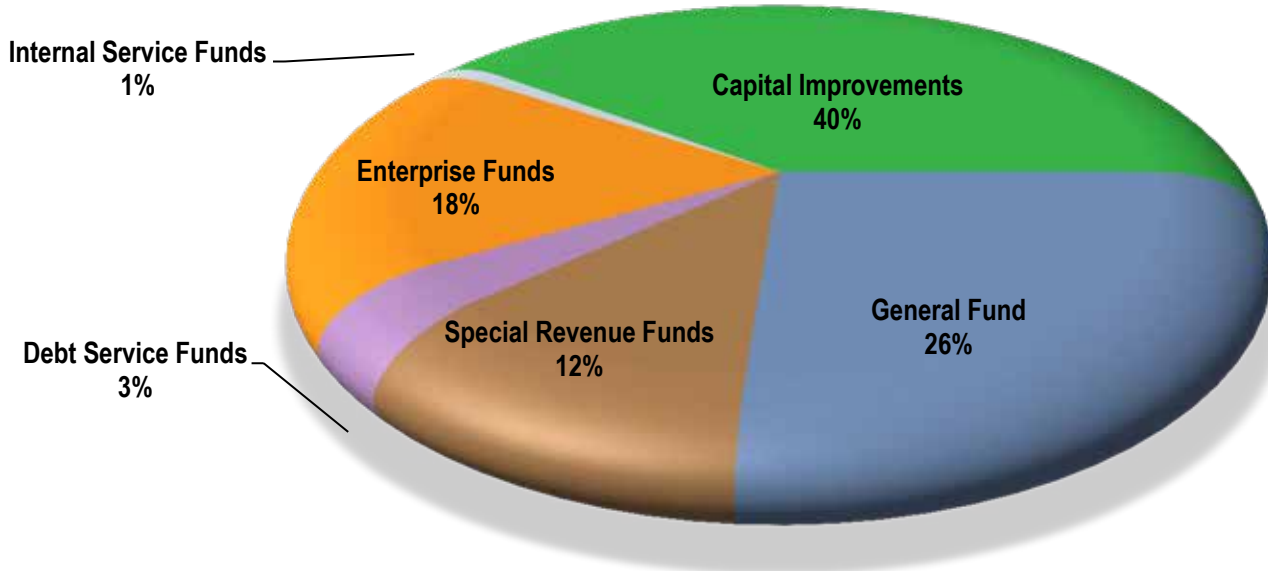
(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$52.5M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$52.5M

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

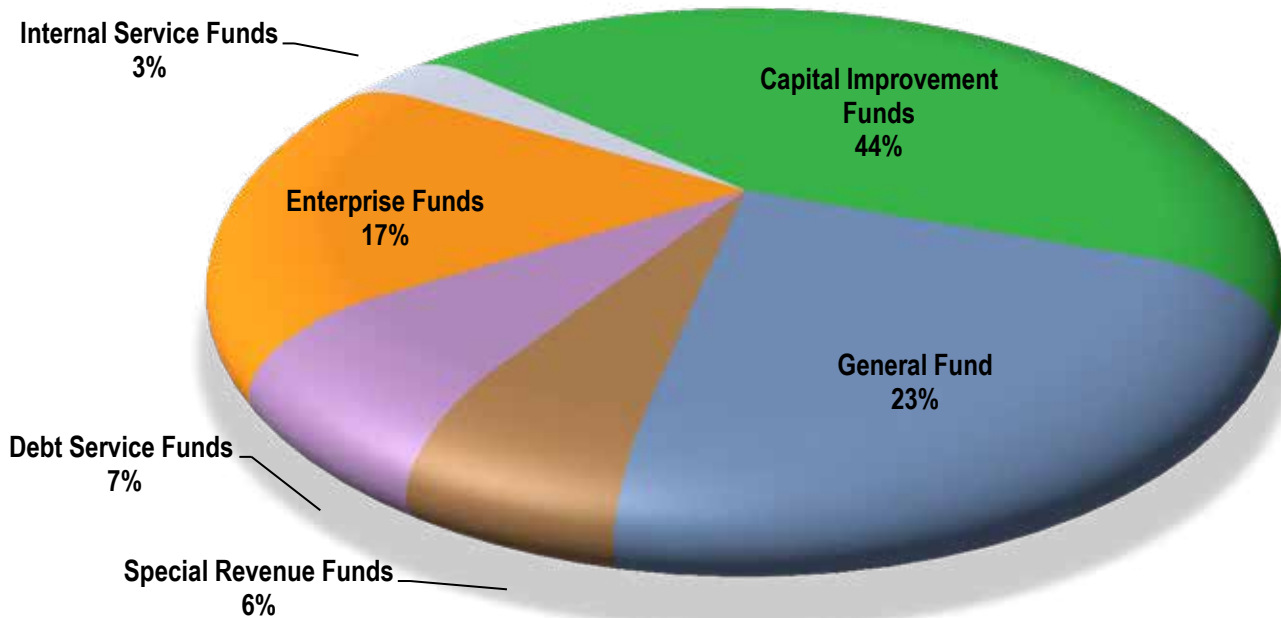
The total Scottsdale budget consists of \$971.9 million in revenue, \$235.8 million in prior year CIP unexpended funds, \$115.4 million in anticipated bond proceeds, \$59.6 million in property taxes, and \$561.1 million in operating, capital, and contingent revenues. A complete detail of sources can be found on the Total Budget Appropriation schedule. Below is the sources breakdown by fund type.

Revenue \$971.9 Million by Fund Type



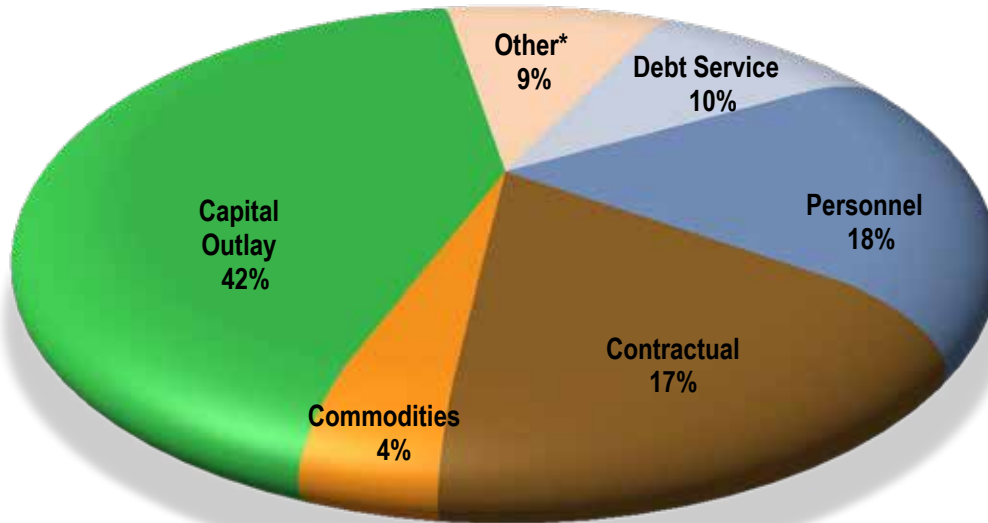
The total Scottsdale adopted budget appropriates \$1,201.7 in uses, with the Capital Improvement Funds accounting for the largest portion of the annual budget appropriation. This is an increase of approximately \$29.4 million or 3 percent from the FY 2014/15 adopted budget.

Total Budget Appropriation \$1,201.7 Million by Fund Type



The largest expense category in the FY 2015/16 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 \$1,201.7 million by Expense Type



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

	Sources			Uses						Ending Balance
	Beginning Balance	Revenue	Transfers In	Personnel	Contractual & Debt Service	Commodities	Capital Outlay	Other*	Transfers Out	
General Fund	\$ 46,216,296	254,788,072	9,088,906	\$ 177,802,085	59,401,838	7,915,496	548,145	27,566,800	18,144,316	\$ 18,714,594
Special Revenue Funds										
Transportation	\$ 9,157,671	35,094,176	-	\$ 6,015,918	21,494,609	853,063	270,300	-	13,558,817	\$ 2,059,140
Grants	\$ -	17,307,551	-	\$ 811,961	9,599,190	13,755	-	6,879,245	3,400	\$ -
Special Districts	\$ 31,944	579,624	-	\$ -	611,568	-	-	-	-	\$ -
Preservation	\$ 27,324,784	34,475,415	-	\$ -	2,200	-	-	-	36,493,634	\$ 25,304,365
Special Programs	\$ 7,689,406	9,694,059	60,000	\$ 1,949,890	3,394,191	2,251,140	81,000	1,500,000	723,039	\$ 7,544,205
Tourism Development	\$ 6,873,015	18,548,500	-	\$ 183,040	11,347,806	3,400	500,000	2,500,000	5,241,363	\$ 5,645,906
Debt Service Funds	\$ 22,421,951	33,871,285	47,838,399	\$ -	83,024,355	-	-	-	-	\$ 21,107,280
Enterprise Funds										
Water/Water Reclamation	\$ 62,959,003	147,398,733	16,091,439	\$ 19,341,762	60,673,777	27,603,195	59,500	71,297,752	47,473,188	\$ 1
Solid Waste	\$ 10,498,531	20,110,228	1,875,000	\$ 7,020,495	11,956,364	749,928	64,494	7,365,704	2,091,000	\$ 3,235,774
Aviation	\$ 6,854,000	3,931,934	113,500	\$ 1,158,099	1,234,945	81,455	15,000	3,913,149	7,400	\$ 4,489,386
Internal Service Funds										
PC Replacement	\$ 1,433,779	-	-	\$ -	-	-	815,941	(509,835)	-	\$ 1,127,673
Fleet	\$ 9,104,590	382,197	-	\$ 3,483,876	1,570,641	7,786,653	7,527,000	(13,979,168)	786,300	\$ 2,311,485
Risk	\$ 14,851,226	1,687,809	-	\$ 831,170	22,813,966	88,501	-	(7,200,002)	5,400	\$ -
Health Self Insurance	\$ 6,722,886	7,367,989	-	\$ 117,980	32,794,390	210,000	-	(19,031,495)	-	\$ -
Trusts	\$ 8,621	16,000	-	\$ -	6,000	-	-	10,000	-	\$ 8,621
Capital Improvements	\$ 172,123,772	386,662,040	82,761,862	\$ -	-	-	490,448,000	34,850,100	33,301,249	\$ 82,948,325
Total All Funds	\$ 404,271,475	\$ 971,915,612	\$ 157,829,106	\$ 218,716,276	\$ 319,925,840	\$ 47,556,586	\$ 500,329,380	\$ 115,162,250	\$ 157,829,106	\$ 174,496,755

Total Budget Appropriation** \$1,201,690,332

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

**Total Budget Appropriation excludes Transfers Out

Budget by Fund

Total Appropriation

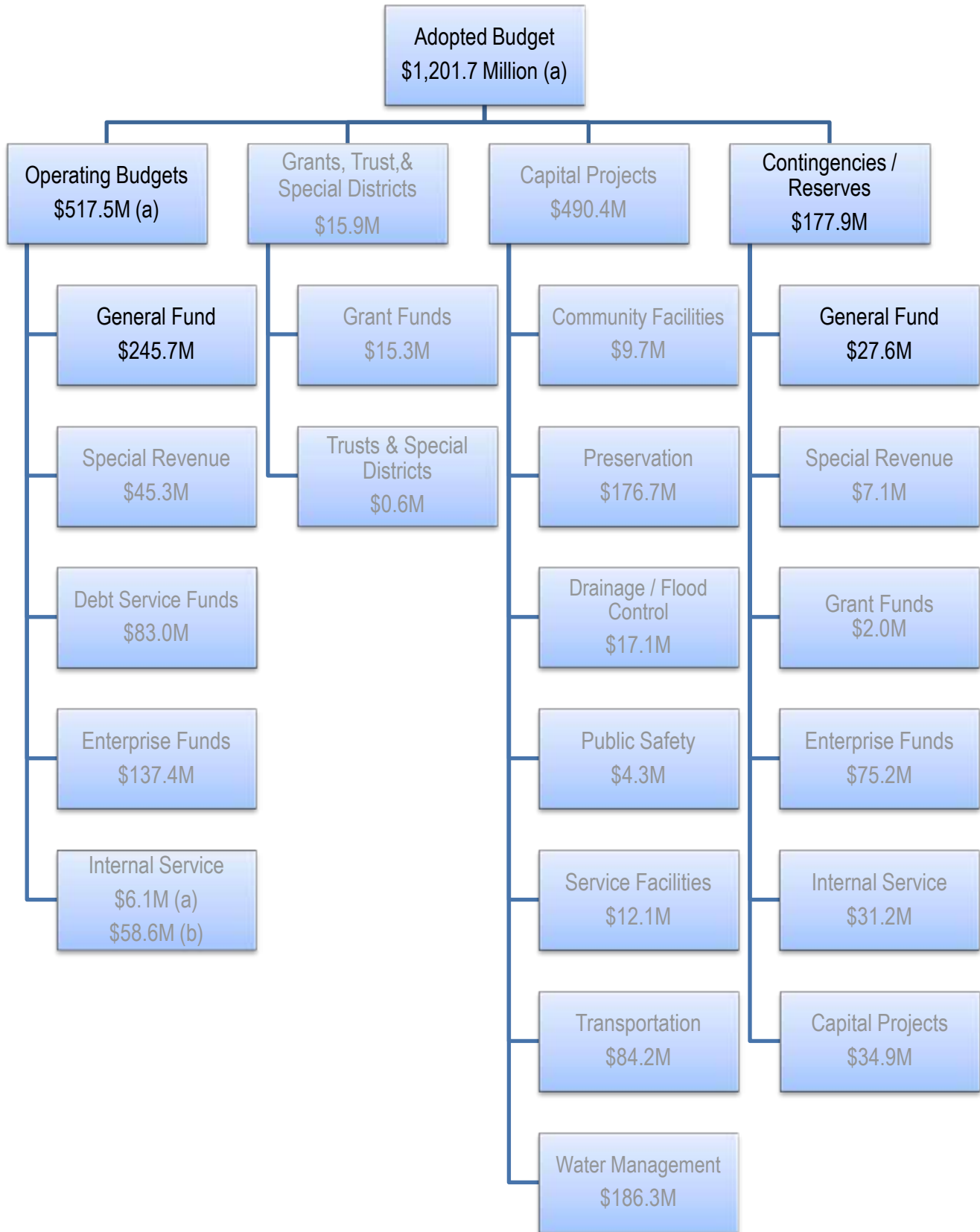
	General	Special Revenue	Debt Service	Enterprise	Internal Service	Trusts	Capital	Total
Beginning Fund Balance	46,216,296	51,076,820	22,421,951	80,311,534	32,112,481	8,621	172,123,772	404,271,475
Revenues								
Taxes - Local								
Privilege Tax (1.0%)	100,224,051							100,224,051
Privilege Tax - Transportation (.20%)		19,018,833						19,018,833
Privilege Tax - McDowell Preserve (.20%)		19,607,044						19,607,044
Privilege Tax - Preservation (.15%)		14,705,283						14,705,283
Privilege Tax - Public Safety (.10%)	9,803,522							9,803,522
Property Tax	26,009,870		32,227,765		1,312,809			59,550,444
Transient Occupancy Tax		16,928,000						16,928,000
Electric & Gas Franchise	8,324,540							8,324,540
Cable TV License Fee	3,415,000							3,415,000
Salt River Project Lieu Tax	244,000							244,000
Stormwater Water Quality Charge	906,576			106,300				1,012,876
Taxes - From Other Agencies								
State Shared Sales Tax	20,767,461							20,767,461
State Revenue Sharing	26,173,125							26,173,125
AZ STA/MCSD Revenue			1,498,520					1,498,520
Transportation								
Highway User Revenue Tax		13,564,928						13,564,928
Auto Lieu Tax	8,591,756							8,591,756
Proposition 400 Regional Sales Tax		550,000					6,423,000	6,973,000
Internal Service Charges								
Fleet Management					20,653,065			20,653,065
PC Replacement Charges					1,009,835			1,009,835
Self-Insurance					38,974,486			38,974,486
Licenses, Permits & Fees								
Building Permit Fees & Charges	14,276,420							14,276,420
Recreation Fees	3,586,898							3,586,898
WestWorld	5,060,700							5,060,700
Fire Service Charges	755,974							755,974
Business Licenses & Fees	1,845,667							1,845,667
City Attorney Service Enhancement Fee	303,000							303,000
Fines & Forfeitures								
Court Fines	3,903,551							3,903,551
Photo Enforcement	2,879,450							2,879,450
Parking Fines	222,430							222,430
Library Fines & Fees	305,109							305,109
Interest Earnings/Property Rental								
Interest Earnings	884,964	163,088		742,800			290,300	2,081,152
Property Rental	3,049,943	1,600,000						4,649,943
Utilities & Enterprises								
Water Charges				92,170,000				92,170,000
Effluent Sales				12,572,032				12,572,032
Sewer Charges				39,209,000				39,209,000
Refuse/Recycling				19,180,000				19,180,000
Airport				3,803,656				3,803,656
Other Revenue								
Indirect/Direct Cost Allocation	5,966,388	535,415		912,538				7,414,341
In-Lieu Fees							120,000	120,000
Grant & Trust		16,702,551				6,000	19,146,572	35,855,123
Streetlight Districts		579,624						579,624
Intergovernmental Revenue	1,213,826						2,587,000	3,800,826
Miscellaneous	4,926,369	50,500		2,744,569			6,869,300	14,590,738
Reimbursements	1,147,482							1,147,482
Special Programs Revenue		8,194,059						8,194,059
Bond Proceeds/MPC							115,400,000	115,400,000
Spring Exhibition Surcharge			145,000					145,000
CIP Unexpended Year End							235,825,868	235,825,868
Less Internal Service Funds Offset					(52,512,200)			(52,512,200)
Subtotal	254,788,072	112,199,325	33,871,285	171,440,895	9,437,995	6,000	386,662,040	968,405,612
Transfers In								
Operating Transfers								
From General Fund		60,000	11,927,077				6,157,239	18,144,316
From Special Revenue Funds	1,894,464		35,911,322				18,214,467	56,020,253
From Enterprise Funds	7,194,442						42,377,146	49,571,588
From Internal Service Funds							791,700	791,700
From Capital Improvement Fund				18,079,939			15,221,310	33,301,249
Subtotal	9,088,906	60,000	47,838,399	18,079,939	-	-	82,761,862	157,829,105
Other Activity								
Reserve Appropriations								
Operating Contingency / Reserves		3,500,000				10,000		3,510,000
Subtotal	-	3,500,000	-	-	-	10,000	-	3,510,000
Total Sources	263,876,978	115,759,325	81,709,684	189,520,834	9,437,995	16,000	469,423,902	1,129,744,717

Budget by Fund

Total Appropriation

	General	Special Revenue	Debt Service	Enterprise	Internal Service	Trusts	Capital	Total
Expenditures								
Divisions								
Mayor and City Council	759,996	75,000		110,000				944,996
City Attorney	6,353,215							6,353,215
City Auditor	873,324							873,324
City Clerk	719,164							719,164
City Court	4,327,911	1,755,816						6,083,727
City Manager	1,279,424							1,279,424
City Treasurer	5,899,008			3,080,592	8,797,497			17,777,097
Administrative Services	15,893,388				29,423,596			45,316,984
Community and Economic Development	24,216,806	22,005,345		2,107,032				48,329,183
Community Services	35,037,966	3,835,080						38,873,046
Public Safety - Fire	33,566,605	7,300						33,573,905
Public Safety - Police	94,442,353	2,601,265						97,043,618
Public Works	18,259,676	14,925,544		18,731,878	20,458,559			72,375,657
Water Resources				74,990,398				74,990,398
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	3,094,557	204,609		649,433	100,397			4,048,996
Indirect/Direct Cost Allocation				7,414,340				7,414,340
Less Internal Service Fund Offsets					(52,512,200)			(52,512,200)
Subtotal	242,823,393	45,303,559	-	107,083,673	6,101,549	-	-	401,312,174
Grant and Trust Activity								
Grants		15,287,349						15,287,349
Trust and Special Districts		611,568				6,000		617,568
Subtotal	-	15,898,917	-	-	-	6,000	-	15,904,917
Capital Improvements								
Community Facilities Preservation							9,720,600	9,720,600
Neighborhood Drainage and Flood Control							176,671,600	176,671,600
Public Safety							17,078,700	17,078,700
Service Facilities							4,344,100	4,344,100
Transportation Improvements							12,096,500	12,096,500
Water and Wastewater							84,220,800	84,220,800
Subtotal	-	-	-	-	-	-	490,448,000	490,448,000
Debt Service								
General Obligation Bonds			32,742,732					32,742,732
General Obligation Bonds - Preserve			25,724,259					25,724,259
Preserve Authority Revenue Bonds			6,489,373					6,489,373
Revenue Bonds				4,542,488				4,542,488
MPC Bonds			18,067,990	25,747,193				43,815,183
Certificates of Participation - Radio Financing	2,548,679							2,548,679
Contracts Payable	295,492	2,200						297,692
Subtotal	2,844,171	2,200	83,024,355	30,289,681	-	-	-	116,160,406
Other Activity								
Reserve Appropriations								
Operating Contingency	27,566,800	9,057,600				10,000	34,850,100	71,484,500
Solid Waste				5,785,316				5,785,316
Aviation				3,435,325				3,435,325
Self-Insurance					31,218,069			31,218,069
Water/Sewer				65,941,623				65,941,623
Subtotal	27,566,800	9,057,600	-	75,162,264	31,218,069	10,000	34,850,100	177,864,833
TOTAL BUDGET	273,234,364	70,262,276	83,024,355	212,535,619	37,319,618	16,000	525,298,100	1,201,690,332
Transfers Out								
Capital Improvement Program	6,157,239	18,214,467		2,246,700	791,700		15,221,310	42,631,416
Operating Transfers								
To General Fund		1,894,464						1,894,464
To Special Revenue Fund	60,000							60,000
To Debt Service Fund	11,927,077	35,911,322					16,091,439	63,929,838
To Enterprise Fund				40,130,446			1,988,500	42,118,946
Enterprise Transfers								
Franchise Fee				7,194,442				7,194,442
Subtotal	18,144,316	56,020,253	-	49,571,588	791,700	-	33,301,249	157,829,105
Total Uses	291,378,680	126,282,529	83,024,355	262,107,207	38,111,318	16,000	558,599,349	1,359,519,437
Ending Fund Balance *	18,714,594	40,553,616	21,107,280	7,725,161	3,439,158	8,621	82,948,325	174,496,756

* Assuming Use of Reserve Appropriations



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$52.5M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$52.5M

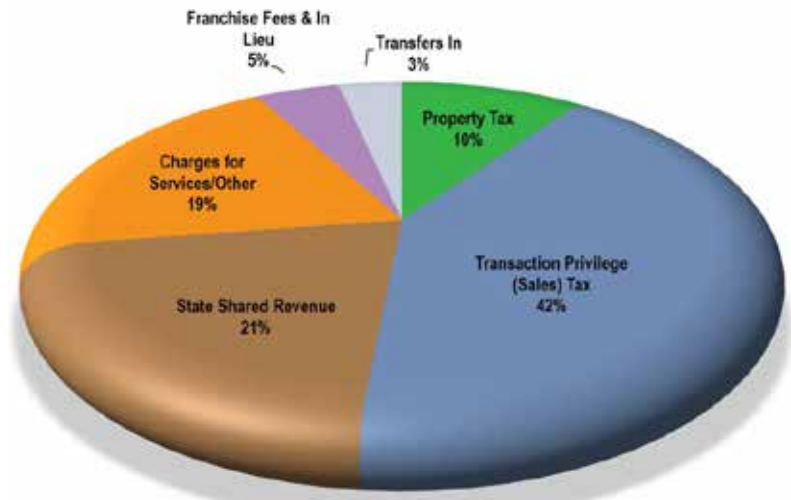
Note: Amounts are rounded in millions; therefore, differences may occur.

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.

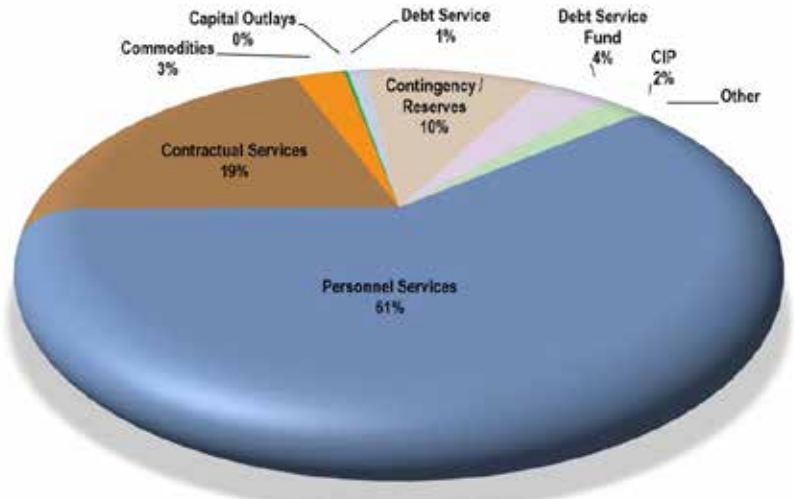
General Fund Sources (in millions)

Property Tax	\$ 26.0
Transaction Privilege (Sales) Tax	110.0
State Shared Revenue	55.5
Charges for Services/Other	51.2
Franchise Fees & In Lieu	12.0
Total Revenue	\$ 254.8
Transfers In	9.1
Total Sources	\$ 263.9



General Fund Uses (in millions)

Personnel Services	\$ 177.8
Contractual Services	56.6
Commodities	7.9
Capital Outlays	0.5
Debt Service	2.8
Contingency/Reserves	27.6
Adopted Budget	\$ 273.2
Transfers Out	
Debt Service Fund	11.9
CIP	6.2
Other	0.1
Total Uses	\$ 291.4



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

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance				
General Fund Reserve	24,133,333	25,507,420	25,312,415	23,525,202
Operating Contingency	5,000,000	3,000,000	3,000,000	2,200,000
Unreserved Fund Balance	13,812,604	11,481,388	17,966,809	20,491,094
Total Beginning Fund Balance ^(a)	42,945,937	39,988,808	46,279,225	46,216,296
Revenues				
Privilege (Sales) Tax				
Privilege (Sales) Tax - General Purpose (1.00%)	95,604,157	97,214,941	99,864,600	100,224,051
Privilege (Sales) Tax - Public Safety (0.10%)	9,329,748	9,491,270	9,768,831	9,803,522
State-Shared Revenues				
State Shared Sales Tax	18,921,791	19,642,557	19,685,823	20,767,461
State Revenue Sharing	24,230,317	26,314,255	26,315,799	26,173,125
Auto Lieu Tax	7,755,182	7,686,538	7,686,538	8,591,756
Charges for Services/Other				
<i>Taxes - Local</i>				
Stormwater Water Quality Charge	900,389	897,600	897,600	906,576
<i>Licenses, Permits & Fees</i>				
Building Permit Fees & Charges	14,442,953	12,332,184	14,332,184	14,276,420
Recreation Fees	3,712,391	3,537,796	3,537,796	3,586,898
WestWorld	3,439,643	3,920,520	4,445,520	5,060,700
Fire Service Charges	715,322	664,400	664,400	755,974
Business Licenses & Fees	1,751,684	1,805,192	1,805,192	1,845,667
City Attorney Service Enhancement Fee	-	300,000	300,000	303,000
<i>Fines & Forfeitures</i>				
Court Fines	4,204,641	4,528,736	4,528,736	3,903,551
Photo Enforcement Revenue	1,933,170	2,110,289	2,110,289	2,879,450
Parking Fines	249,022	237,528	237,528	222,430
Library Fines & Fees	324,744	369,468	369,468	305,109
<i>Interest Earnings/Property Rental</i>				
Interest Earnings	766,321	574,573	574,573	884,964
Property Rental	2,153,705	1,836,120	2,036,120	3,049,943
<i>Other Revenue</i>				
Indirect/Direct (Fire) Cost Allocation	6,555,531	6,439,205	6,439,205	5,966,388
Intergovernmental Revenue	1,220,724	1,024,105	1,024,105	1,213,826
Miscellaneous	1,900,680	4,380,669	3,930,669	4,926,369
Reimbursements	1,808,911	1,247,165	1,247,165	1,147,482
Property Tax				
Property Tax	25,264,841	25,744,348	25,744,348	26,009,870
Franchise Fees and In-Lieu Taxes				
Electric and Gas Franchise	8,219,777	8,443,750	8,443,750	8,324,540
Cable TV Franchise	3,721,874	3,395,000	3,395,000	3,415,000
Salt River Project Lieu Tax	267,598	267,000	267,000	244,000
Subtotal	239,395,116	244,405,209	249,652,239	254,788,072
Transfers In				
Special Programs Fund (30-Day Tow Program)	314,800	386,176	386,176	394,464
Special Programs Fund / Other	84,928	-	-	-
Tourism Development Fund	3,548,000	2,650,000	2,650,000	1,500,000
Enterprise Franchise Fees	6,973,447	6,953,866	6,953,866	7,194,442
Subtotal	10,921,175	9,990,042	9,990,042	9,088,906
Total Sources	250,316,291	254,395,251	259,642,281	263,876,978

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Expenditures				
Divisions				
Mayor and City Council	833,962	761,731	725,148	759,996
City Attorney	5,671,563	5,923,923	6,084,403	6,353,215
City Auditor	737,499	848,781	865,457	873,324
City Clerk	1,032,433	1,000,448	1,017,822	719,164
City Court	3,693,924	4,044,001	4,012,592	4,327,911
City Manager	989,563	1,046,891	1,056,016	1,279,424
City Treasurer	4,882,501	5,314,877	5,331,577	5,899,008
Administrative Services	14,831,179	15,358,147	15,559,090	15,893,388
Community & Economic Development	22,979,458	23,252,414	24,323,148	24,216,806
Community Services	33,113,482	34,039,350	34,441,266	35,037,966
Public Safety - Fire	31,485,238	32,036,337	32,676,037	33,566,605
Public Safety - Police	84,808,267	87,013,834	88,893,538	94,442,353
Public Works	19,668,559	18,308,732	18,277,474	18,259,676
<i>CIP Operating Impacts</i>	263,651	-	-	-
<i>Estimated Personnel Savings from Vacant Positions</i>	-	(3,800,000)	(1,538,187)	(3,800,000)
<i>Leave Accrual Payments</i>	-	1,900,000	696,535	1,900,000
<i>Citywide Pay Program / Citywide Pay Program Tail</i>	-	4,585,954	-	3,094,557
Subtotal	224,991,279	231,635,420	232,421,916	242,823,393
Contracts Payable & Certificates of Participation (COPs)				
Contracts Payable	293,880	281,420	281,420	295,492
Certificates of Participation - Radio Financing	2,548,679	2,548,679	2,548,679	2,548,679
Subtotal	2,842,559	2,830,099	2,830,099	2,844,171
TOTAL OPERATING BUDGET	227,833,838	234,465,519	235,252,015	245,667,564
Transfers Out				
Debt Service Fund - MPC Excise Debt	12,844,607	12,284,874	11,518,368	11,927,077
CIP - Stadium	64,082	67,400	67,400	67,400
CIP - PAYGO	5,828,888	13,048,602	12,807,427	6,089,839
Special Programs Fund - CDBG	351,588	-	-	-
Special Programs Fund - Preservation Rehab	60,000	60,000	60,000	60,000
Subtotal	19,149,166	25,460,876	24,453,195	18,144,316
Total Uses	246,983,004	259,926,395	259,705,210	263,811,880
Sources Over/(Under) Uses	3,333,287	(5,531,144)	(62,929)	65,098
Ending Fund Balance				
General Fund Reserve	25,312,415	23,446,552	23,525,202	24,566,800
Operating Contingency	5,000,000	3,000,000	2,200,000	3,000,000
Unreserved Fund Balance	15,966,809	8,011,112	20,491,094	18,714,594
Total Ending Fund Balance ^(a)	46,279,225	34,457,664	46,216,296	46,281,394

^(a) Excludes revenue accruals of \$7.9 million in FY 2013/14 and unknown revenue accrual amount in current and future years.

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
General Fund Reserve	24,566,800	25,984,900	25,971,900	29,281,300
Operating Contingency	3,000,000	3,000,000	3,000,000	3,000,000
Unreserved Fund Balance	18,714,594	9,533,394	8,817,094	5,871,194
Total Beginning Fund Balance ^(a)	46,281,394	38,518,294	37,788,994	38,152,494
Revenues				
Privilege (Sales) Tax				
Privilege (Sales) Tax - General Purpose (1.00%)	103,631,500	107,116,100	110,741,700	114,514,500
Privilege (Sales) Tax - Public Safety 0.10%	10,139,900	10,483,900	10,841,900	11,214,500
State-Shared Revenues				
State Shared Sales Tax	21,930,400	23,202,400	24,362,500	25,580,600
State Revenue Sharing	26,100,000	26,499,300	27,691,800	28,937,900
Auto Lieu Tax	8,592,000	8,592,000	8,592,000	8,592,000
Charges for Services/Other				
<i>Taxes - Local</i>				
Stormwater Water Quality Charge	915,600	924,800	934,000	943,400
<i>Licenses, Permits & Fees</i>				
Building Permit Fees & Charges	14,539,600	14,807,400	15,080,700	15,359,400
Recreation Fees	3,597,800	3,605,600	3,613,300	3,621,400
WestWorld	5,610,700	6,060,700	6,560,700	6,860,700
Fire Service Charges	742,000	752,600	763,600	765,900
Business Licenses & Fees	1,882,600	1,920,300	1,958,400	1,997,500
City Attorney Service Enhancement Fee	306,000	309,100	312,200	315,300
<i>Fines & Forfeitures</i>				
Court Fines	3,942,800	4,015,100	4,095,000	4,173,700
Photo Enforcement Revenue	2,908,300	2,937,400	2,966,700	2,996,400
Parking Fines	223,000	225,200	227,500	229,900
Library Fines & Fees	305,100	305,100	305,100	305,100
<i>Interest Earnings/Property Rental</i>				
Interest Earnings	1,546,000	2,336,100	2,529,400	2,652,200
Property Rental	3,095,400	3,147,300	3,197,700	3,218,300
<i>Other Revenue</i>				
Indirect/Direct (Fire) Cost Allocation	6,085,700	6,207,500	6,331,600	6,458,200
Intergovernmental Revenue	1,217,400	1,221,100	1,224,900	1,228,800
Miscellaneous	906,600	908,800	911,000	913,300
Reimbursements	1,156,900	1,175,500	1,194,700	1,205,500
Property Tax				
Property Tax	26,257,600	26,507,700	26,760,300	27,015,100
Franchise Fees and In-Lieu Taxes				
Electric and Gas Franchise	8,406,000	8,479,000	8,553,000	8,628,000
Cable TV Franchise	3,415,000	3,415,000	3,415,000	3,415,000
Salt River Project Lieu Tax	235,000	220,000	202,000	184,000
Subtotal	257,688,900	265,375,000	273,366,700	281,326,600
Transfers In				
Special Programs Fund (30-Day Tow Program)	394,500	394,500	394,500	394,500
Special Programs Fund / Other	-	-	-	-
Tourism Development Fund	1,500,000	1,500,000	1,500,000	1,500,000
Enterprise Franchise Fees	7,271,300	7,401,900	7,537,000	7,680,600
Subtotal	9,165,800	9,296,400	9,431,500	9,575,100
Total Sources	266,854,700	274,671,400	282,798,200	290,901,700

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Expenditures				
Divisions				
Mayor and City Council	783,700	780,200	793,800	807,100
City Attorney	6,524,900	6,383,900	6,451,200	6,523,600
City Auditor	904,900	889,900	898,200	907,600
City Clerk	1,148,200	733,100	1,140,100	748,200
City Court	4,504,900	4,429,200	4,483,200	4,541,500
City Manager	1,275,100	1,233,000	1,241,800	1,267,100
City Treasurer	5,949,300	5,879,400	5,960,600	6,046,300
Administrative Services	16,617,300	16,346,000	16,516,500	16,696,500
Community & Economic Development	25,729,300	25,442,600	25,671,800	25,815,700
Community Services	35,921,100	35,444,900	35,872,000	36,333,000
Public Safety - Fire	34,829,400	34,416,200	34,923,100	35,457,900
Public Safety - Police	98,471,100	96,943,500	98,193,000	99,512,300
Public Works	18,662,100	18,691,500	18,900,700	19,115,100
<i>CIP Operating Impacts</i>	<i>200,000</i>	<i>300,000</i>	<i>183,500</i>	<i>(16,500)</i>
<i>Estimated Personnel Savings from Vacant Positions</i>	<i>(3,895,000)</i>	<i>(3,999,800)</i>	<i>(4,114,700)</i>	<i>(4,240,500)</i>
<i>Leave Accrual Payments</i>	<i>1,910,000</i>	<i>1,920,000</i>	<i>1,930,000</i>	<i>1,940,000</i>
<i>Citywide Pay Program / Citywide Pay Program Tail</i>	<i>7,453,700</i>	<i>11,010,900</i>	<i>14,493,500</i>	<i>17,538,800</i>
Subtotal	256,990,000	256,844,500	263,538,300	268,993,700
Contracts Payable & Certificates of Participation (COPs)				
Contracts Payable	310,200	325,800	342,000	359,200
Certificates of Participation - Radio Financing	2,548,700	2,548,700	2,548,700	2,548,700
Subtotal	2,858,900	2,874,500	2,890,700	2,907,900
TOTAL OPERATING BUDGET	259,848,900	259,719,000	266,429,000	271,901,600
Transfers Out				
Debt Service Fund - MPC Excise Debt	12,016,200	12,118,200	12,227,900	12,337,000
CIP - Stadium	67,400	67,400	67,400	67,400
CIP - PAYGO	2,625,300	3,436,100	3,650,400	3,794,500
Special Programs Fund - CDBG	-	-	-	-
Special Programs Fund - Preservation Rehab	60,000	60,000	60,000	60,000
Subtotal	14,768,900	15,681,700	16,005,700	16,258,900
Total Uses	274,617,800	275,400,700	282,434,700	288,160,500
Sources Over/(Under) Uses	(7,763,100)	(729,300)	363,500	2,741,200
Ending Fund Balance				
General Fund Reserve	25,984,900	25,971,900	29,281,300	29,886,400
Operating Contingency	3,000,000	3,000,000	3,000,000	3,000,000
Unreserved Fund Balance	9,533,394	8,817,094	5,871,194	8,007,294
Total Ending Fund Balance ^(a)	38,518,294	37,788,994	38,152,494	40,893,694

^(a) Excludes revenue accruals of \$7.9 million in FY 2013/14 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 Programs, Tourism Development and Enterprise Funds. For FY 2015/16 estimated General Fund revenues and transfers-in equal \$263.9 million, an increase of approximately \$4.2 million, or 2 percent, from the FY 2014/15 year-end forecast of \$259.6 million. This increase is attributed to a \$1.8 million increase in State-Shared Revenues, an increase of \$1.0 million in Property Rental revenues, as well as an increase of \$1.0 million in miscellaneous revenues, offset by a decrease of court fines by \$0.6 million. Transfers-in are anticipated to decrease by \$0.9 million from the FY 2014/15 year-end forecast. 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.

Local Tax Revenues

Local Tax Revenues of \$148.9 million represent 58 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.

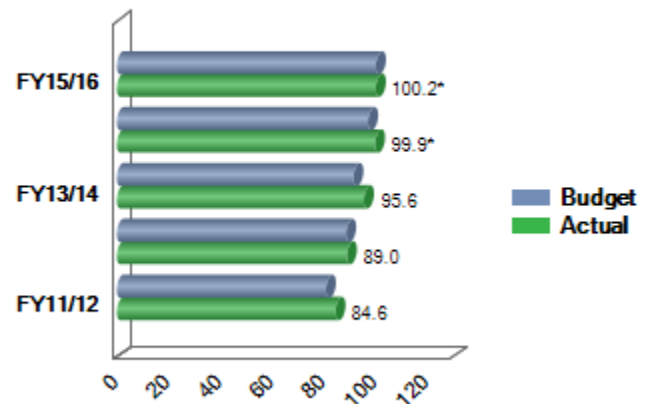
Privilege (Sales) Tax

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. The city will experience a projected decrease of approximately \$3.1 million in FY 2015/16 compared to FY 2013/14 actuals in construction Privilege (Sales) Tax. The reduction is due to a change in State Statute, effective January 2015, changing the incidence of tax for certain contractor related transactions. Many of these transactions now require sales tax to be paid at the point of sale which has negatively impacted collections.

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, which is used to pay for general governmental operations as well as the repayment of excise debt. For FY 2015/16, the anticipated revenue budget is \$100.2 million, approximately a \$0.4 million or a 0.4 percent increase over the FY 2014/15 year-end forecast of \$99.9 million.

Adopted Budget to Actual/Forecast* (in millions)



The 1.00 percent 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 Percent Privilege (Sales) Tax Five Year Forecast by Business Category

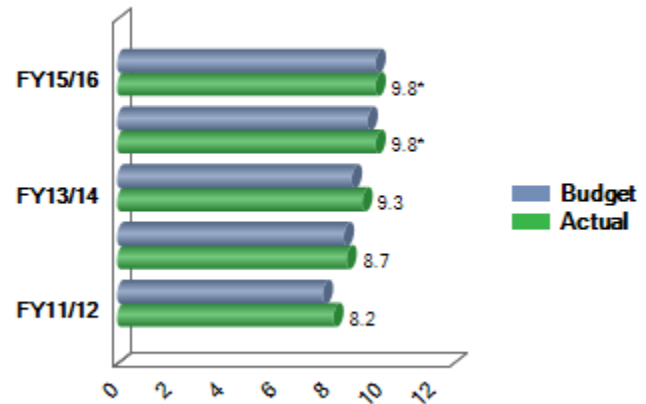
Revenue Category	FY 13/14 Actual	% of Total	FY 14/15 Adopted	% of Total	FY 15/16 Adopted	% of Total
Automotive	12,398,275	13%	12,927,581	13%	14,375,562	14%
Construction	11,079,917	12%	10,194,163	10%	8,271,358	8%
Food	6,578,273	7%	6,787,860	7%	7,049,775	7%
Hotel/Motel	5,009,926	5%	5,176,998	5%	5,542,460	6%
Major Dept Stores	9,226,801	10%	9,590,452	10%	9,885,431	10%
Misc. Retail	16,081,171	17%	16,462,532	17%	17,769,086	18%
Other Taxable	7,556,352	8%	7,779,995	8%	7,813,179	8%
Rental	12,421,960	13%	12,864,923	13%	13,220,997	13%
Restaurants	8,522,154	9%	8,779,247	9%	9,655,834	10%
Utilities	4,428,759	5%	4,348,953	4%	4,451,540	4%
Other	2,300,569	2%	2,302,237	2%	2,188,829	2%
Total	95,604,157	100%	97,214,941	100%	100,224,051	100%

Revenue Category	FY 16/17 Forecast	% of Total	FY 17/18 Forecast	% of Total	FY 18/19 Forecast	% of Total	FY 19/20 Forecast	% of Total
Automotive	15,094,340	15%	15,849,058	15%	16,641,510	15%	17,473,586	15%
Construction	8,317,005	8%	8,400,176	8%	8,484,177	8%	8,569,019	7%
Food	7,226,019	7%	7,406,670	7%	7,591,837	7%	7,781,633	7%
Hotel/Motel	5,819,583	6%	6,110,562	6%	6,416,090	6%	6,736,894	6%
Major Dept Stores	10,084,475	10%	10,286,165	10%	10,491,888	9%	10,701,726	9%
Misc. Retail	18,657,989	18%	19,590,889	18%	20,570,433	19%	21,598,955	19%
Other Taxable	7,969,442	8%	8,128,831	8%	8,291,408	7%	8,457,236	7%
Rental	13,617,627	13%	14,026,155	13%	14,446,940	13%	14,880,348	13%
Restaurants	10,138,626	10%	10,544,171	10%	10,965,938	10%	11,404,576	10%
Utilities	4,473,798	4%	4,496,167	4%	4,518,647	4%	4,541,241	4%
Other	2,232,605	2%	2,277,258	2%	2,322,805	2%	2,369,262	2%
Total	103,631,510	100%	107,116,100	100%	110,741,673	100%	114,514,475	100%

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 2015/16 is \$9.8 million, which is remaining basically flat from the expected \$9.8 million for FY 2014/15 year-end. This designated sales tax covers 7.7% of the FY 2015/16 Public Safety Police and Fire General Fund budgets combined.

Adopted Budget to Actual/Forecast* (in millions)



The same business category analysis used for the General Fund 1.00 percent tax was applied when forecasting the Public Safety Privilege Tax.

Public Safety 0.10 Percent Privilege (Sales) Tax Five Year Forecast by Business Category

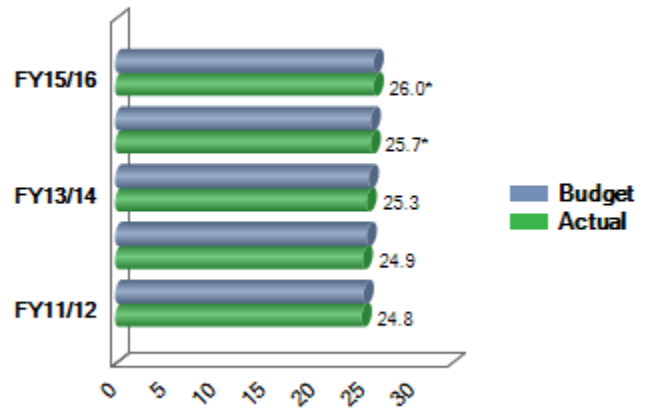
Revenue Category	FY 13/14 Actual	% of Total	FY 14/15 Adopted	% of Total	FY 15/16 Forecast	% of Total
Automotive	1,239,815	13%	1,292,758	14%	1,437,556	15%
Construction	1,107,983	12%	1,019,416	11%	827,136	8%
Food	657,826	7%	678,786	7%	704,977	7%
Hotel/Motel	500,796	5%	517,700	5%	554,246	6%
Major Dept Stores	922,478	10%	959,045	10%	988,543	10%
Misc. Retail	1,608,115	17%	1,646,253	17%	1,776,909	18%
Other Taxable	755,633	8%	777,999	8%	781,318	8%
Rental	1,242,012	13%	1,286,492	14%	1,322,100	13%
Restaurants	852,215	9%	877,925	9%	965,583	10%
Utilities	442,875	5%	434,895	5%	445,154	5%
Other	-	0%	-	0%	-	0%
Total	9,329,748	100%	9,491,270	100%	9,803,522	100%

Revenue Category	FY 16/17 Forecast	% of Total	FY 17/18 Forecast	% of Total	FY 18/19 Forecast	% of Total	FY 19/20 Forecast	% of Total
Automotive	1,509,434	15%	1,584,906	15%	1,664,151	15%	1,747,359	16%
Construction	831,701	8%	840,018	8%	848,418	8%	856,902	8%
Food	722,602	7%	740,667	7%	759,184	7%	778,163	7%
Hotel/Motel	581,958	6%	611,056	6%	641,609	6%	673,689	6%
Major Dept Stores	1,008,447	10%	1,028,616	10%	1,049,189	10%	1,070,173	10%
Misc. Retail	1,865,799	18%	1,959,089	19%	2,057,043	19%	2,159,895	19%
Other Taxable	796,944	8%	812,883	8%	829,141	8%	845,724	8%
Rental	1,361,763	13%	1,402,616	13%	1,444,694	13%	1,488,035	13%
Restaurants	1,013,863	10%	1,054,417	10%	1,096,594	10%	1,140,458	10%
Utilities	447,380	4%	449,617	4%	451,865	4%	454,124	4%
Other	-	0%	-	0%	-	0%	-	0%
Total	10,139,890	100%	10,483,884	100%	10,841,887	100%	11,214,521	100%

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 fifth year in a row, Scottsdale is not imposing the allowed 2 percent increase for FY 2015/16. Primary property tax accounts for approximately 10 percent of the total adopted FY 2015/16 General Fund sources. The FY 2015/16 revenue forecast of \$26.0 million represents an increase of \$0.3 million from the FY 2014/15 year-end forecast of \$25.7 million, attributable to valuations of new construction. The adopted primary property tax rate of approximately 53 cents per \$100 of assessed valuation represents a 2.87 cent decrease from the FY 2014/15 rate.

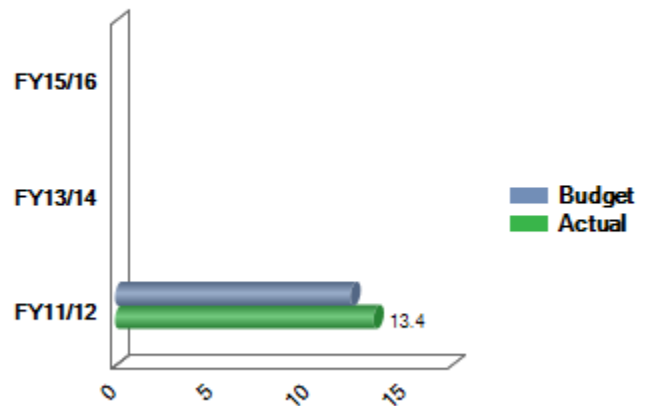
Adopted Budget to Actual/Forecast* (in millions)



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. Beginning in FY 2012/13 Bed Tax revenue was moved to a newly created Tourism Development Fund, with an annual transfer-in to the General Fund of \$1.5 million.

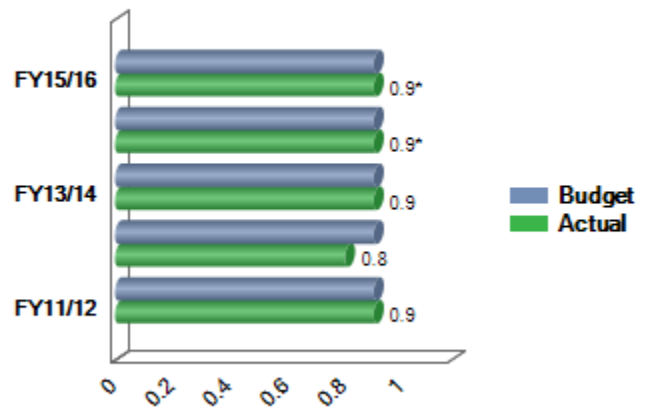
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16.

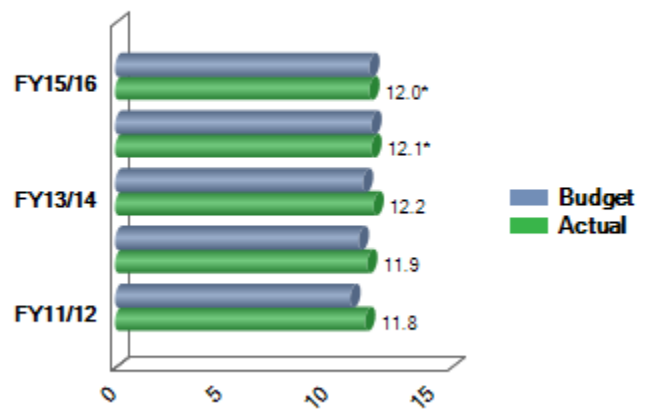
Adopted Budget to Actual/Forecast* (in millions)



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 \$12.0 million budgeted for FY 2015/16, the electric and gas franchise tax revenue budget is \$8.3 million, which is \$0.1 million lower than the FY 2014/15 year-end forecast. The next largest component is the cable TV franchise fees, which are remaining relatively flat to the FY 2014/15 year-end forecast of \$3.4 million. The final component is the Salt River Project In-Lieu Tax of \$0.2 million, which is a slight decrease to the FY 2014/15 year-end forecast of \$0.3 million.

Adopted Budget to Actual/Forecast* (in millions)



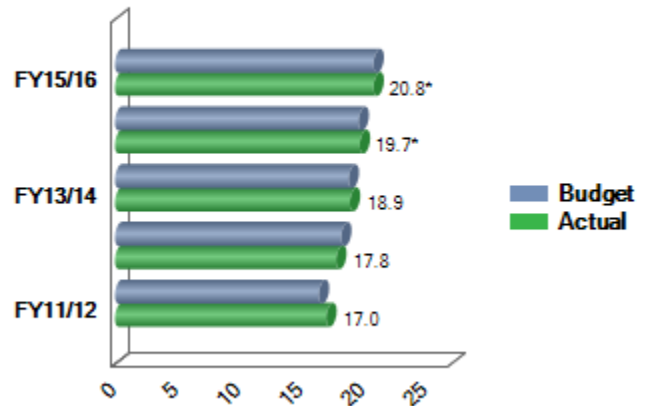
State-Shared Tax Revenues

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 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 2015/16 revenue budget is \$20.8 million versus the FY 2014/15 year-end forecast of \$19.7 million, an increase of \$1.1 million.

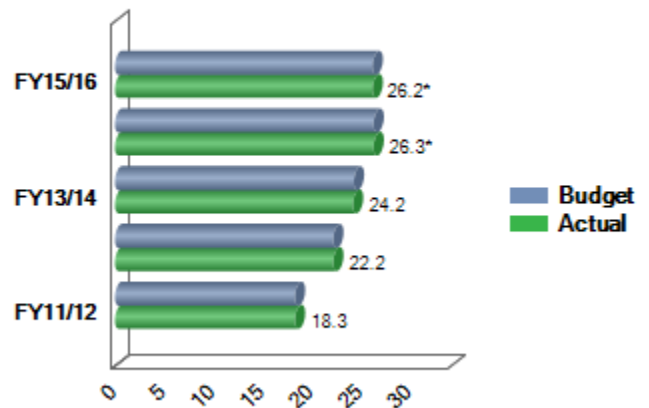
Adopted Budget to Actual/Forecast* (in millions)



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 \$26.2 million for FY 2015/16, a decrease of \$0.1 million from the FY 2014/15 year-end forecast of \$26.3 million.

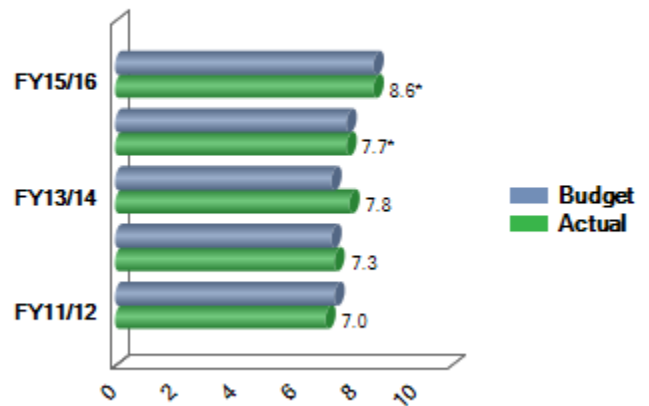
Adopted Budget to Actual/Forecast* (in millions)



Auto Lieu Tax

Auto Lieu Tax is part of the vehicle license fees collected by Maricopa County, but it 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 2015/16 is \$8.6 million, which is \$0.9 million more than the FY 2014/15 year-end forecast of \$7.7 million.

Adopted Budget to Actual/Forecast* (in millions)



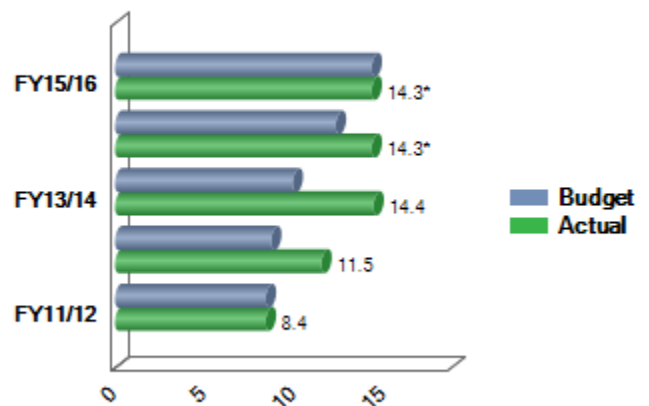
Licenses, Permits & Fees Revenue

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 2015/16 revenue budget of \$14.3 million is remaining basically flat from the FY 2014/15 year-end forecast. FY 2014/15 favorable activity was attributed to numerous large multi-family residential projects.

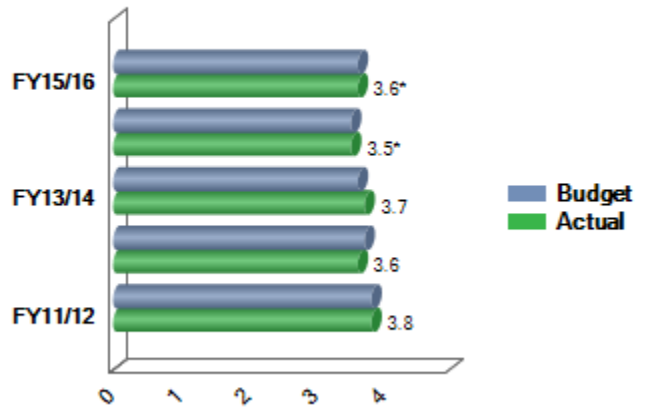
Adopted Budget to Actual/Forecast* (in millions)



Recreation Fees

Recreation Fees are budgeted at \$3.6 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.

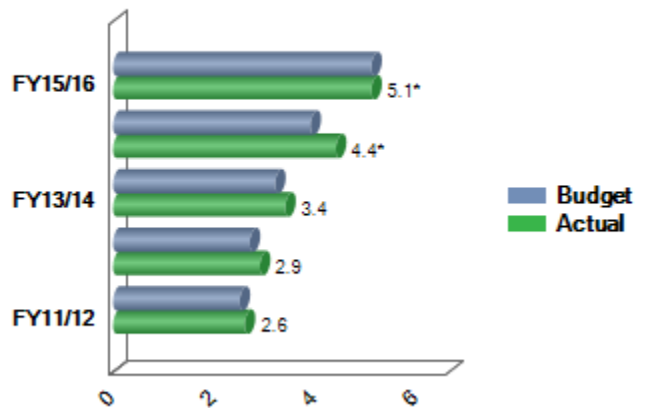
Adopted Budget to Actual/Forecast* (in millions)



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 \$5.1 million are budgeted in FY 2015/16 versus the FY 2014/15 year-end forecast of \$4.4 million. The FY 2015/16 revenue budget is based on future confirmed bookings for WestWorld, feed and bedding. The continual increase in revenues from FY 2013/14 is primarily due to the expansion of the Tony Nelssen Equestrian Center. The new facility includes approximately 300,000 square feet of climate-controlled enclosed space, which allows for additional events year round as well as additional areas to accommodate multiple users.

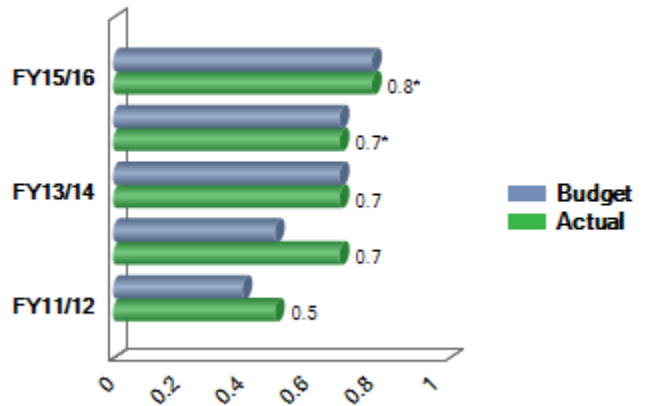
Adopted Budget to Actual/Forecast* (in millions)



Fire Service Charges

Fire Service Charges include service fees for the cost recovery of fire and medical standbys at special events, after hours inspections, ambulance staffing, and medical enhancement costs associated with the ambulance agreement. In addition, the fire department collects fees for CPR classes, permits and incident reports. The FY 2015/16 revenues are budgeted at \$0.8 million, \$0.1 million higher than the FY 2014/15 year-end forecast.

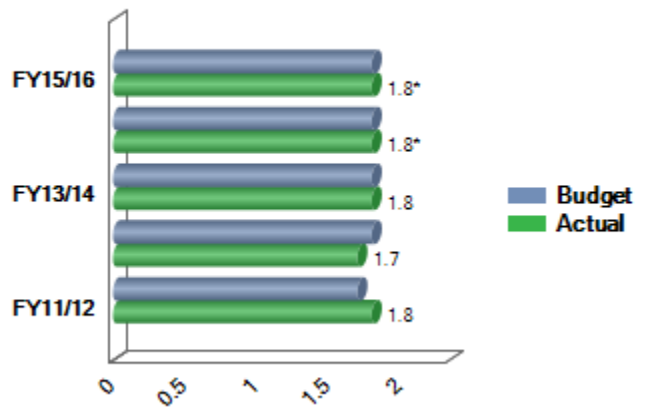
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16, which remains flat with the FY 2014/15 year-end forecast.

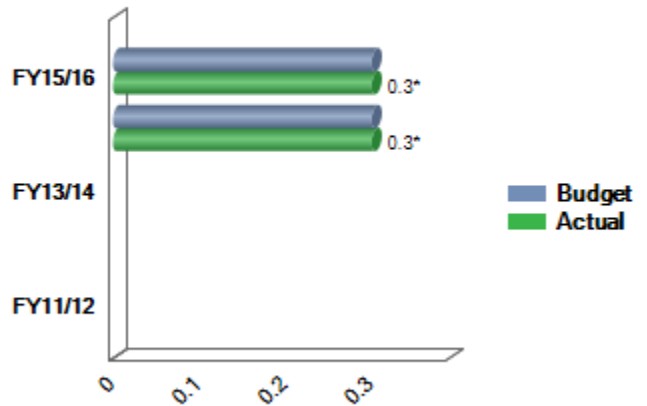
Adopted Budget to Actual/Forecast* (in millions)



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 is 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 paid for by those who cause the extra costs to be incurred. The FY 2015/16 revenues are budgeted at \$0.3, which stays flat versus the FY 2014/15 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)



Fines and Forfeiture Revenues

Fines and Forfeitures Revenue include court, photo enforcement, parking, and library fines. The combined revenue for these items in FY 2015/16 is budgeted at \$7.3 million, which is down \$0.1 million from the FY 2014/15 year-end forecast of \$7.2 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 \$3.9 million are budgeted for FY 2015/16, which reflects a \$0.6 million decrease from the FY 2014/15 year-end forecast of \$4.5 million.

Adopted Budget to Actual/Forecast* (in millions)

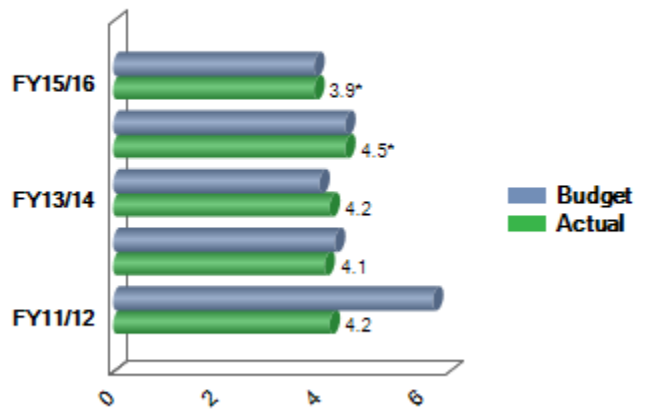
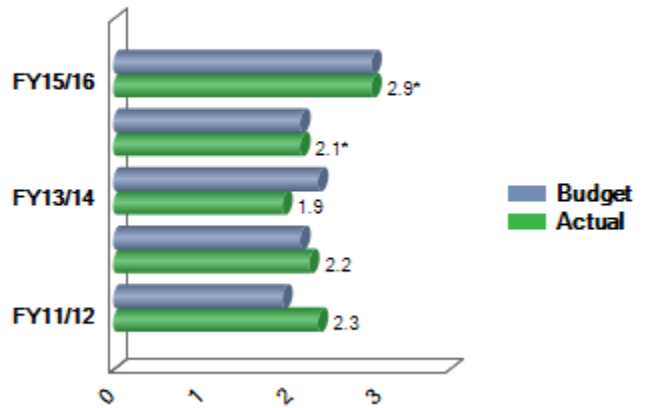


Photo Enforcement Fines

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 \$2.9 million for FY 2015/16, which is an increase of \$0.8 million from the FY 2014/15 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.

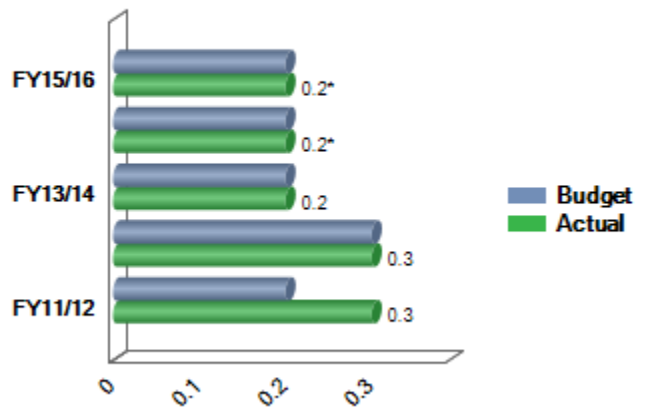
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16. The revenue budget is flat compared to the FY 2014/15 year-end forecast.

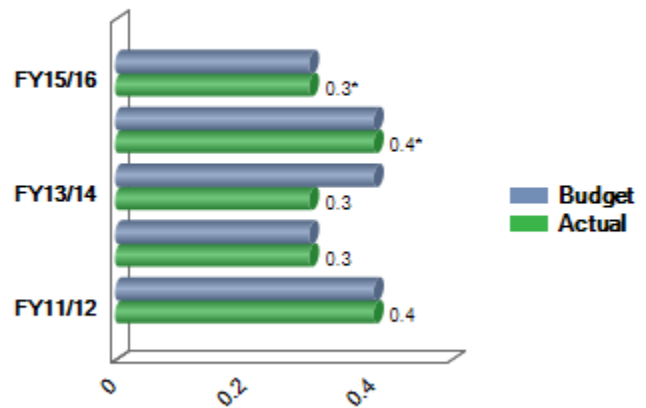
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 revenues are budgeted at \$0.3 million, which is a decrease of \$0.1 million from the FY 2014/15 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)



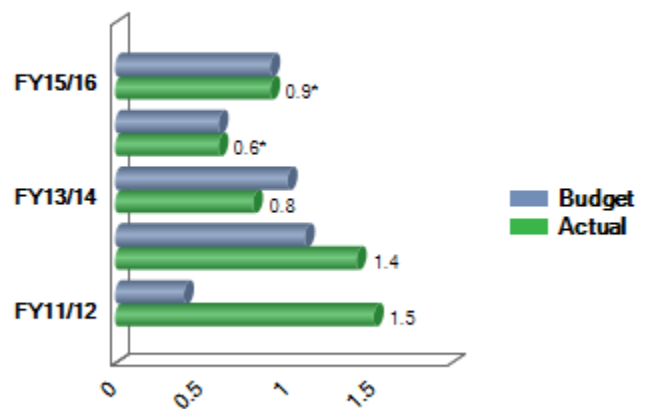
Other Revenues

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 2015/16 is budgeted at \$17.2 million, which is an increase of approximately \$1.9 million from the FY 2014/15 year-end forecast.

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 \$0.9 million in FY 2015/16.

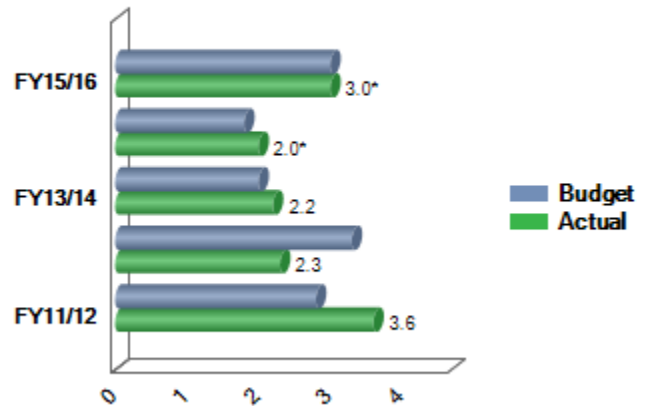
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 revenue of \$3.0 million is \$1.0 million higher than the FY 2014/15 year-end forecast of \$2.0 million.

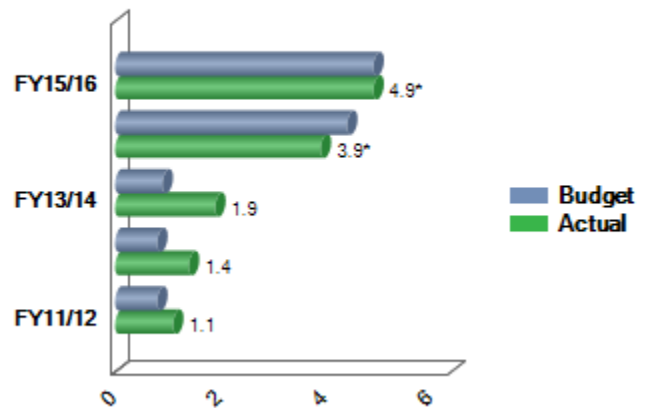
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 miscellaneous revenue is \$4.9 million, which is \$1.0 million higher than the FY 2014/15 year-end forecast of \$3.9 million due to the anticipated receipt of one time revenue for the sale of a city building.

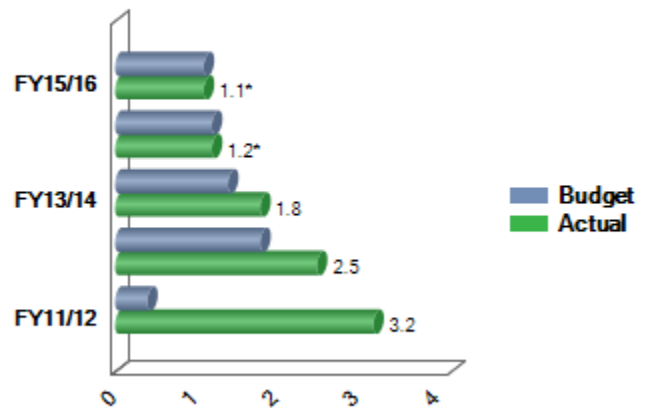
Adopted Budget to Actual/Forecast* (in millions)



Reimbursements

This category represents General Fund reimbursements from outside sources. FY 2015/16 revenues are budgeted at \$1.1 million, of which the most significant reimbursement revenue is related to jail fees. Reimbursements from defendants who are sentenced to county jail are approximately \$0.8 million for FY 2015/16.

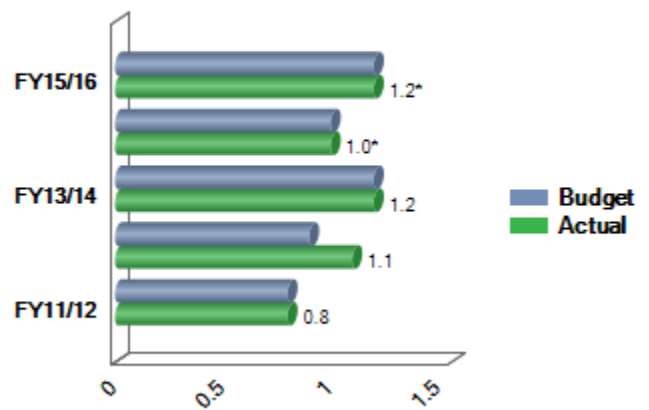
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 revenues are budgeted at \$1.2 million.

Adopted Budget to Actual/Forecast* (in millions)



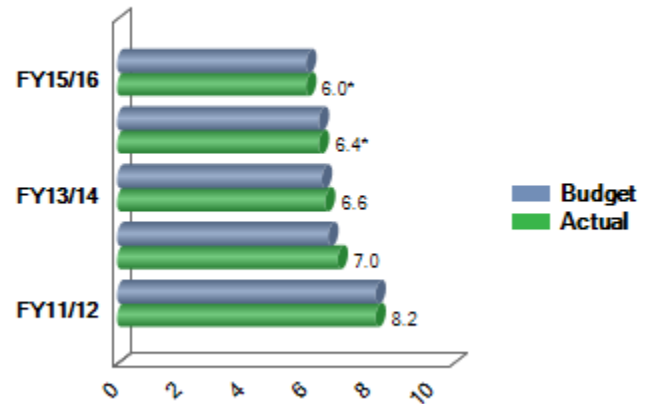
Indirect/Direct Cost Allocation

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 includes 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. 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 \$6.0 million budgeted for FY 2015/16 for this revenue group, the indirect cost allocation component is \$5.7 million, which reflects a \$0.4 million decrease from the FY 2014/15 year-end forecast of \$6.1 million. The FY 2015/16 budgeted revenue for the direct cost of fire services at the Scottsdale Airport is \$0.3 million, which is relatively flat with the FY 2014/15 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)



Transfers-In

The budget for Transfers-In to the General Fund includes ongoing franchise fees from the Enterprise Funds, reimbursement of Police Tow 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. In total, the transfers-in for FY 2015/16 are budgeted at \$9.1 million.

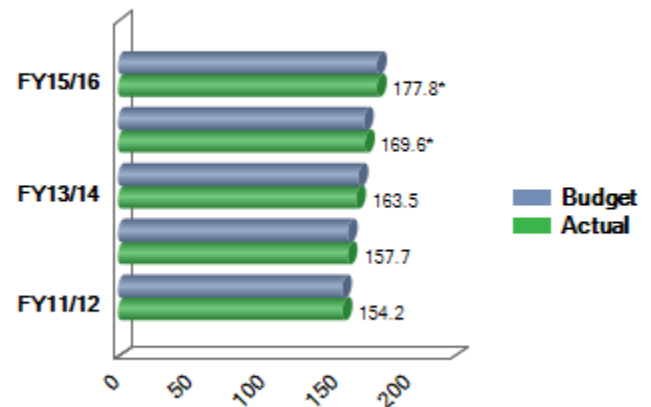
General Fund Expenditures By Expenditure Type

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 2015/16 adopted budget of \$177.8 million is \$8.2 million more than the FY 2014/15 year-end forecast. This increase includes funding for a citywide pay program based on performance as well as funding to cover increased healthcare and retirement costs. Additionally, Police Officers compensation increases occurred outside of the citywide pay program and FY 2015/16 was the first year of a new compensation model. Also, the Fire Department added 12 sworn fire positions including; 8 firefighters, 3 captains and 1 engineer to meet ongoing staffing needs.

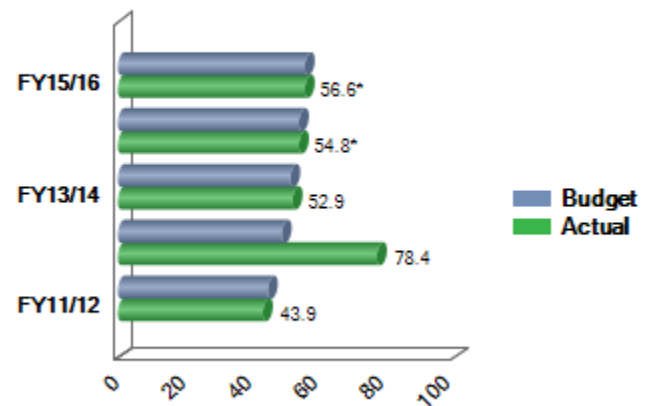
Adopted Budget to Actual/Forecast* (in millions)



Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The FY 2015/16 adopted budget of \$56.6 million is \$1.8 million, or 3 percent, greater than the FY 2014/15 year-end forecast. Major contractual expenses include software maintenance and licensing, Fleet operations, utilities, and property, liability and Worker’s Compensation coverage. The most significant increases in this category are related to Fleet operations and utilities.

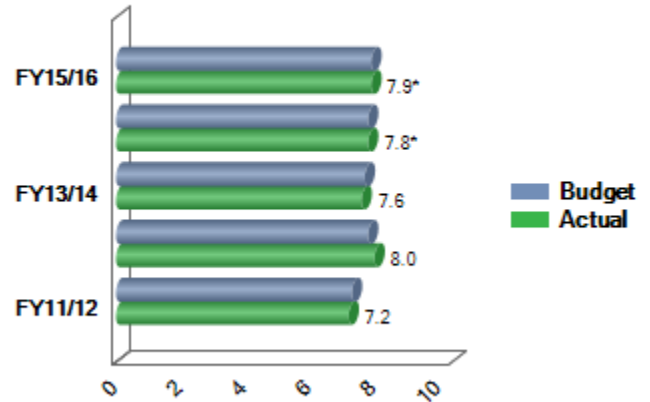
Adopted Budget to Actual/Forecast* (in millions)



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 \$7.9 million is slightly more than the FY 2014/15 year-end forecast.

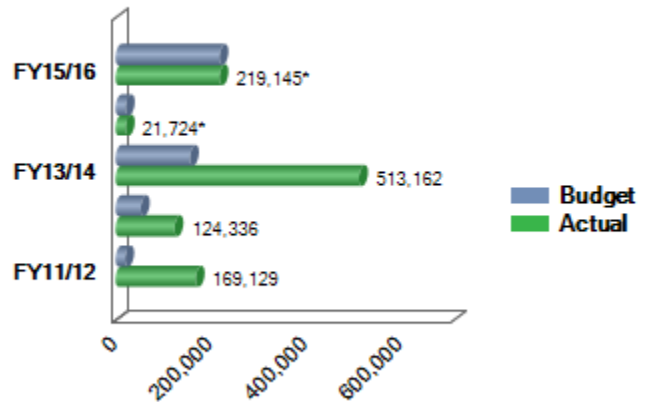
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 adopted budget of \$219,145 has been identified for the replacement of office furniture and equipment, computer equipment and service animals.

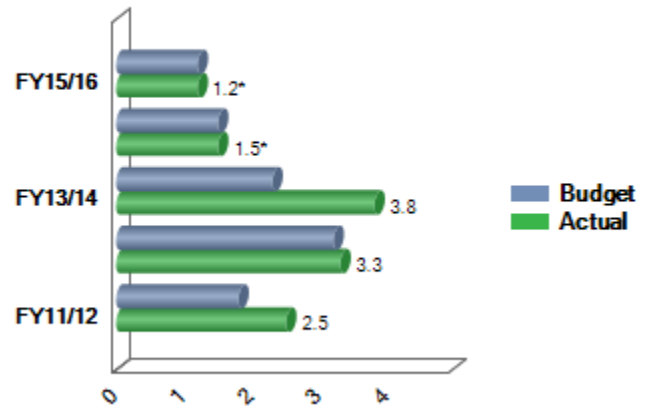
Adopted Budget to Actual/Forecast*



Capital - Operating Projects

Operating Projects capture costs associated with the repair and maintenance of capital assets, replacement of non-capital assets, master plans, studies, public art, and all other project type costs that do not result in the acquisition or construction of a capital asset. The FY 2015/16 adopted budget is \$1.2 million. Of this budget, \$0.9 million is allocated for contractual expenses, and \$0.3 million is allocated for capital outlay.

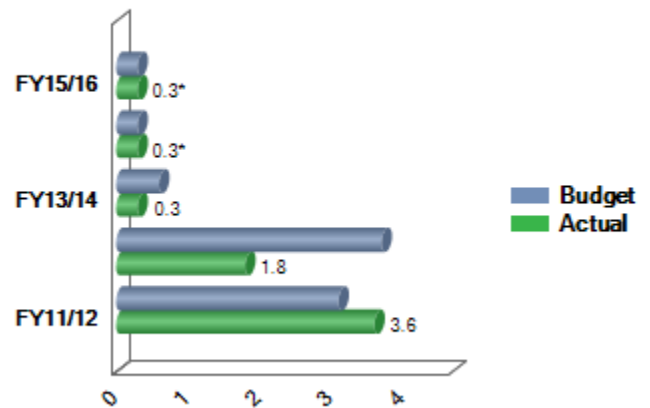
Adopted Budget to Actual/Forecast* (in millions)



Debt Service - Contracts Payable

Contracts Payable is paid from the General Fund, is primarily contractual debt related to sales tax development agreements, and will vary based on the actual sales tax collections at each developed site. The FY 2015/16 Contracts Payable budget of \$0.3 million is related to various sales tax development agreements.

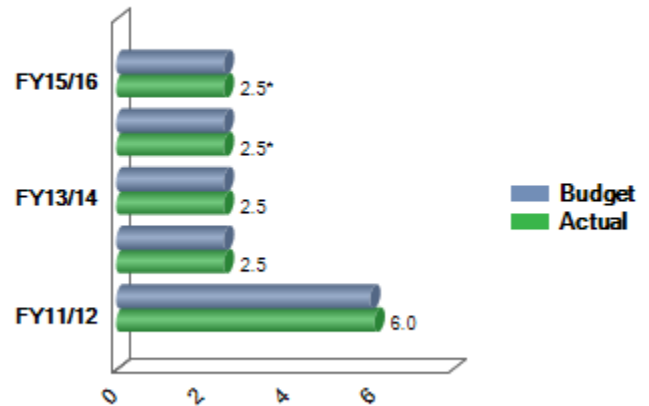
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 budget of \$2.5 million is related to the FY 2010/11 COPs issuance.

Adopted Budget to Actual/Forecast* (in millions)



Transfers-Out

Transfers-Out are the authorized movement of cash to other funds and/or capital projects. Transfers-Out in FY 2015/16 total \$18.1 million and include: \$11.9 million to the MPC Excise Debt Fund, \$6.2 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 for an operating contingency as part of the resource allocation/limit setting process. The process allows the city to set aside savings before they are allocated or spent as budgeted expenditures. The specific make-up of the city’s General Fund reserve and operating contingency is as follows:

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 operating budget expenditure estimate, the ending FY 2015/16 General Fund Reserve is \$24.6 million. Maintaining the General Fund Reserve is very important to the municipal credit rating agencies and in retaining the city’s AAA bond ratings.

Operating Contingency

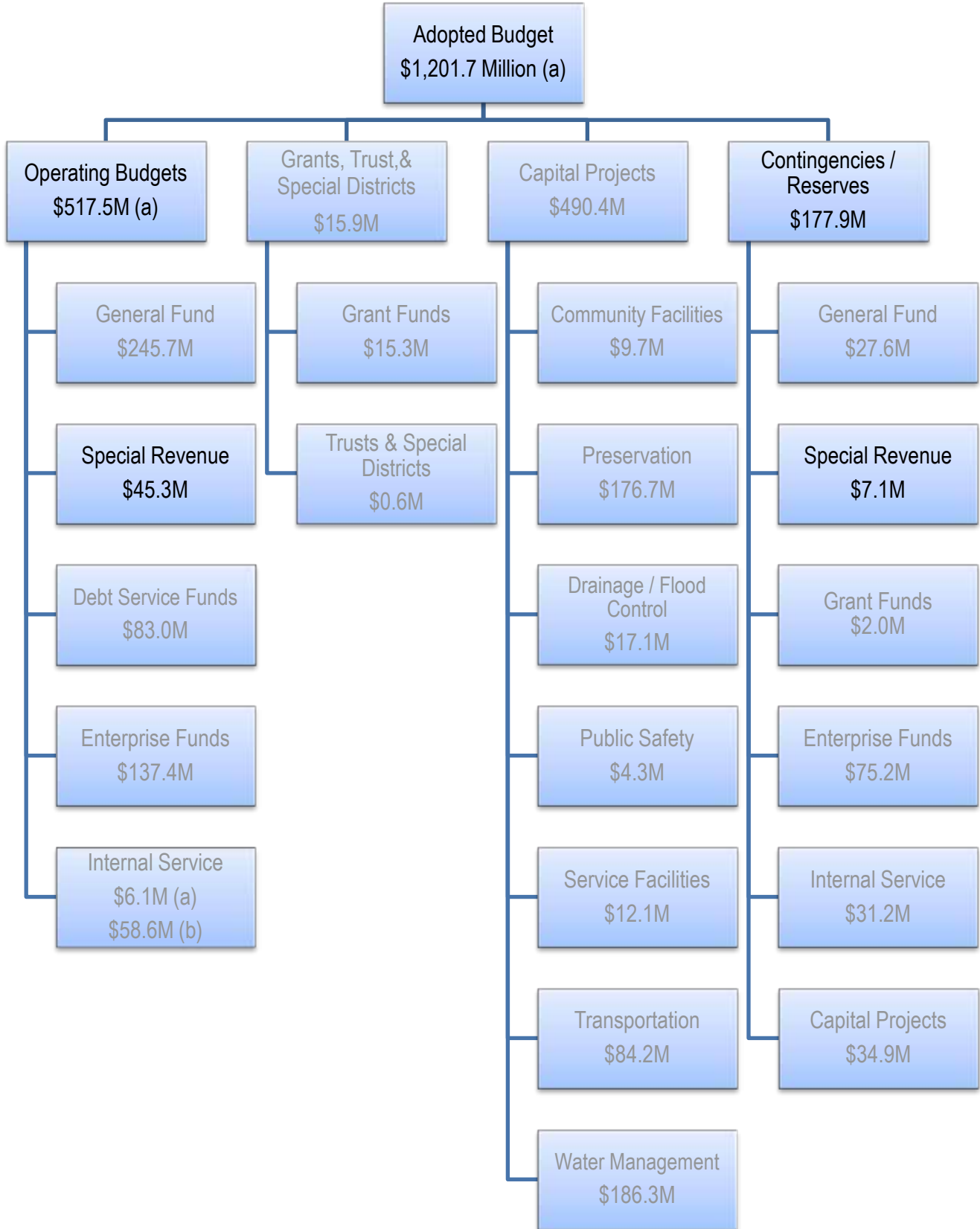
Operating Contingency includes \$3.0 million of budget authorization in the event that unforeseen expenses occur during the fiscal year. Contingency funds are utilized only after all budget sources have been examined for available funds, and requires City Council approval.

Unreserved Fund Balance

Unreserved Fund Balance accounts for any funds remaining after the designation of all other reserves/uses. The FY 2015/16 ending unreserved fund balance is \$18.7 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.



FY 2015/16 Adopted Budget



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$52.5M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$52.5M

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

Special Revenue Funds Description

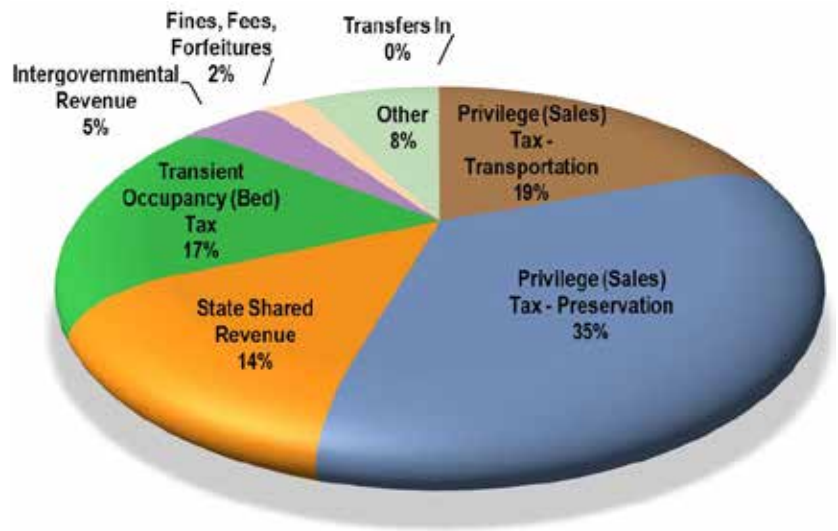
Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Examples of restricted revenues that must be spent on specific purposes are Highway User Revenue taxes, Preserve Privilege (Sales) Tax, Transportation Privilege (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.

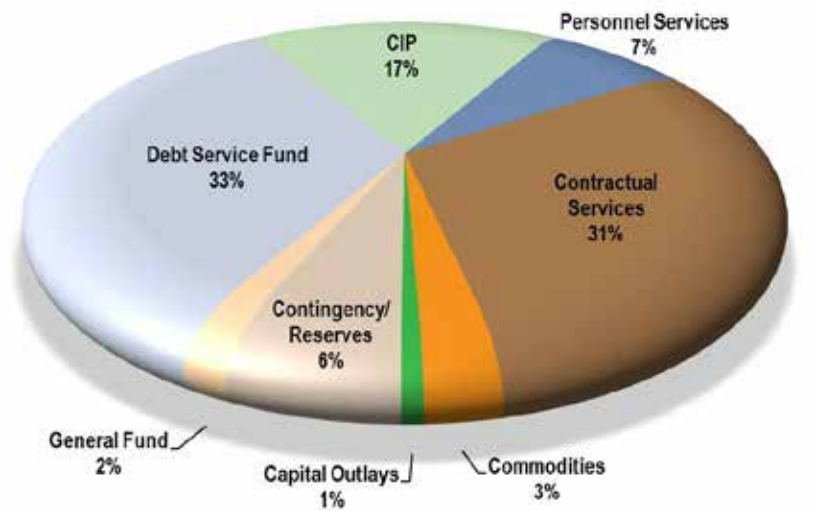
Special Revenue Funds Sources (in millions)

Privilege (Sales) Tax - Transportation	\$	19.0
Privilege (Sales) Tax - Preservation		34.3
State Shared Revenue		13.6
Transient Occupancy (Bed) Tax		16.9
Intergovernmental Revenue		4.4
Fines, Fees, Forfeitures		2.2
Other		7.3
Total Revenues	\$	97.8
Transfers In		0.1
Total Sources	\$	97.9



Special Revenue Funds Uses (in millions)

Personnel Services	\$	8.1
Contractual Services		33.2
Commodities		3.1
Capital Outlays		0.9
Debt Service		-
Contingency/Reserves		7.1
Adopted Budget	\$	52.3
Transfers Out		
General Fund		1.9
Debt Service Fund		35.9
CIP		18.2
Total Uses	\$	108.4



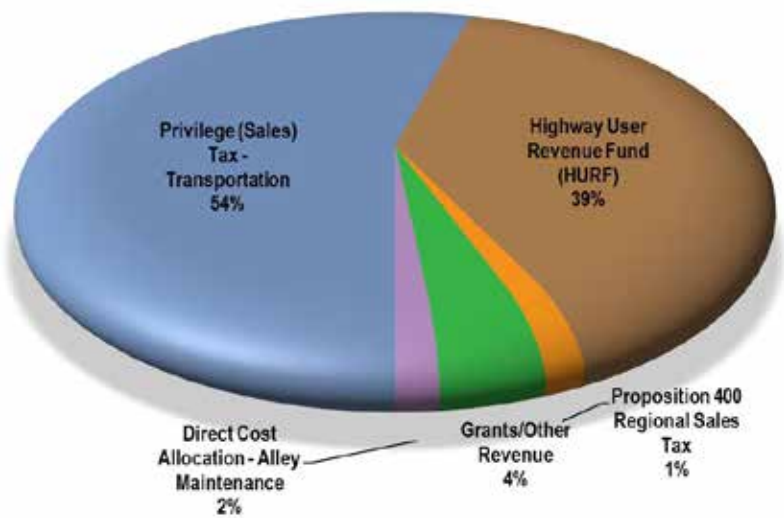
Note: Amounts are rounded in millions; therefore, differences may occur.

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 Fund (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 and the county of origin for the sales of fuel. 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.

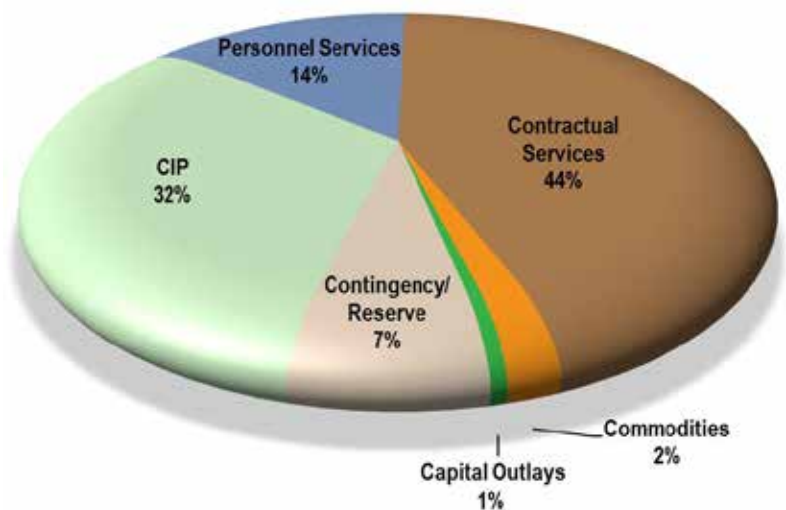
Transportation Fund Sources (in millions)

Privilege (Sales) Tax - Transportation	\$	19.0
Highway User Revenue Fund (HURF)		13.6
Proposition 400 Regional Sales Tax		0.6
Grants/Other Revenue		1.4
Direct Cost Allocation - Alley Maintenance		0.6
Total Revenues	\$	35.1
Transfers In		-
Total Sources	\$	35.1



Transportation Fund Uses (in millions)

Personnel Services	\$	6.0
Contractual Services		18.4
Commodities		0.9
Capital Outlays		0.3
Contingency/ Reserve		3.1
Adopted Budget	\$	28.6
Transfers Out		
CIP		13.6
Total Uses	\$	42.2



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

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance				
Transportation Fund Reserve	-	-	-	2,528,558
Contingency	-	500,000	500,000	500,000
Unreserved Fund Balance	8,024,511	7,797,131	9,244,922	6,129,113
Total Beginning Fund Balance ^(a)	8,024,511	8,297,131	9,744,922	9,157,671
Revenues				
Highway User Revenue Fund (HURF)	12,267,720	12,944,922	12,944,922	13,564,928
Privilege (Sales) Tax - Transportation (0.2%)	18,115,938	18,413,065	18,413,065	19,018,833
Proposition 400 Regional Sales Tax	725,254	675,539	675,539	550,000
Federal Grants	401,625	750,000	750,000	550,000
State Grants	641,406	650,000	650,000	845,000
Direct Cost Allocation - Alley Maintenance	545,505	524,741	524,741	535,415
Miscellaneous Reimbursements	36,090	15,000	15,000	30,000
Subtotal	32,733,538	33,973,267	33,973,267	35,094,176
Total Sources	32,733,538	33,973,267	33,973,267	35,094,176
Expenditures				
Divisions				
Community & Economic Development	7,605,489	9,208,553	9,221,723	9,543,520
Public Works	13,233,126	14,967,341 ^(b)	14,952,417 ^(b)	14,675,544
Community Services	1,052,282	1,066,815	1,066,815	1,320,986
Leave Accrual Payments	-	49,900	48,725	49,900
Estimated Personnel Savings from Vacant Positions	-	(156,300)	(4,103)	(156,300)
Citywide Pay Program / Citywide Pay Program Tail	-	154,006	-	142,640
Subtotal	21,890,897	25,290,315	25,285,577	25,576,290
TOTAL OPERATING BUDGET	21,890,897	25,290,315	25,285,577	25,576,290
Transfers Out				
CIP Fund - Privilege Tax Allocation	9,057,969	9,206,533	9,206,533	13,509,417
CIP Fund - Tech. Replacement	38,400	49,600	49,600	49,400
General Fund/Other	25,861	-	18,808	-
Subtotal	9,122,230	9,256,133	9,274,941	13,558,817
Total Uses	31,013,127	34,546,448	34,560,518	39,135,107
Sources Over/(Under) Uses	1,720,411	(573,181)	(587,251)	(4,040,931)
Ending Fund Balance				
Transportation Fund Reserve	-	2,529,032	2,528,558	2,557,600
Contingency	-	500,000	500,000	500,000
Unreserved Fund Balance	9,744,922	4,694,920	6,129,113	2,059,140
Total Ending Fund Balance ^(a)	9,744,922	7,723,951	9,157,671	5,116,740

^(a) Excludes revenue accruals of \$2.4 million in FY 2013/14 and unknown revenue accrual amounts in current and future years.

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

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
Transportation Fund Reserve	2,557,600	2,578,800	2,616,800	2,674,100
Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	2,059,140	2,226,340	2,642,440	3,061,740
Total Beginning Fund Balance ^(a)	5,116,740	5,305,140	5,759,240	6,235,840
Revenues				
Highway User Revenue Fund (HURF)	13,836,200	14,113,000	14,395,200	14,683,100
Privilege (Sales) Tax - Transportation (0.2%)	19,671,400	20,338,700	21,033,300	21,756,200
Proposition 400 Regional Sales Tax	550,000	550,000	550,000	550,000
Federal Grants	550,000	550,000	550,000	550,000
State Grants	645,000	645,000	645,000	645,000
Direct Cost Allocation - Alley Maintenance	584,200	587,000	597,200	607,600
Miscellaneous Reimbursements	30,000	30,000	30,000	30,000
Subtotal	35,866,800	36,813,700	37,800,700	38,821,900
Total Sources	35,866,800	36,813,700	37,800,700	38,821,900
Expenditures				
Divisions				
Community & Economic Development	9,614,800	9,767,400	9,959,800	10,167,600
Public Works	14,923,900	15,031,600	15,300,100	15,578,400
Community Services	1,071,700	1,093,100	1,115,000	1,137,300
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 / Citywide Pay Program Tail	289,500	393,000	488,700	573,200
Subtotal	25,788,200	26,167,800	26,740,500	27,327,300
TOTAL OPERATING BUDGET	25,788,200	26,167,800	26,740,500	27,327,300
Transfers Out				
CIP Fund - Privilege Tax Allocation	9,835,700	10,169,400	10,516,600	10,878,100
CIP Fund - Tech. Replacement	54,500	22,400	67,000	45,200
General Fund/Other	-	-	-	-
Subtotal	9,890,200	10,191,800	10,583,600	10,923,300
Total Uses	35,678,400	36,359,600	37,324,100	38,250,600
Sources Over/(Under) Uses	188,400	454,100	476,600	571,300
Ending Fund Balance				
Transportation Fund Reserve	2,578,800	2,616,800	2,674,100	2,732,700
Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	2,226,340	2,642,440	3,061,740	3,574,440
Total Ending Fund Balance ^(a)	5,305,140	5,759,240	6,235,840	6,807,140

^(a) Excludes revenue accruals of \$2.4 million in FY 2013/14 and unknown revenue accrual amounts in current and future years.

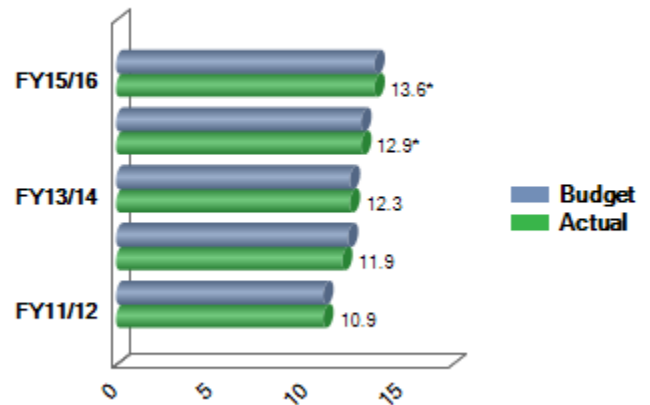
Transportation Fund Sources

Transportation Fund sources for FY 2015/16 equal \$35.1 million which is an increase of \$1.1 million from the FY 2014/15 year-end forecast. The same methodology for developing the Transaction Privilege (Sales) Tax budgeted in the General Fund is also used for the Transportation Fund.

Highway User Revenue Fund (HURF)

Highway User Revenue Fund (HURF), also known as gas tax, is distributed by the State of Arizona. 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 2015/16 budget of \$13.6 million represents a 5 percent, or \$0.7 million, increase from the FY 2014/15 year-end forecast.

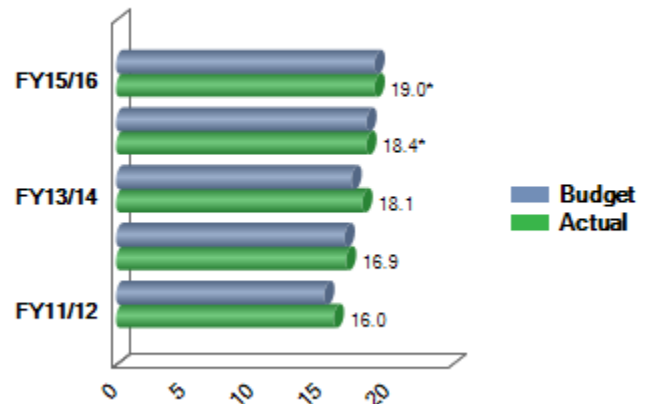
Adopted Budget to Actual/Forecast* (in millions)



Privilege (Sales) Tax – Transportation (0.20%)

Privilege (Sales) Tax - Transportation represents the 0.20 percent of the city's privilege (sales) tax dedicated solely to transportation. Please note that while the rate is the same for the transportation and preservation privilege tax, there is a difference between the revenue amounts, which is attributable to differences in the taxing provisions for each of the revenues. The adopted FY 2015/16 budget of \$19.0 million represents an increase of \$0.6 million, or 3 percent, over the FY 2014/15 year-end forecast.

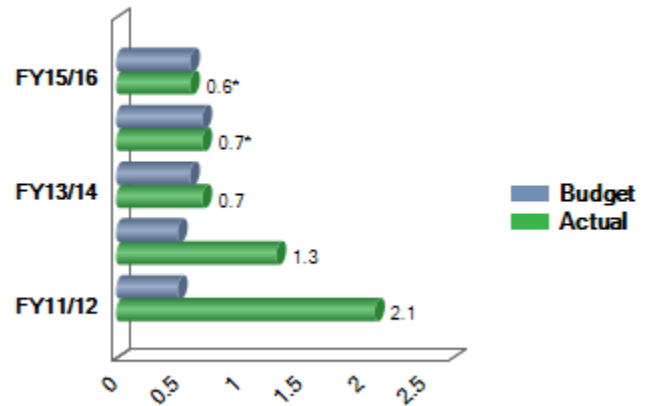
Adopted Budget to Actual/Forecast* (in millions)



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 \$0.6 million from this regional sales tax in the FY 2015/16, which is slightly less than the FY 2014/15 year-end forecast.

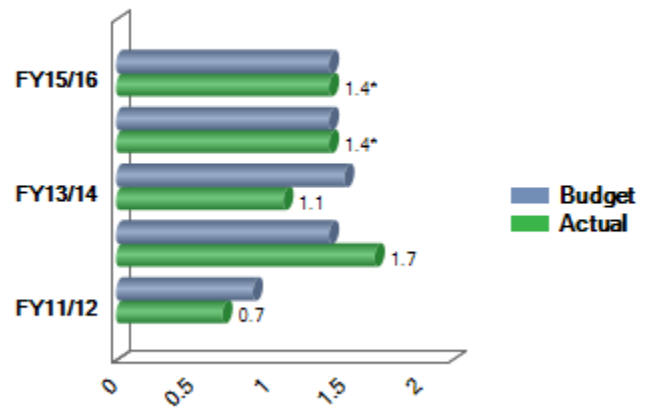
Adopted Budget to Actual/Forecast* (in millions)



Grants/Other Revenue

Revenue for Federal and State Grants and Miscellaneous Reimbursements for FY 2015/16 is \$1.4 million. Scottsdale is able to leverage grants received to offset transportation fund operating expenditures.

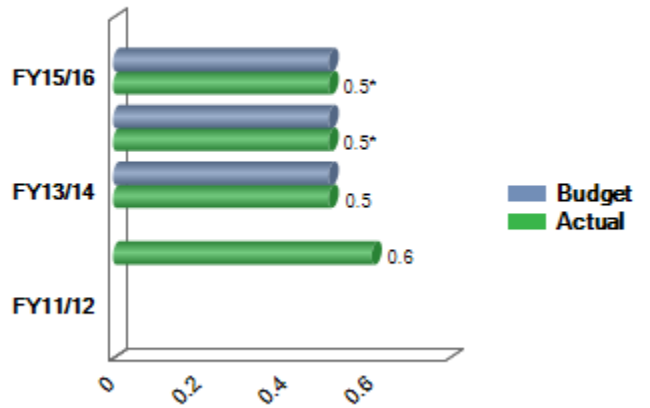
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 is \$0.5 million.

Adopted Budget to Actual/Forecast* (in millions)



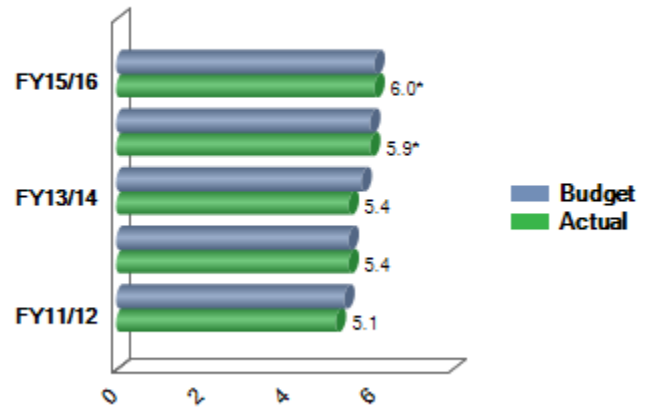
Transportation Fund Expenditures by Expenditure Type

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 2015/16 personnel services budget of \$6.0 million is an increase of \$0.1 million from the FY 2014/15 year-end forecast. This increase includes a citywide pay program based on performance and to cover increases in healthcare.

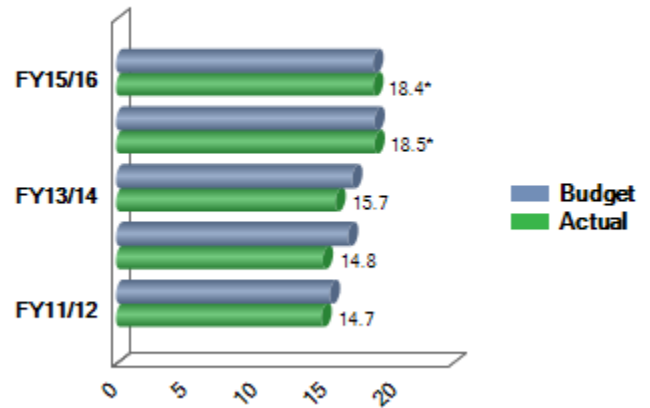
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 contractual services budget of \$18.4 million is a decrease of \$0.1 million, from the FY 2014/15 year-end forecast of \$18.5 million.

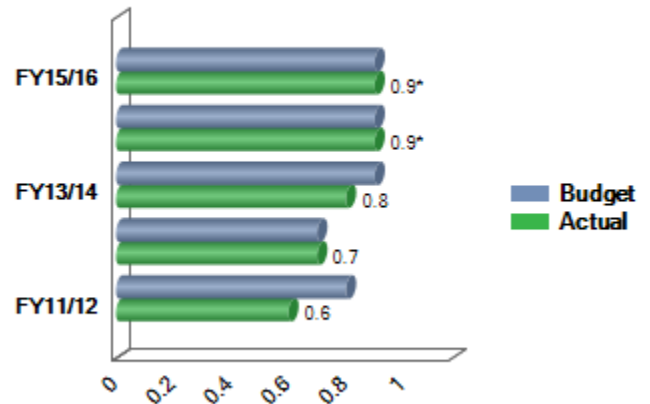
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 adopted budget of \$0.9 million remains flat with the FY 2014/15 year-end forecast.

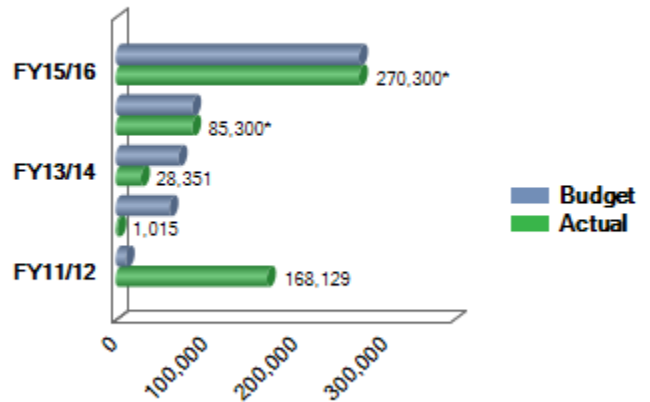
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 budget of \$0.3 million, is an increase of \$0.2 million from last year to support a first time agreement with Maricopa County for the Regional Emergency Action Coordinating Team (REACT) program.

Adopted Budget to Actual/Forecast*



Transfers-Out

Transfers-Out is the authorized movement of cash or other resources to other funds and/or capital projects. The FY 2015/16 budget includes approximately \$13.6 million of the Transportation Privilege (Sales) Tax revenue (50 percent of budgeted revenue per financial policy) as a transfer to the Capital Improvement Plan (CIP) to fund transportation related capital projects.

Transportation Fund Balance

The adopted FY 2015/16 Transportation Fund ending balance is projected to be just over \$5.1 million of which \$2.6 million is the Transportation Fund Stabilization Reserve (10 percent of the annual Transportation Fund operating expenditures for unforeseen emergencies or catastrophic impacts to the city), \$0.5 million operating contingency and \$2.1 million of Unreserved Fund Balance.

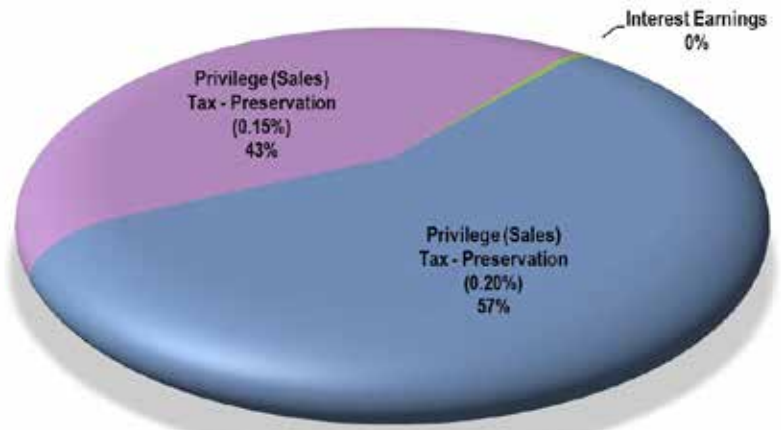
Fund Purpose

The Preservation Fund accounts for the portion of the City's Privilege (Sales) Tax (0.35 percent) dedicated to the purchase of 36,400 acres of land within the McDowell Sonoran Preserve. In 1995, voters approved increasing the City's sales tax rate by 0.20 percent for the purchase of land within the McDowell Sonoran Preserve. Then again in May 2004, voters approved an additional 0.15 percent in the City's sales tax rate dedicated to the McDowell Sonoran Preserve land acquisition. Differing from the 1995 tax, the 2004 tax also allows 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.

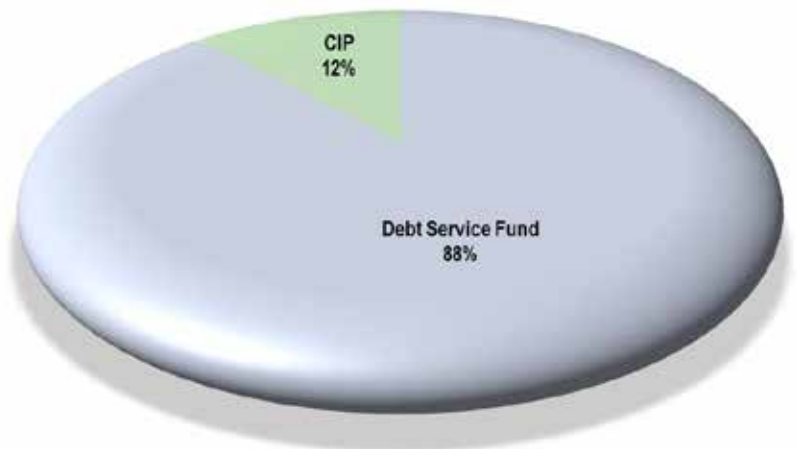
Preservation Fund Sources (in millions)

Privilege (Sales) Tax - Preservation (0.20%)	\$	19.6
Privilege (Sales) Tax - Preservation (0.15%)		14.7
Interest Earnings		0.2
Total Revenue	\$	34.5
Transfers In		-
Total Sources	\$	34.5



Preservation Fund Uses (in millions)

Personnel Services	\$	-
Contractual Services		-
Commodities		-
Capital Outlay		-
Other		-
Adopted Budget	\$	-
Transfers Out		
Debt Service Fund		32.2
CIP		4.3
Total Uses	\$	36.5



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

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance				
Unreserved Fund Balance	23,230,150	23,323,667	26,225,719	27,324,784
Total Beginning Fund Balance	23,230,150	23,323,667	26,225,719	27,324,784
Revenues				
Privilege (Sales) Tax - Preservation (0.20%)	18,656,318	18,982,541	18,982,541	19,607,044
Privilege (Sales) Tax - Preservation (0.15%)	13,994,641	14,236,906	14,236,906	14,705,283
Interest Earnings	127,240	77,231	77,231	163,088
Subtotal	32,778,199	33,296,678	33,296,678	34,475,415
Transfers In				
Transfers In - CIP	881,558	-	-	-
Subtotal	881,558	-	-	-
Total Sources	33,659,757	33,296,678	33,296,678	34,475,415
Expenditures				
Operating				
Miscellaneous	-	2,200	2,200	2,200
Subtotal	-	2,200	2,200	2,200
Total Expenditures	-	2,200	2,200	2,200
Transfers Out				
Debt Service Fund (Preserve GO Bonds)	14,885,177	24,211,105	23,717,340	25,724,261
Debt Service Fund (Preserve Revenue Bonds)	13,066,248	6,478,073	6,478,073	6,489,373
CIP Fund (General Capital Projects)	2,712,763	2,000,000	2,000,000	4,280,000
Subtotal	30,664,188	32,689,178	32,195,413	36,493,634
Total Uses	30,664,188	32,691,378	32,197,613	36,495,834
Sources Over/(Under) Uses	2,995,569	605,300	1,099,065	(2,020,419)
Ending Fund Balance				
Unreserved Fund Balance	26,225,719	23,928,967	27,324,784	25,304,365
Total Ending Fund Balance	26,225,719	23,928,967	27,324,784	25,304,365

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
Unreserved Fund Balance	25,304,365	23,389,665	21,391,965	21,390,865
Total Beginning Fund Balance	25,304,365	23,389,665	21,391,965	21,390,865
Revenues				
Privilege (Sales) Tax - Preservation (0.20%)	20,279,800	20,967,800	21,683,800	22,429,000
Privilege (Sales) Tax - Preservation (0.15%)	15,209,800	15,725,800	16,262,800	16,821,800
Interest Earnings	284,900	440,700	517,500	559,800
Subtotal	35,774,500	37,134,300	38,464,100	39,810,600
Transfers In				
Transfers In - CIP	-	-	-	-
Subtotal	-	-	-	-
Total Sources	35,774,500	37,134,300	38,464,100	39,810,600
Expenditures				
Operating				
Miscellaneous	2,200	2,300	2,300	2,400
Subtotal	2,200	2,300	2,300	2,400
Total Expenditures	2,200	2,300	2,300	2,400
Transfers Out				
Debt Service Fund (Preserve GO Bonds)	28,291,300	29,719,900	30,035,600	30,762,600
Debt Service Fund (Preserve Revenue Bonds)	6,115,700	6,129,800	6,147,300	6,160,300
CIP Fund (General Capital Projects)	3,280,000	3,280,000	2,280,000	-
Subtotal	37,687,000	39,129,700	38,462,900	36,922,900
Total Uses	37,689,200	39,132,000	38,465,200	36,925,300
Sources Over/(Under) Uses	(1,914,700)	(1,997,700)	(1,100)	2,885,300
Ending Fund Balance				
Unreserved Fund Balance	23,389,665	21,391,965	21,390,865	24,276,165
Total Ending Fund Balance	23,389,665	21,391,965	21,390,865	24,276,165

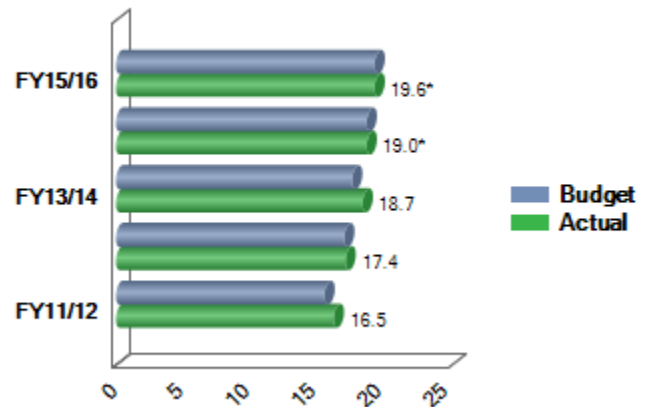
Preservation Fund Revenues

The Preservation Fund revenues for FY 2015/16 are budgeted at \$34.5 million, an increase of \$1.2 million from the FY 2014/15 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%)

Privilege (Sales) Tax - Preservation (0.20%) 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 2015/16 budget of \$19.6 million represents an increase of \$0.6 million from the FY 2014/15 year-end forecast. The increase in revenues is based on the economic recovery in sales activity for Scottsdale.

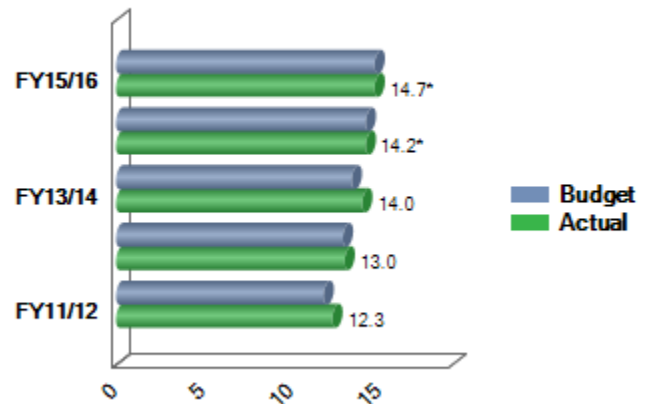
Adopted Budget to Actual/Forecast* (in millions)



Privilege (Sales) Tax - Preservation (0.15%)

Privilege (Sales) Tax - Preservation (0.15%) 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 2015/16 budget of \$14.7 million represents an increase of \$0.5 million from the FY 2014/15 year-end forecast. The increase in revenues is based on the economic recovery in sales activity for Scottsdale.

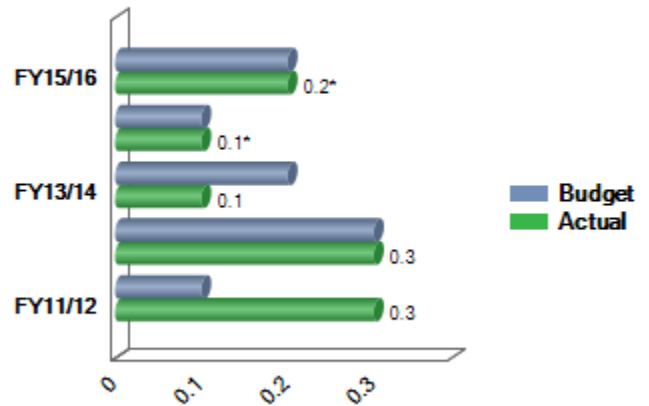
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 budget of \$0.2 million is developed by staff based on current interest rates and the available cash balance.

Adopted Budget to Actual/Forecast* (in millions)



Preservation 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 Improvement Plan (CIP) for land acquisition and construction of essential preserve related assets such as trailheads.

Transfers-Out

Transfers-Out are authorized movement of cash or other resources to other funds and/or capital projects. The FY 2015/16 adopted budget of \$36.5 million consists of \$32.2 million in transfers-out to the Debt Service Fund for debt payments on Preservation bonds and \$4.3 million in transfers-out to the CIP.

Preservation Fund Balance

The projected ending Unreserved Fund Balance for FY 2015/16 is \$25.3 million. This balance represents an accumulation of one-time revenues and it 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.



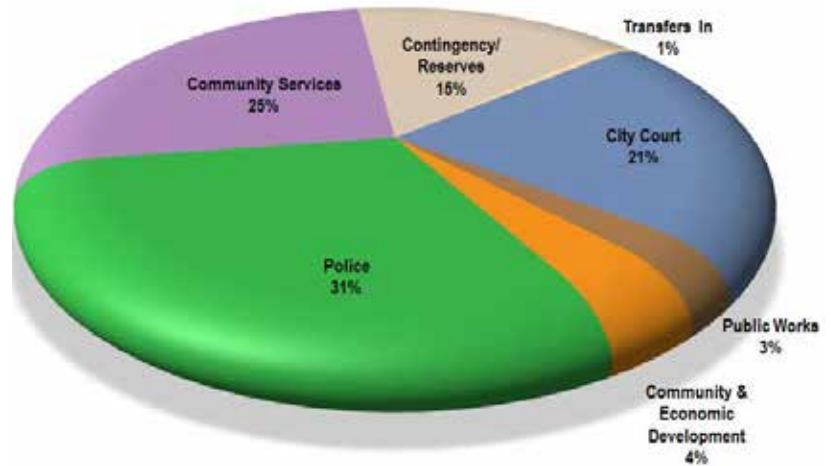
FY 2015/16 Adopted Budget

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.

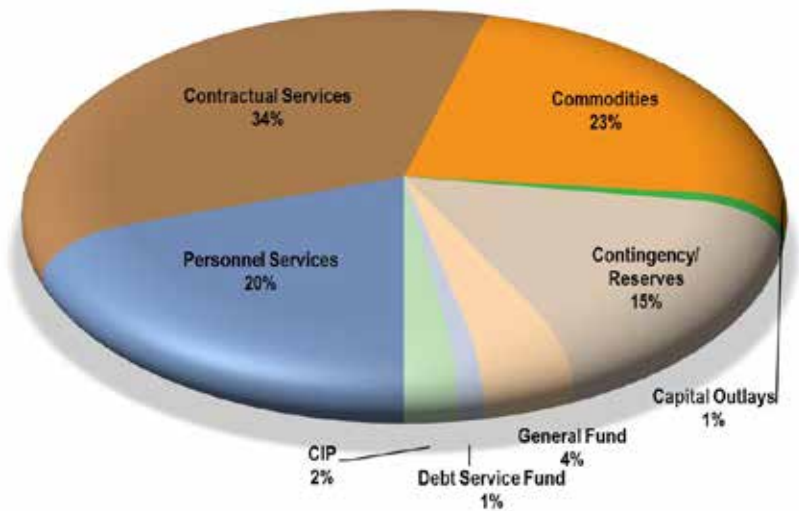
Special Programs Sources by Program Area (in millions)

City Court	\$	2.1
Public Works		0.3
Community & Economic Development		0.4
Fire		0.0
Police		3.0
Community Services		2.5
Contingency/ Reserves		1.5
Total Revenue	\$	9.7
Transfers In		0.1
Total Sources	\$	9.8



Special Programs Fund Uses (in millions)

Personnel Services	\$	1.9
Contractual Services		3.4
Commodities		2.3
Capital Outlays		0.1
Contingency/ Reserves		1.5
Adopted Budget	\$	9.2
Transfers Out		
General Fund		0.4
Debt Service Fund		0.1
CIP		0.2
Total Uses	\$	9.9



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

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Operating Contingency ^(a)	1,500,000	1,500,000	1,500,000	1,500,000
Beginning Fund Balance				
City Court	3,889,688	3,396,165	3,863,677	4,053,197
Community and Economic Development - EV (CVB) ^(b)	81,941	81,941	81,941	81,941
Community and Economic Development (DT Cultural/Comm. Arts)	460,820	434,670	495,842	470,322
Community and Economic Development - Operation Fix It	13,807	13,807	39,551	25,744
Economic Development Contributions	-	-	-	-
Community and Economic Development - MPC Debt - McDowell MT Golf	-	13,122	-	31,675
Community and Economic Development	424,399	424,399	460,618	440,618
Community Services	1,918,523	1,770,987	2,027,496	1,953,432
Public Safety - Police ^(c)	(596,785)	(322,017)	(107,234)	340,319
Public Safety - Fire	2,761	2,761	3,075	7,000
Community and Economic Development - WestWorld	237,000	187,000	237,000	173,300
Community and Economic Development - AIPP	926,328	443,380	548,649	105,269
Public Works - AIPP	1,380,078	-	-	-
Public Works - SW Gas Franchise Fee Agreement	53,840	53,840	6,589	6,589
Total Beginning Fund Balance	8,792,400	6,500,055	7,657,204	7,689,406
Revenues				
City Court	1,574,944	2,280,430	2,280,430	2,091,269
Community and Economic Development (DT Cultural/Comm. Arts)	60,022	150,630	150,630	150,630
Community and Economic Development - Operation Fix It	50,772	12,000	12,000	25,807
Economic Development Contributions	-	20,000	20,000	20,000
Community and Economic Development - MPC Debt - McDowell MT Golf	126,877	140,000	140,000	140,000
Community Services	2,349,269	2,579,556	2,669,556	2,460,013
Public Safety - Police	4,647,270	3,121,939	3,031,939	3,006,040
Community and Economic Development	-	-	-	-
Public Safety - Fire	1,364	500	5,925	300
Community and Economic Development - WestWorld	49,935	216,300	216,300	50,000
Public Works - SW Gas Franchise Fee Agreement	257,230	250,000	250,000	250,000
Subtotal	9,117,683	8,771,355	8,776,780	8,194,059
Transfers In				
GF - Court Enhancement	13,107	-	-	-
GF - Community and Economic Development	60,000	60,000	60,000	60,000
CIP Fund - City Court	246,002	-	-	-
Subtotal	319,108	60,000	60,000	60,000
Total Sources	9,436,791	8,831,355	8,836,780	8,254,059

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

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

^(c) Negative balances are the result of timing issues on Racketeer Influenced and Corrupt Organizations (RICO) reimbursements.

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Expenditures				
Programs				
City Court	1,761,266	1,864,970	1,897,054	1,755,816
Community and Economic Development - EV (CVB) ^(b)	-	-	-	-
Community and Economic Development	23,781	80,000	80,000	80,000
Community and Economic Development - DT Cultural/Comm. Arts	25,000	176,150	176,150	176,150
Community and Economic Development - Operation Fix It	25,028	25,807	25,807	25,807
Economic Development Contributions	-	20,000	20,000	20,000
Community Services	2,239,495	2,727,674	2,741,520	2,514,094
Public Safety - Police	990,794	1,611,712	1,622,410	2,601,265
Public Safety - Fire	1,050	2,300	2,000	7,300
Community and Economic Development - WestWorld	49,935	280,000	280,000	100,000
Community and Economic Development - AIPP	377,679	443,380	443,380	105,269
Public Works - SW Gas Franchise Fee Agreement	250,636	250,000	250,000	250,000
Citywide Pay Program / Citywide Pay Program Tail	-	50,186	-	40,520
Subtotal	5,744,666	7,532,179	7,538,321	7,676,221
TOTAL OPERATING BUDGET	5,744,666	7,532,179	7,538,321	7,676,221
Transfers Out				
GF - Public Safety - Police (30-Day Tow)	314,800	386,176	386,176	394,464
Community and Economic Development - MPC Debt - McDowell MT Golf	126,877	108,325	108,325	106,325
CIP Fund - City Court	98,797	1,700	1,700	1,700
CIP Fund - Community Services	800	2,100	2,100	1,800
CIP Fund - Public Safety - Police	99,511	70,200	70,200	50,200
CIP Fund - Public Safety - Police (30-Day Tow)	-	500	-	-
CIP Fund - Public Safety - Police (RICO)	2,752,612	505,600	505,600	168,550
CIP Fund - Public Works - AIPP	1,380,078	-	-	-
Subtotal	4,827,321	1,074,601	1,074,101	723,039
Total Uses	10,571,987	8,606,780	8,612,422	8,399,260
Ending Fund Balance				
Operating Contingency ^(a)	1,500,000	1,500,000	1,500,000	1,500,000
Reserved				
City Court	3,863,677	3,809,925	4,053,197	4,386,950
Community and Economic Development - EV (CVB) ^(b)	81,941	81,941	81,941	81,941
Community and Economic Development - DT Cultural/Comm. Arts	495,842	409,150	470,322	444,802
Community and Economic Development - Operation Fix It	39,551	-	25,744	25,744
Economic Development Contributions	-	-	-	-
Community and Economic Development - MPC Debt - McDowell MT Golf	-	44,797	31,675	65,350
Community and Economic Development	460,618	404,399	440,618	420,618
Community Services	2,027,496	1,620,769	1,953,432	1,897,551
Public Safety - Police ^(c)	(107,234)	225,734	340,319	131,880
Public Safety - Fire	3,075	961	7,000	-
Community and Economic Development - WestWorld	237,000	123,300	173,300	123,300
Community and Economic Development - AIPP	548,649	-	105,269	-
Public Works - SW Gas Franchise Agreement	6,589	53,840	6,589	6,589
Total Ending Fund Balance	7,657,204	6,724,630	7,689,406	7,544,205

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

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

^(c) Negative balances are the result of timing issues on Racketeer Influenced and Corrupt Organizations (RICO) reimbursements.

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Operating Contingency ^(a)	1,500,000	1,500,000	1,500,000	1,500,000
Beginning Fund Balance				
City Court	4,346,430	4,647,930	4,988,330	5,341,030
Community and Economic Development - EV (CVB) ^(b)	81,941	81,941	81,941	81,941
Community and Economic Development (DT Cultural/Comm. Arts)	444,802	419,302	393,802	368,302
Community and Economic Development - Operation Fix It	25,744	25,744	25,744	25,744
Economic Development Contributions	-	-	-	-
Community and Economic Development - MPC Debt - McDowell MT Golf	65,350	101,550	135,250	171,650
Community and Economic Development	420,618	410,618	400,618	390,618
Community Services	1,897,551	1,984,251	2,129,151	2,267,151
Public Safety - Police ^(c)	131,880	(58,720)	(215,320)	(482,620)
Public Safety - Fire	-	-	-	-
Community and Economic Development - WestWorld	123,300	73,300	23,300	3,300
Community and Economic Development - AIPP	-	-	-	-
Public Works - AIPP	-	-	-	-
Public Works - SW Gas Franchise Fee Agreement	6,589	6,589	6,589	6,589
Total Beginning Fund Balance	7,544,205	7,692,505	7,969,405	8,173,705
Revenues				
City Court	2,112,200	2,153,300	2,195,200	2,217,100
Community and Economic Development (DT Cultural/Comm. Arts)	150,700	150,700	150,700	150,700
Community and Economic Development - Operation Fix It	25,800	25,800	25,800	25,800
Economic Development Contributions	20,000	20,000	20,000	20,000
Community and Economic Development - MPC Debt - McDowell MT Golf	140,000	140,000	140,000	140,000
Community Services	2,395,200	2,426,600	2,456,000	2,488,100
Public Safety - Police	2,633,200	2,451,000	2,452,000	2,452,000
Community and Economic Development	-	-	-	-
Public Safety - Fire	300	300	300	300
Community and Economic Development - WestWorld	50,000	50,000	50,000	50,000
Public Works - SW Gas Franchise Fee Agreement	250,000	250,000	250,000	250,000
Subtotal	7,777,400	7,667,700	7,740,000	7,794,000
Transfers In				
GF - Court Enhancement	-	-	-	-
GF - Community and Economic Development	60,000	60,000	60,000	60,000
CIP Fund - City Court	-	-	-	-
Subtotal	60,000	60,000	60,000	60,000
Total Sources	7,837,400	7,727,700	7,800,000	7,854,000

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

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

^(c) Negative balances are the result of timing issues on Racketeer Influenced and Corrupt Organizations (RICO) reimbursements.

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Expenditures				
Programs				
City Court	1,809,700	1,812,900	1,842,500	1,873,400
Community and Economic Development - EV (CVB) ^(b)	-	-	-	-
Community and Economic Development	70,000	70,000	70,000	70,000
Community and Economic Development - DT Cultural/Comm. Arts	176,200	176,200	176,200	176,200
Community and Economic Development - Operation Fix It	25,800	25,800	25,800	25,800
Economic Development Contributions	20,000	20,000	20,000	20,000
Community Services	2,307,500	2,281,700	2,318,000	2,354,700
Public Safety - Police	2,075,100	2,193,100	2,304,800	2,439,500
Public Safety - Fire	300	300	300	300
Community and Economic Development - WestWorld	100,000	100,000	70,000	50,000
Community and Economic Development - AIPP	-	-	-	-
Public Works - SW Gas Franchise Fee Agreement	250,000	250,000	250,000	250,000
Citywide Pay Program / Citywide Pay Program Tail	90,200	133,400	180,400	223,100
Subtotal	6,924,800	7,063,400	7,258,000	7,483,000
TOTAL OPERATING BUDGET	6,924,800	7,063,400	7,258,000	7,483,000
Transfers Out				
GF - Public Safety - Police (30-Day Tow)	394,500	394,500	394,500	394,500
Community and Economic Development - MPC Debt - McDowell MT Golf	103,800	106,300	103,600	105,800
CIP Fund - City Court	1,000	-	-	-
CIP Fund - Community Services	1,000	-	-	-
CIP Fund - Public Safety - Police	24,100	20,000	20,000	20,000
CIP Fund - Public Safety - Police (30-Day Tow)	-	-	-	-
CIP Fund - Public Safety - Police (RICO)	330,100	-	-	-
CIP Fund - Public Works - AIPP	-	-	-	-
Subtotal	854,500	520,800	518,100	520,300
Total Uses	7,779,300	7,584,200	7,776,100	8,003,300
Ending Fund Balance				
Operating Contingency ^(a)	1,500,000	1,500,000	1,500,000	1,500,000
Reserved				
City Court	4,647,930	4,988,330	5,341,030	5,684,730
Community and Economic Development - EV (CVB) ^(b)	81,941	81,941	81,941	81,941
Community and Economic Development - DT Cultural/Comm. Arts	419,302	393,802	368,302	342,802
Community and Economic Development - Operation Fix It	25,744	25,744	25,744	25,744
Economic Development Contributions	-	-	-	-
Community and Economic Development - MPC Debt - McDowell MT Golf	101,550	135,250	171,650	205,850
Community and Economic Development	410,618	400,618	390,618	380,618
Community Services	1,984,251	2,129,151	2,267,151	2,400,551
Public Safety - Police ^(c)	(58,720)	(215,320)	(482,620)	(884,620)
Public Safety - Fire	-	-	-	-
Community and Economic Development - WestWorld	73,300	23,300	3,300	3,300
Community and Economic Development - AIPP	-	-	-	-
Public Works - SW Gas Franchise Agreement	6,589	6,589	6,589	6,589
Total Ending Fund Balance	7,692,505	7,969,405	8,173,705	8,247,505

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

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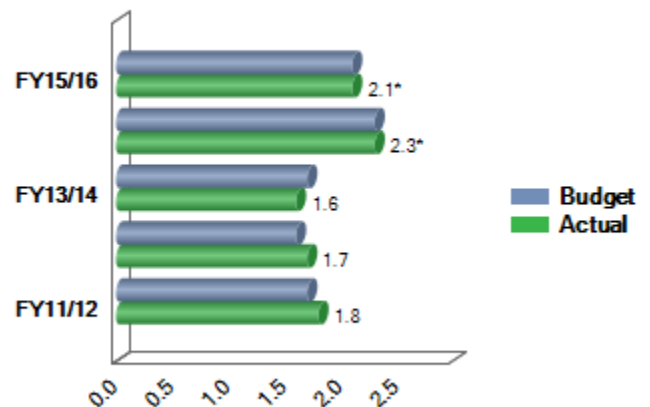
Special Programs Revenues

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 2015/16 budget for restricted City Court Revenue is \$2.1 million, which is \$0.2 million lower than the FY 2014/15 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)

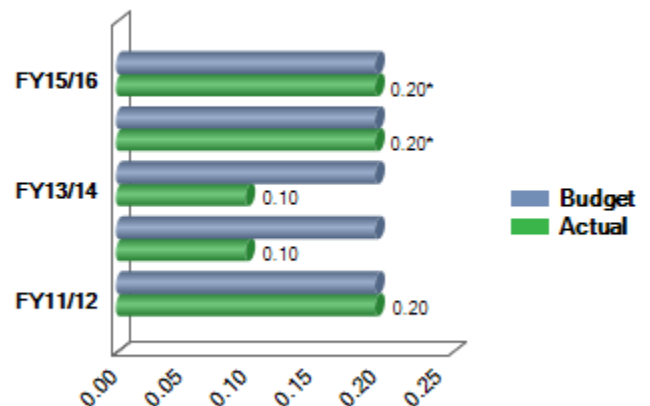


Comm. & Eco. Dev. - Downtown Cultural/Community Arts

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 2015/16 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 2015/16 budget for this revenue source is \$0.1 million.

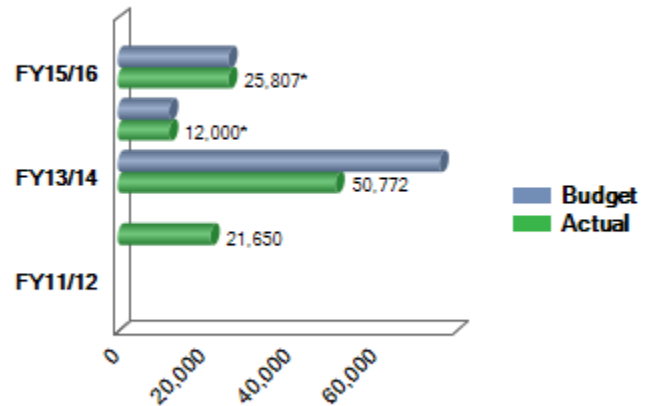
Adopted Budget to Actual/Forecast* (in millions)



Comm. & Eco. Dev. - Operation Fix It

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 2015/16 the estimated amount of donations is \$25,800.

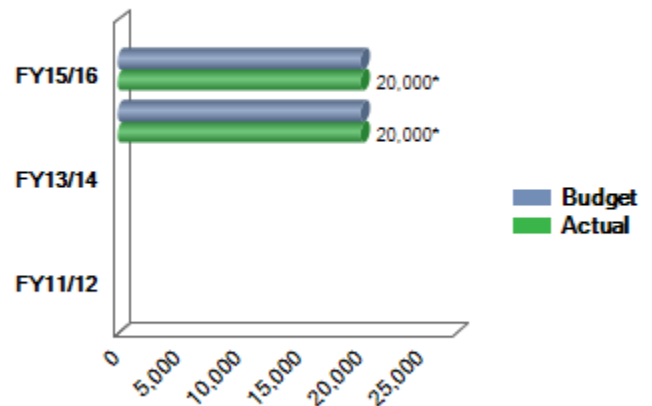
Adopted Budget to Actual/Forecast*



Economic Development Contributions

Economic Development receives donated funds to be used for marketing, promotion, events and other activities that support economic development, including business attraction, retention and expansion. On March 4th, 2014 Council adopted Resolution No. 9670 to administer the donated funds in the Special Programs Fund instead of the General Fund where they previously resided. The FY 2015/16 revenues are budgeted at \$20,000.

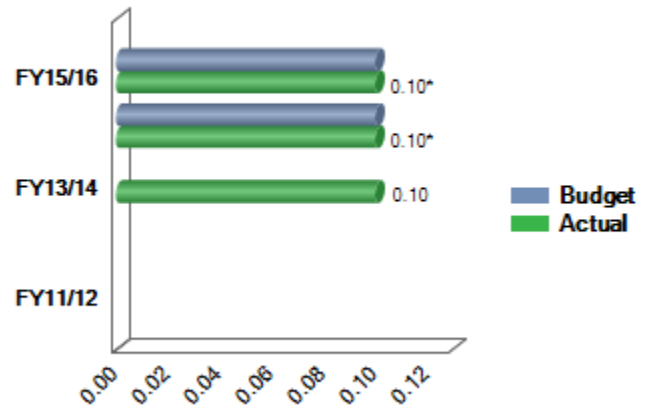
Adopted Budget to Actual/Forecast*



Economic Development - MPC Debt McDowell Mtn. Golf

The city receives the greatest 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.

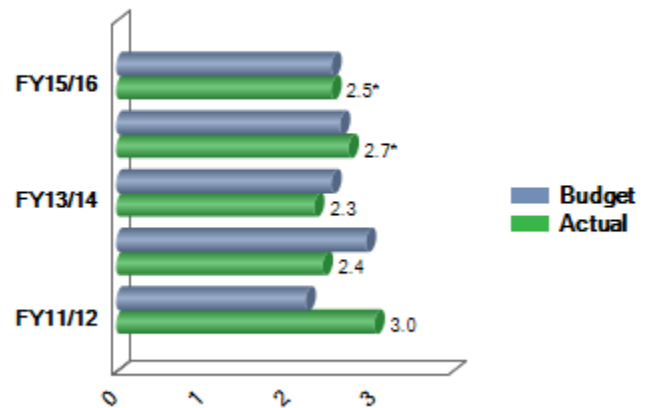
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 special revenues are forecasted at \$2.5 million.

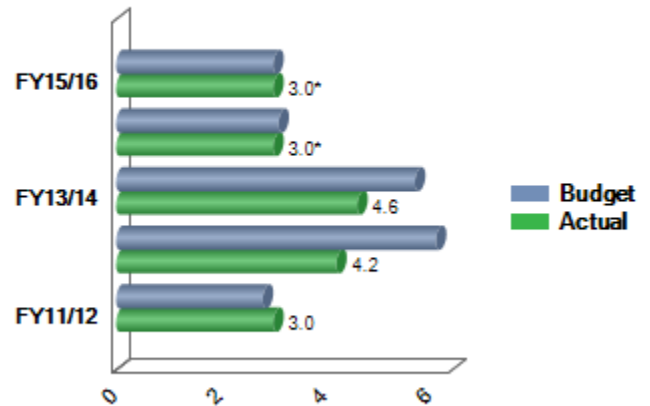
Adopted Budget to Actual/Forecast* (in millions)



Public Safety – Police

Revenue estimated through restricted revenue sources for FY 2015/16 is \$3.0 million, which is remaining relatively flat to the 2014/15 year-end forecast. 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 to the administration of the program.

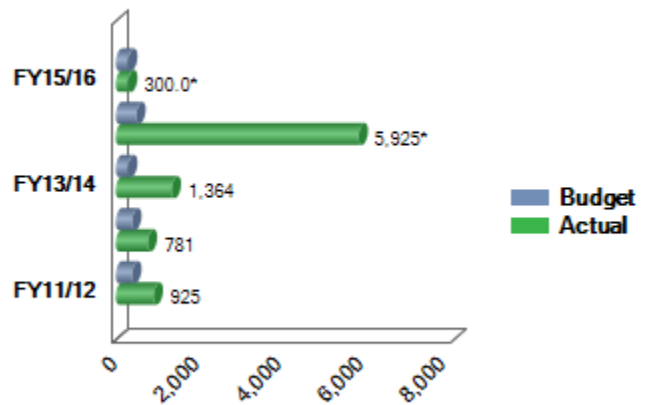
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 budget for this restricted revenue source is \$300.

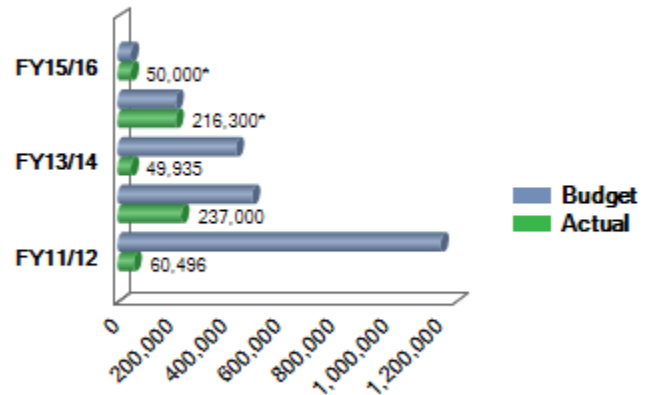
Adopted Budget to Actual/Forecast*



Comm. & Ec. Dev. – WestWorld

WestWorld Special Revenue reflects revenues from the Bureau of Reclamation to be used for specific projects. The FY 2015/16 budget for this restricted revenue source is \$50,000. Prior to FY 2015/16, the budgets from the Bureau of Reclamation for Sanctuary Golf Course reimbursements and from Tournament Players Club reimbursements were included in this revenue source, but have now moved to Public Works.

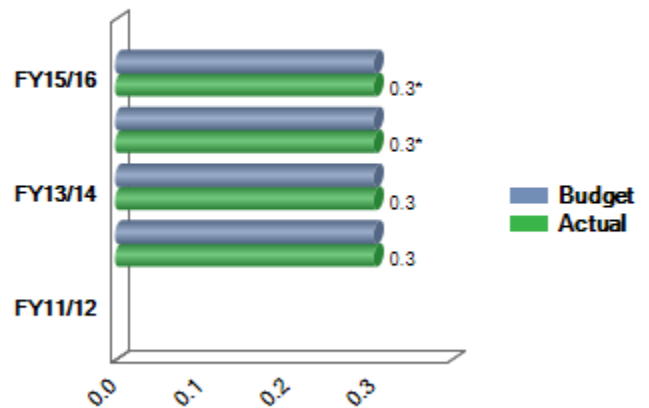
Adopted Budget to Actual/Forecast*



Public Works - SW Gas Franchise Fee Agreement

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-way.

Adopted Budget to Actual/Forecast* (in millions)



Transfers-In

Transfers-in to the Special Programs Fund represent support for specific programs from the General Fund. The FY 2015/16 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.

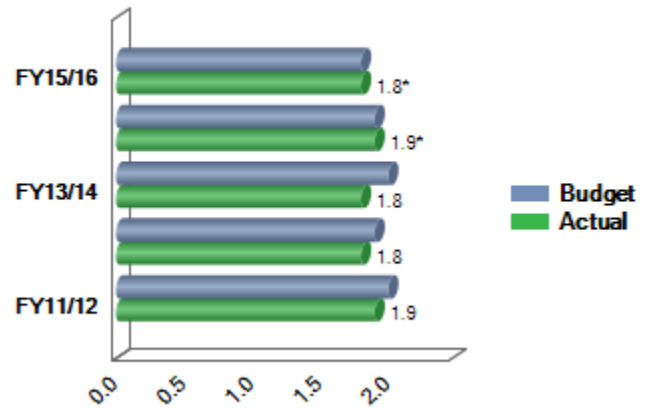
Special Programs Fund Expenditures

The expenditures by Program area are as follows:

City Court

City Court expenditure budget for FY 2015/16 is approximately \$1.8 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 accepts jury donations with proceeds to be spent on services to enhance the experience of citizens serving on juries.

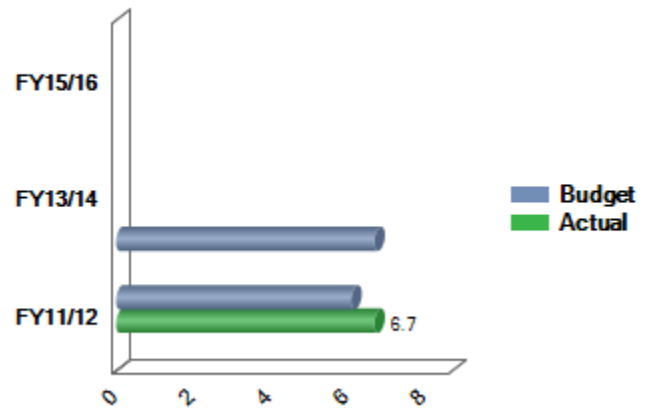
Adopted Budget to Actual/Forecast* (in millions)



Comm. & Ec. Dev. - Convention and Visitors Bureau

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.

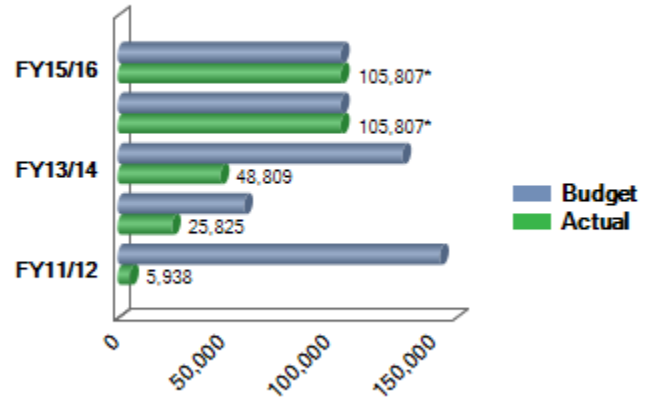
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 adopted budget is \$105,807. This funding includes resources available for the city's Preservation Rehabilitation and Historic Preservation special programs.

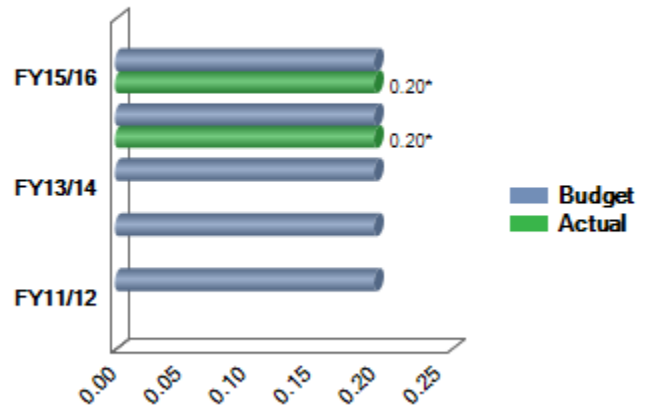
Adopted Budget to Actual/Forecast*



Comm. & Eco. Dev. - Downtown Cultural/Community Arts

The adopted budget for FY 2015/16 Downtown Cultural/Community Arts Expenditures special programs is \$0.2 million and will support the arts and special events in the downtown.

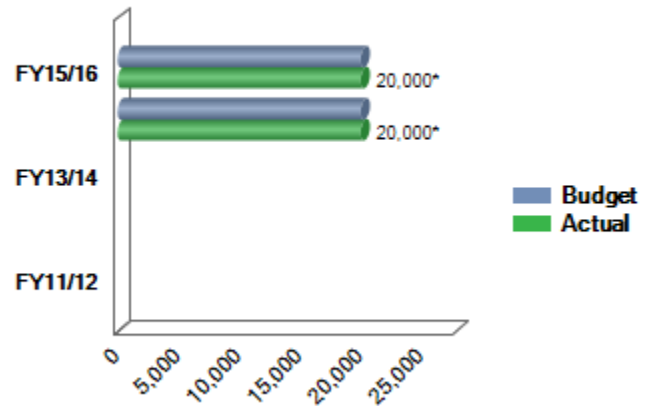
Adopted Budget to Actual/Forecast* (in millions)



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. On March 4th, 2014 Council adopted Resolution No. 9670 to administer the donated funds and accompanying expenditures in the Special Programs Funds instead of the General Fund where they previously resided. The FY 2015/16 expenses are budgeted at \$20,000.

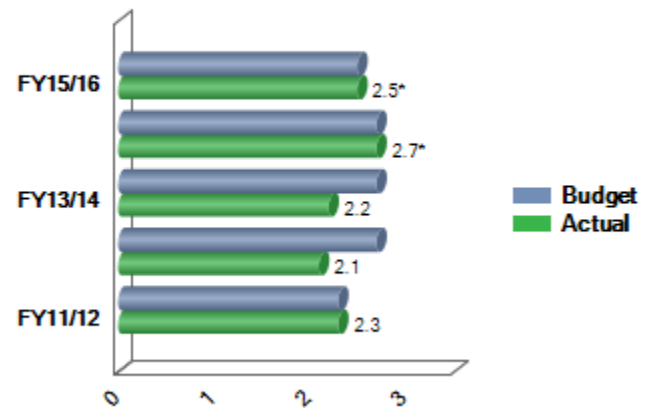
Adopted Budget to Actual/Forecast*



Community Services

Community Services expenditures budget for FY 2015/16 is \$2.5 million. Expenditures include youth sports field and pool maintenance, Charros/Giants for capital improvements, Silverado golf course maintenance/improvements, Handlebar Helpers program, special events, providing memorials, funding community support agencies (Scottsdale Cares), library programs and operations, and maintaining and operating the train, carousel, and park facilities at the McCormick-Stillman Railroad Park.

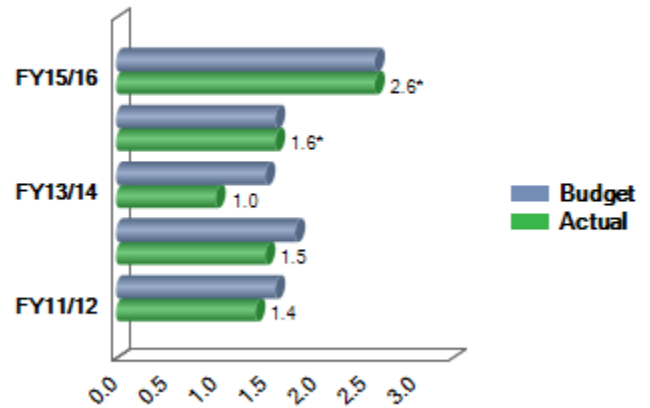
Adopted Budget to Actual/Forecast* (in millions)



Public Safety – Police

Police expenditures budget for FY 2015/16 is \$2.6 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 (IGAs); 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/or 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).

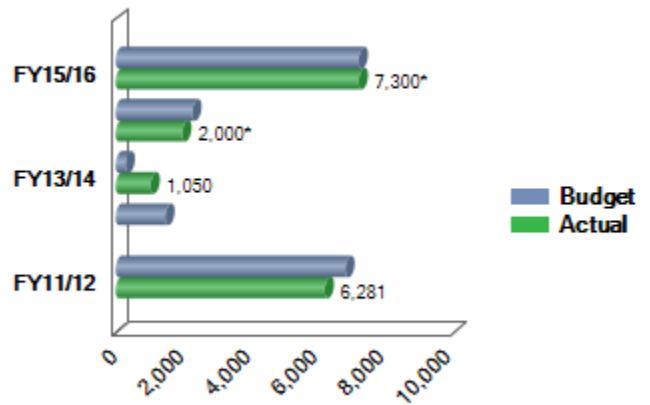
Adopted Budget to Actual/Forecast* (in millions)



Public Safety – Fire

Fire expenditures include public education support, equipment acquisition, and fire station enhancements. The FY 2015/16 adopted budget is \$7,300.

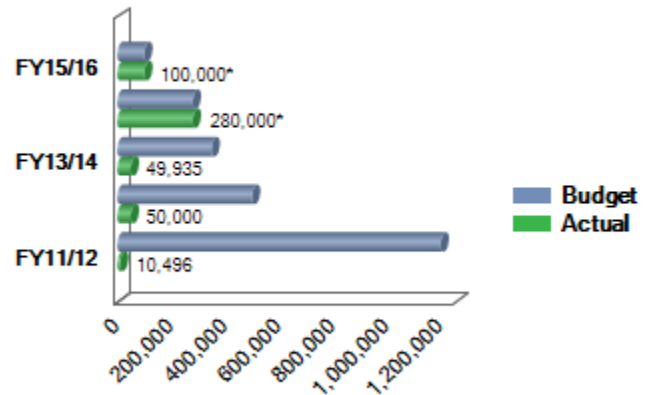
Adopted Budget to Actual/Forecast*



Comm. & Ec. Dev. – WestWorld

WestWorld expenditure budget for FY 2015/16 is \$0.1 million. Expenditures made from this fund are to be used for Bureau of Reclamation funded projects. Emergency issues that arise can also be funded after obtaining approval from the Bureau of Reclamation.

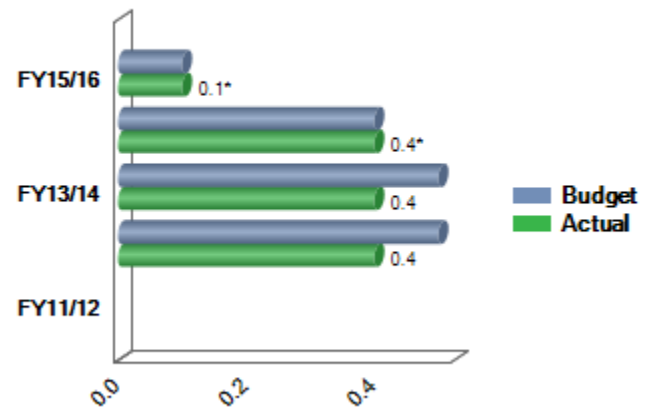
Adopted Budget to Actual/Forecast*



Community & Economic Development – AIPP

Art In Public Places (AIPP) supports vendors and exhibits of Public Art. The \$0.1 million budget represents the former program for AIPP that Community & Economic Development will administer until funds are depleted. In FY 2012/13 an Art in Public Places (AIPP) operating project was created in the Public Works Division and then subsequently moved to the Capital Improvement Plan.

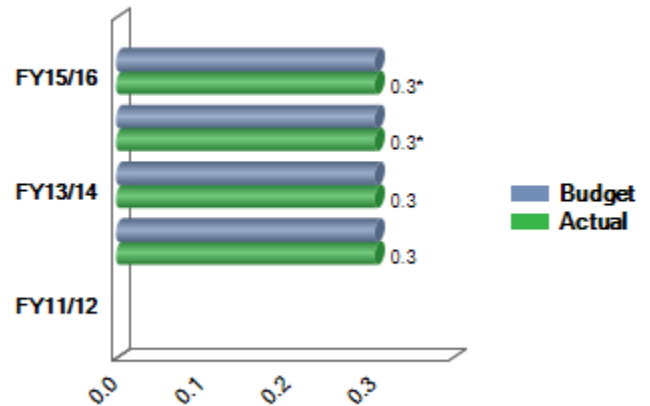
Adopted Budget to Actual/Forecast* (in millions)



Public Works - SW Gas Franchise Fee Agreement

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)



Transfers-Out

The FY 2015/16 budget for transfers out of \$0.7 million consists of \$0.2 million to the Capital Improvement Plan Fund for Police and RICO projects; \$0.4 million goes to the General Fund Police for the 30-Day Tow program support; and \$0.1 million to MPC for debt service related to McDowell Mountain Golf Course.

Special Programs Fund Balance

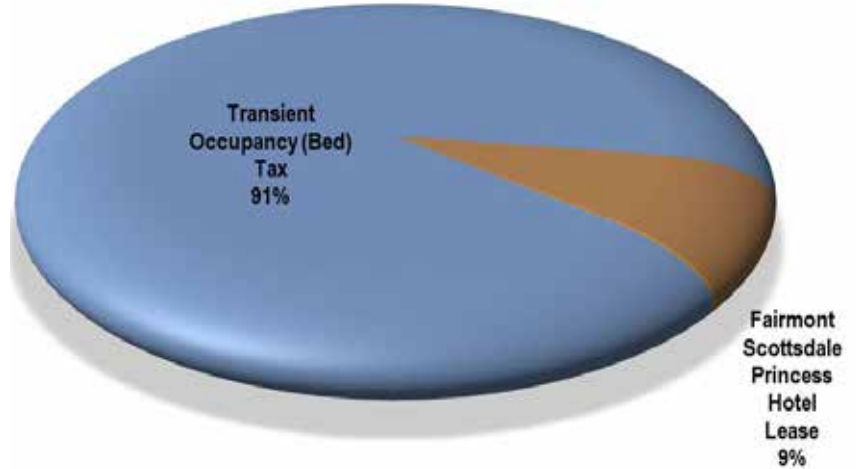
Special Programs Fund ending balance of \$7.5 million for FY 2015/16 represents the following individual ending fund balances: \$4.3 million for City Court, \$0.4 million for Comm. & Ec. Dev. - Downtown Cultural/Community Arts, \$0.1 million for Public Safety - Police, \$1.9 million for Community Services, \$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. 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.

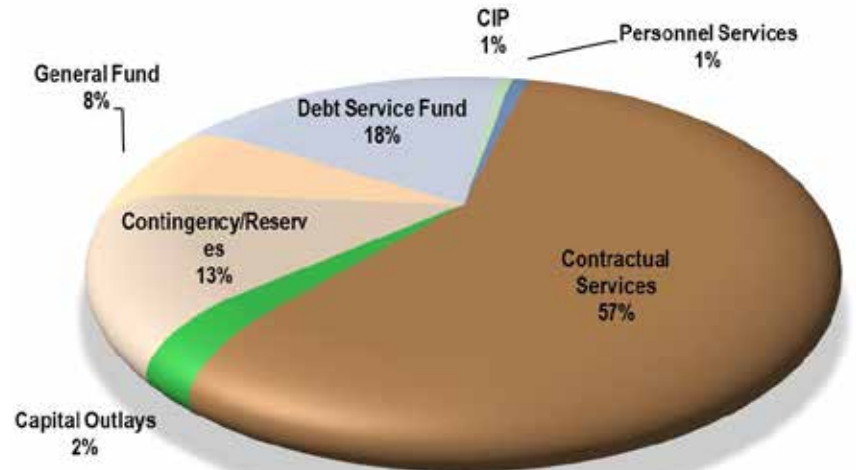
Tourism Development Fund Sources (in millions)

Transient Occupancy (Bed) Tax	\$	16.9
Fairmont Scottsdale Princess Hotel Lease		1.6
Miscellaneous		0.0
Total Revenue	\$	18.5
Transfers In		-
Total Sources	\$	18.5



Tourism Development Fund Uses (in millions)

Personnel Services	\$	0.2
Contractual Services		11.3
Commodities		0.0
Capital Outlays		0.5
Contingency/Reserves		2.5
Adopted Budget	\$	14.5
Transfers Out		
General Fund		1.5
Debt Service Fund		3.6
CIP		0.2
Total Uses	\$	19.8



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

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	4,391,540	5,119,146	6,434,570	4,373,015
Total Beginning Fund Balance	6,891,540	7,619,146	8,934,570	6,873,015
Revenues				
Transient Occupancy (Bed) Tax	15,303,126	15,794,000	16,408,000	16,928,000
Hospitality Trolley	16,528	-	-	-
Fairmont Scottsdale Princess Hotel Lease	1,653,202	1,600,000	1,600,000	1,600,000
Miscellaneous Revenue	-	20,500	20,500	20,500
Subtotal	16,972,856	17,414,500	18,028,500	18,548,500
Transfers In				
General Fund	137,911	-	-	-
Subtotal	137,911	-	-	-
Total Sources	17,110,767	17,414,500	18,028,500	18,548,500
Expenditures				
Division				
Community & Economic Development				
Marketing - SCVB	7,651,563	7,897,000	8,204,000	8,464,000
Events & Event Development	1,093,427	1,795,000	2,561,500	2,195,000
Hospitality Trolley	148,364	180,000	300,000	246
Downtown Trolley	-	-	-	300,000
Administration and Research	446,325	495,655	506,524	495,353
Mayor and City Council	-	75,000	75,000	75,000
Capital - Undesignated	-	425,000	425,000	500,000
Citywide Pay Program / Citywide Pay Program Tail	-	4,345	-	4,647
Subtotal	9,339,679	10,872,000	12,072,024	12,034,246
TOTAL OPERATING BUDGET	9,339,679	10,872,000	12,072,024	12,034,246
Transfers Out				
General Fund	3,685,911	2,650,000	1,500,000	1,500,000
Debt Service Fund	1,800,000	3,600,000	2,752,731	3,591,363
CIP - Tourism Projects	242,147	2,650,300	3,765,300	150,000
Subtotal	5,728,058	8,900,300	8,018,031	5,241,363
Total Uses	15,067,737	19,772,300	20,090,055	17,275,609
Sources Over / (Under) Uses	2,043,030	(2,357,800)	(2,061,555)	1,272,891
Ending Fund Balance				
Operating Contingency	1,832,000	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	7,102,570	2,761,346	4,373,015	5,645,906
Total Ending Fund Balance	8,934,570	5,261,346	6,873,015	8,145,906

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	5,645,906	8,087,206	10,969,106	14,714,706
Total Beginning Fund Balance	8,145,906	10,587,206	13,469,106	17,214,706
Revenues				
Transient Occupancy (Bed) Tax	17,774,000	18,663,000	19,596,000	20,576,000
Hospitality Trolley	-	-	-	-
Fairmont Scottsdale Princess Hotel Lease	1,600,000	1,600,000	1,600,000	1,600,000
Miscellaneous Revenue	20,500	20,500	20,500	20,500
Subtotal	19,394,500	20,283,500	21,216,500	22,196,500
Transfers In				
General Fund	-	-	-	-
Subtotal	-	-	-	-
Total Sources	19,394,500	20,283,500	21,216,500	22,196,500
Expenditures				
Division				
Community & Economic Development				
Marketing - SCVB	8,887,000	9,331,500	9,798,000	10,288,000
Events & Event Development	1,600,000	1,600,000	1,200,000	1,200,000
Hospitality Trolley	300	300	300	300
Downtown Trolley	300,000	300,000	300,000	300,000
Administration and Research	490,100	485,600	480,400	475,200
Mayor and City Council	76,500	78,000	79,600	81,200
Capital - Undesignated	500,000	500,000	500,000	500,000
Citywide Pay Program / Citywide Pay Program Tail	9,900	14,400	19,600	24,800
Subtotal	11,863,800	12,309,800	12,377,900	12,869,500
TOTAL OPERATING BUDGET	11,863,800	12,309,800	12,377,900	12,869,500
Transfers Out				
General Fund	1,500,000	1,500,000	1,500,000	1,500,000
Debt Service Fund	3,589,400	3,591,800	3,593,000	3,589,200
CIP - Tourism Projects	-	-	-	-
Subtotal	5,089,400	5,091,800	5,093,000	5,089,200
Total Uses	16,953,200	17,401,600	17,470,900	17,958,700
Sources Over / (Under) Uses	2,441,300	2,881,900	3,745,600	4,237,800
Ending Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	8,087,206	10,969,106	14,714,706	18,952,506
Total Ending Fund Balance	10,587,206	13,469,106	17,214,706	21,452,506

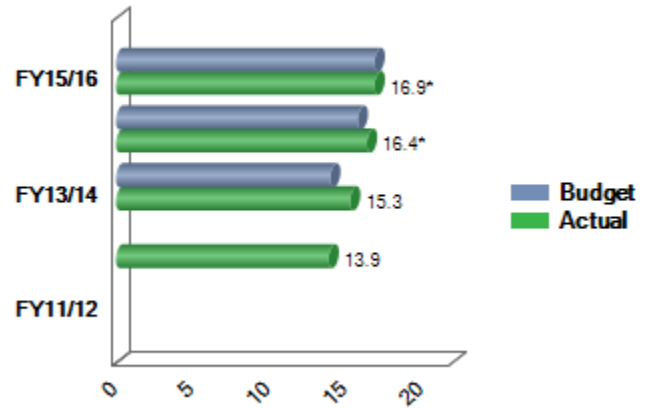
Tourism Development Fund Revenues

There are two main revenue sources for the Tourism Development Fund: Transient Occupancy (Bed) Tax and lease revenue from the Fairmont Scottsdale 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.

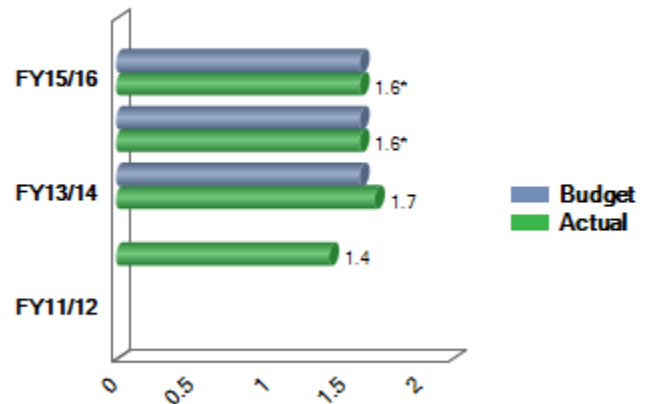
Adopted Budget to Actual/Forecast* (in millions)



Fairmont Scottsdale 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 1.50 percent of all hotel gross sales at or above \$75 million in addition to a set amount of \$1.5 million annually.

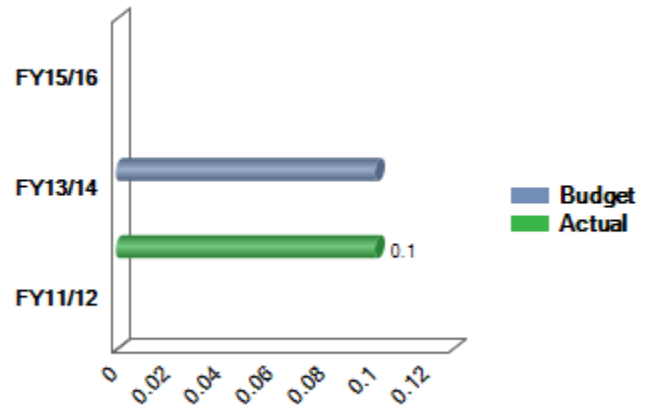
Adopted Budget to Actual/Forecast* (in millions)



Hospitality Trolley Donations

This revenue came from businesses who participated in the Hospitality Trolley route. In exchange for payment, advertising was 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. The Hospitality Trolley route is no longer in service.

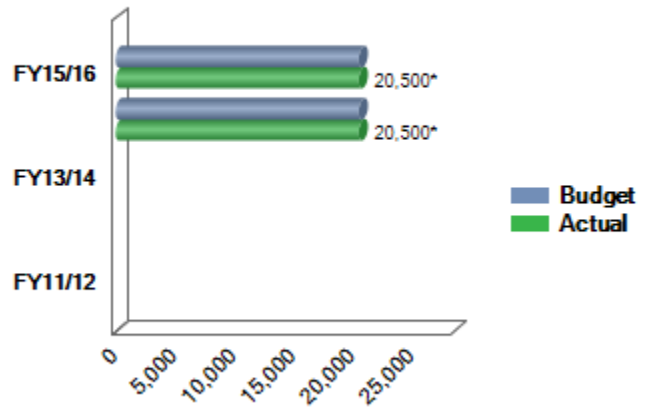
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 miscellaneous revenue is budgeted at \$20,500.

Adopted Budget to Actual/Forecast*



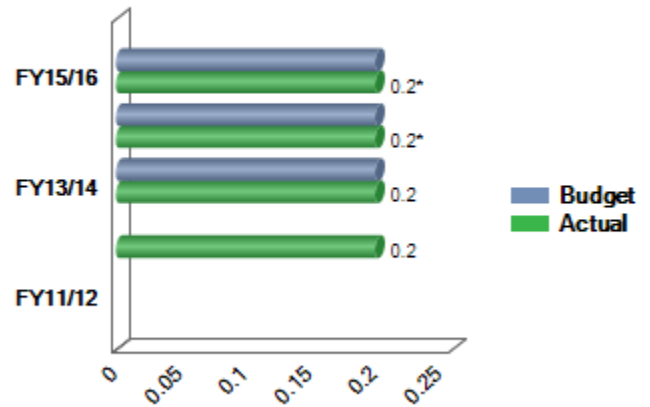
Tourism Development Fund Expenditures

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 2015/16 personnel services budget of \$0.2 million is unchanged from the FY 2014/15 year-end forecast.

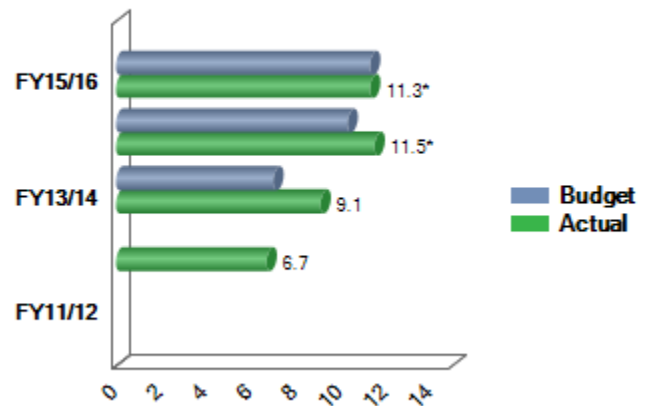
Adopted Budget to Actual/Forecast* (in millions)



Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The adopted FY 2015/16 contractual services budget of \$11.3 million is a slight decrease of \$0.2 million from the FY 2014/15 year-end forecast. Of this budgeted amount, \$8.5 million is for the Destination Marketing Contract with the Scottsdale Convention and Visitors Bureau, which is an increase of \$0.3 million from the FY 2014/15 year-end forecast. The amount of this contract is equal to 50 percent of the annual bed tax receipts. Also, \$2.2 million is related to Events and Event Development, which is a decrease of \$0.4 million from the FY 2014/15 year-end forecast relating to matching contributions for the Museum of the West.

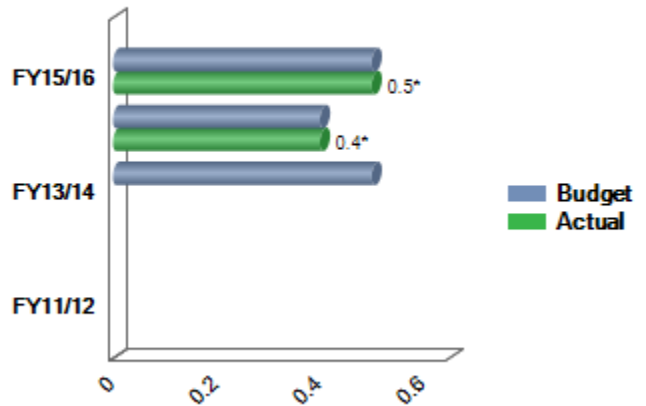
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 adopted budget includes an allowance of \$0.5 million in the event that capital purchases arise over the course of the fiscal year.

Adopted Budget to Actual/Forecast* (in millions)



Transfers-Out

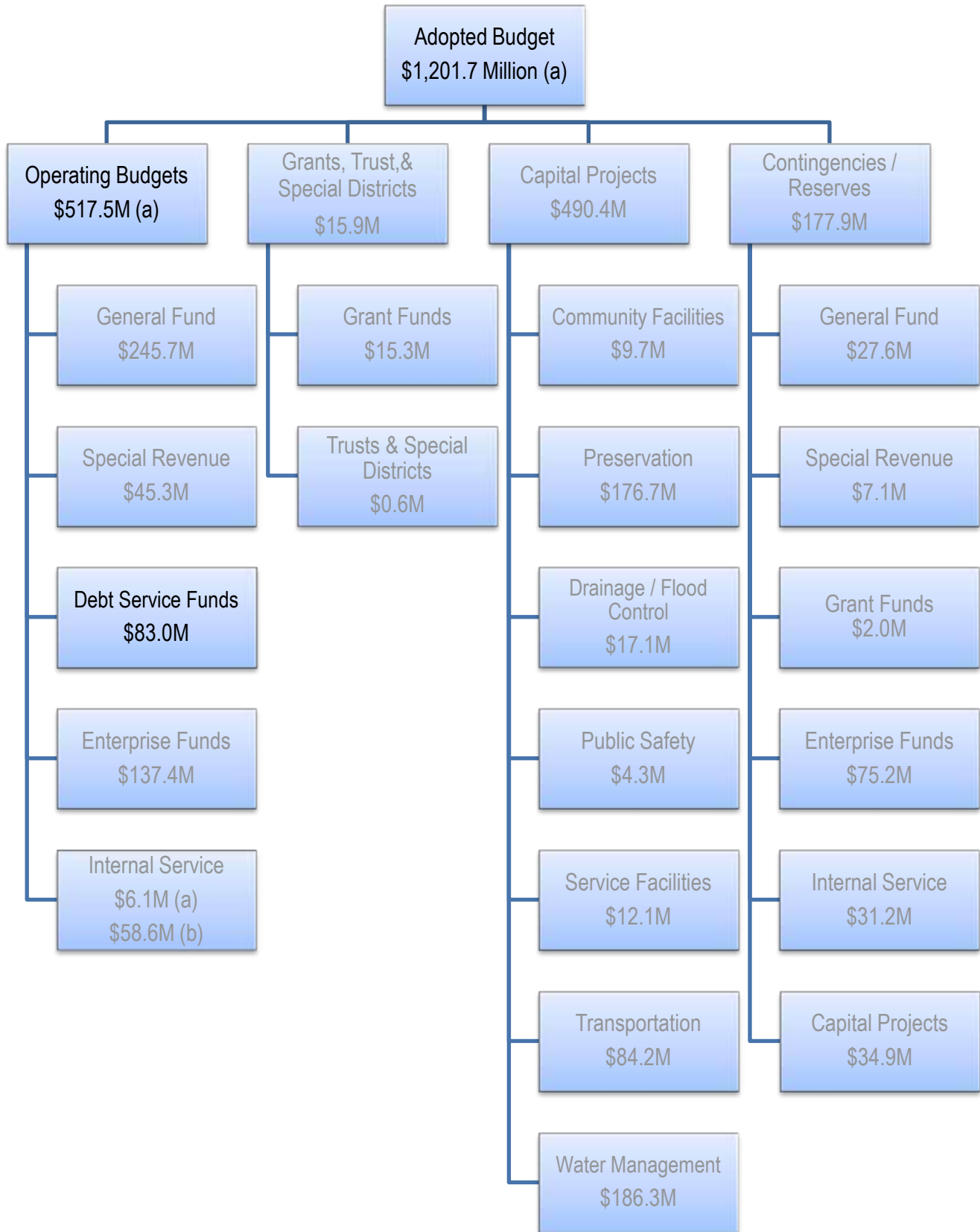
Transfers-Out are the authorized movement of cash or other resources to other funds and/or capital projects. The FY 2015/16 budget includes \$5.2 million in transfers-out. 1) \$1.5 million is an annual transfer to the General Fund for bed tax support; 2) \$3.6 million is a transfer to the Debt Service Fund to cover debt expenses related to tourism funded projects; and 3) \$0.2 million is a transfer to the CIP fund to fund tourism projects.

Tourism Development Fund Balance

The adopted FY 2015/16 Tourism Development Fund ending fund balance is \$8.1 million. The fund balance includes \$2.5 million of operating contingency in the event that unforeseen expenses occur during the fiscal year. Contingency funds are utilized only after all budget sources have been examined, and require City Council approval. The fund balance also includes \$5.6 million of unreserved fund balance, which 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 requiring ongoing operating expenses.



FY 2015/16 Adopted Budget



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$52.5M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$52.5M

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



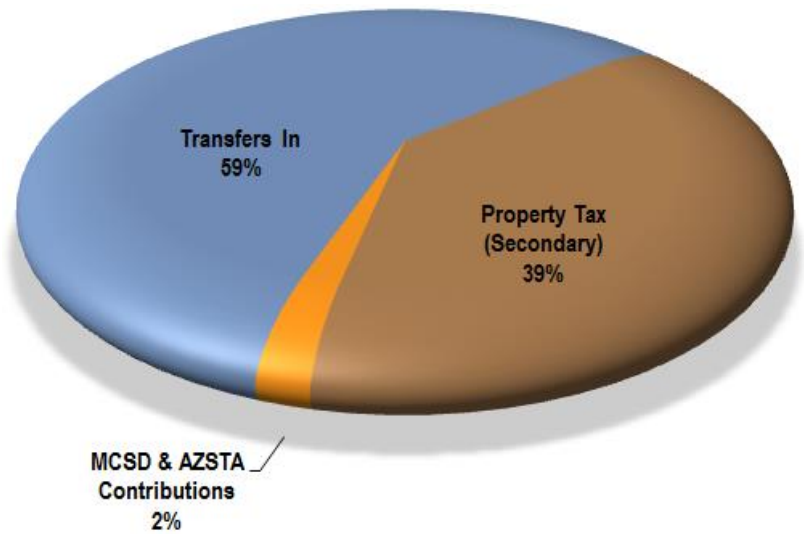
FY 2015/16 Adopted Budget

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.

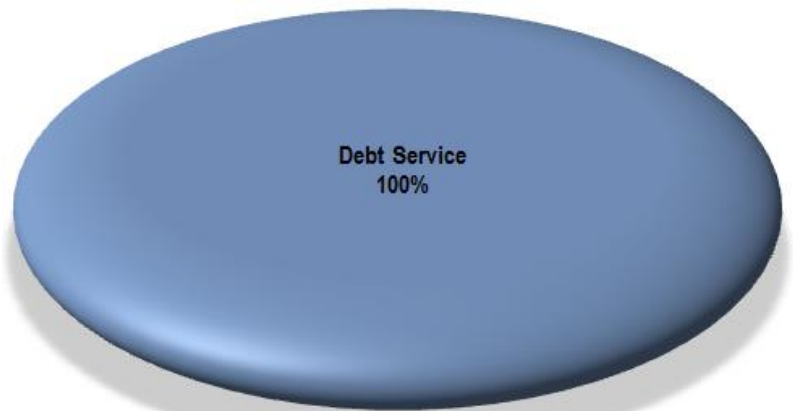
Debt Service Fund Sources (in millions)

Property Tax (Secondary)	\$	32.2
MCSA & AZSTA Contributions		1.6
Total Revenue	\$	33.9
Transfers In		47.8
Total Sources	\$	81.7



Debt Service Fund Uses (in millions)

Personnel Services	\$	-
Contractual Services		-
Commodities		-
Capital Outlay		-
Debt Service		83.0
Adopted Budget	\$	83.0
Transfers Out		
General Fund		-
CIP		-
Other		-
Total Uses	\$	83.0



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

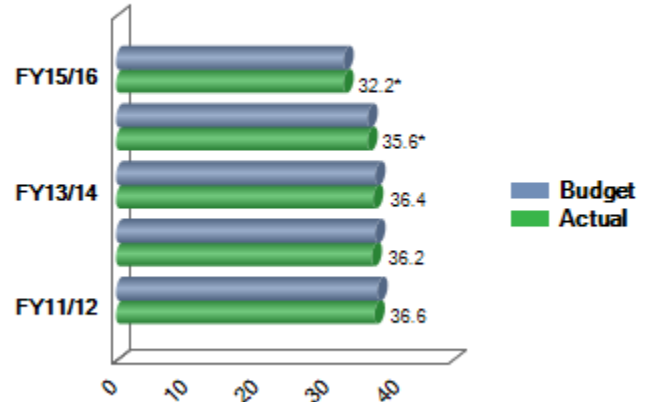
	Actual 2013/14	Budget 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance				
G.O. Debt Service	10,105,360	6,307,040	9,368,521	11,685,801
MPC Excise Debt	127,159	10,165,580	5,587	-
MPC Debt Stabilization	9,918,134	-	10,059,847	10,736,150
SPA Debt Service	-	-	-	-
Total Beginning Fund Balance	20,150,653	16,472,620	19,433,955	22,421,951
Revenues				
Property Tax (Secondary)	36,372,042	35,567,691	35,567,691	32,227,765
MCSD and AZSTA Contributions	1,585,129	1,317,489	1,583,985	1,498,520
Spring Exhibition Surcharge	147,273	145,000	145,000	145,000
Miscellaneous - G.O. Preserve	833,457	-	-	-
Miscellaneous - G.O.	92,659,738	-	-	-
MPC Bond Premium	2,659,063	-	-	-
Miscellaneous - MPC	22,735,000	-	-	-
Subtotal	156,991,702	37,030,180	37,296,676	33,871,285
Cash Transfers In				
Preservation Privilege Tax Fund - G.O. Bonds	21,975,655	24,211,105	23,048,921	25,724,259
Preservation Privilege Tax Fund - Rev Bonds	6,475,683	6,478,073	6,478,073	6,489,373
General Fund - MPC Bonds	12,845,860	12,284,874	11,518,368	11,927,077
Special Programs (McDowell Golf) Fund - MPC Bonds	126,877	108,325	108,325	106,325
Tourism Development Fund - MPC Bonds	1,800,000	3,600,000	2,752,731	3,591,363
Subtotal	43,224,075	46,682,377	43,906,418	47,838,398
Total Sources	200,215,777	83,712,557	81,203,094	81,709,683
Expenditures				
Debt Service by Type				
General Obligation Bonds	45,439,275	35,567,691	32,581,992	32,742,732
G.O. Payment to Refunding Bond Agent	85,645,849	-	-	-
Preserve G.O. Bonds	21,492,607	24,211,105	23,717,340	25,724,259
Preserve Revenue Bonds (SPA)	6,475,683	6,478,073	6,478,073	6,489,373
MPC Payment to Refunding Bond Agent	22,453,115	-	-	-
MPC Debt Stabilization - AZSTA & MCSD	1,590,689	-	-	-
MPC Bonds	17,710,257	17,310,688	15,437,693	18,067,990
Subtotal	200,807,475	83,567,557	78,215,099	83,024,355
Total Operating Budget	200,807,475	83,567,557	78,215,099	83,024,355
Cash Transfers Out				
CIP Fund	125,000	-	-	-
Total Uses	200,932,475	83,567,557	78,215,099	83,024,355
Sources Over/(Under) Uses	(716,698)	145,000	2,987,996	(1,314,672)
Ending Fund Balance				
G.O. Debt Service	9,368,521	6,307,040	11,685,801	11,170,834
MPC Excise Debt	5,587	10,310,580	-	-
MPC Debt Stabilization	10,059,847	-	10,736,150	9,936,445
SPA	-	-	-	-
Total Ending Fund Balance	19,433,955	16,617,620	22,421,951	21,107,279

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
G.O. Debt Service	11,170,834	9,970,734	8,770,534	7,570,434
MPC Excise Debt	-	-	-	-
MPC Debt Stabilization	9,936,445	9,278,745	7,966,845	4,310,145
SPA Debt Service	-	-	-	-
Total Beginning Fund Balance	21,107,279	19,249,479	16,737,379	11,880,579
Revenues				
Property Tax (Secondary)	32,878,700	32,959,800	31,237,800	29,257,000
MCSD and AZSTA Contributions	2,651,900	2,753,700	2,816,400	2,801,100
Spring Exhibition Surcharge	145,000	145,000	145,000	145,000
Miscellaneous - G.O. Preserve	-	-	-	-
Miscellaneous - G.O.	-	-	-	-
MPC Bond Premium	-	-	-	-
Miscellaneous - MPC	-	-	-	-
Subtotal	35,675,600	35,858,500	34,199,200	32,203,100
Cash Transfers In				
Preservation Privilege Tax Fund - G.O. Bonds	28,291,500	29,719,900	30,035,600	30,762,600
Preservation Privilege Tax Fund - Rev Bonds	6,115,700	6,129,800	6,147,300	6,160,300
General Fund - MPC Bonds	12,016,000	12,118,200	12,227,900	12,337,000
Special Programs (McDowell Golf) Fund - MPC Bonds	103,800	106,300	103,600	105,800
Tourism Development Fund - MPC Bonds	3,589,400	3,591,800	3,593,000	3,589,200
Subtotal	50,116,400	51,666,000	52,107,400	52,954,900
Total Sources	85,792,000	87,524,500	86,306,600	85,158,000
Expenditures				
Debt Service by Type				
General Obligation Bonds	34,078,800	34,160,000	32,437,900	30,456,900
GO Payment to Refunding Bond Agent	-	-	-	-
Preserve G.O. Bonds	28,291,500	29,719,900	30,035,600	30,762,600
Preserve Revenue Bonds (SPA)	6,115,700	6,129,800	6,147,300	6,160,300
MPC Payment to Refunding Bond Agent	-	-	-	-
MPC Debt Stabilization - AZSTA & MCSD	-	-	-	-
MPC Bonds	19,163,800	20,026,900	22,542,600	23,341,400
Subtotal	87,649,800	90,036,600	91,163,400	90,721,200
Total Operating Budget	87,649,800	90,036,600	91,163,400	90,721,200
Cash Transfers Out				
CIP Fund	-	-	-	-
Total Uses	87,649,800	90,036,600	91,163,400	90,721,200
Sources Over/(Under) Uses	(1,857,800)	(2,512,100)	(4,856,800)	(5,563,200)
Ending Fund Balance				
G.O. Debt Service	9,970,734	8,770,534	7,570,434	6,370,534
MPC Excise Debt	-	-	-	-
MPC Debt Stabilization	9,278,745	7,966,845	4,310,145	(53,155)
SPA	-	-	-	-
Total Ending Fund Balance	19,249,479	16,737,379	11,880,579	6,317,379

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 2015/16 revenue of \$32.2 million is a decrease of \$3.3 million from the FY 2014/15 year-end forecast of \$35.6 million.

Adopted Budget to Actual/Forecast* (in millions)



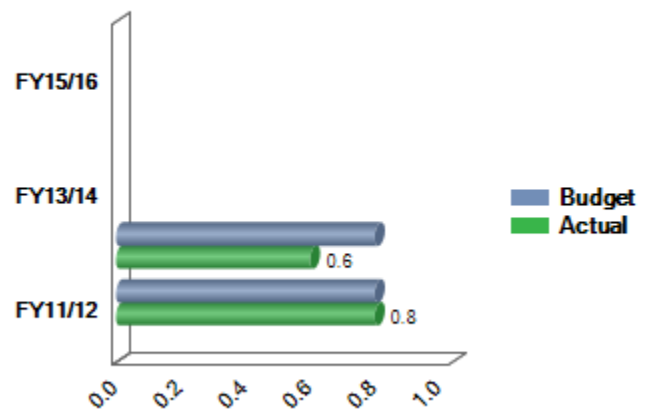
Special Assessments - Improvement Districts

Special Assessment Revenue results from billings to the property owners within an Improvement District. Districts are formed when owners desire improvement to their property, such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the city's budget; however, the debt service is repaid by the property owners through a special assessment on their improved property. Improvement District debt will be permitted only when the full cash value of the property, as reported by the Maricopa County Assessor's Office, to debt ratio (prior to improvements being installed) is a minimum of 3:1 prior to issuance of debt and 5:1 or higher after construction of improvements. Should the full cash value to debt ratio not meet the minimum requirements, property value may be determined by an appraisal paid for by the applicant and administered by the city. In addition, per adopted financial policy, the city's cumulative improvement district debt will not exceed 5.0 percent of the city's secondary assessed valuation. Bonds issued to finance improvement district projects will not have maturities longer than ten years.

Special Assessments

Scottsdale currently 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 are no further assessments levied to collect payments towards debt service in FY 2015/16.

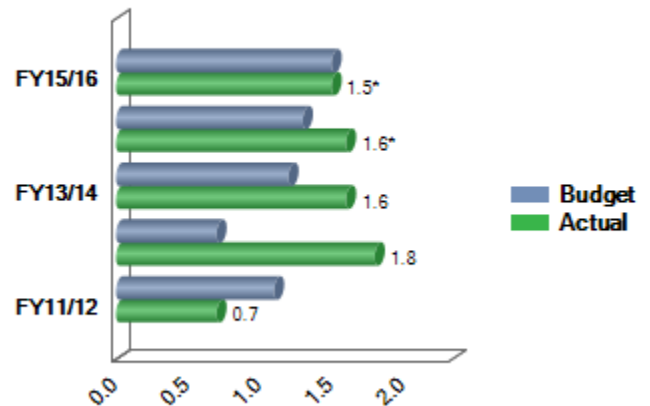
Adopted Budget to Actual/Forecast* (in millions)



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

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

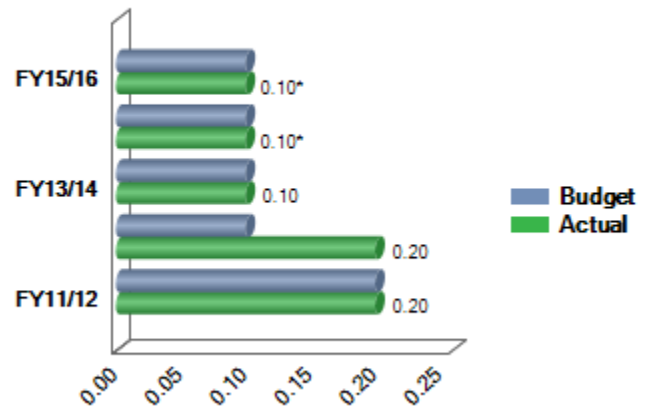
Adopted Budget to Actual/Forecast* (in millions)



Spring Exhibition Surcharge

Spring Exhibition Surcharge represents the \$1 ticket surcharge assessed on San Francisco Giants spring training games held in Scottsdale. The FY 2015/16 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)



Transfers-In

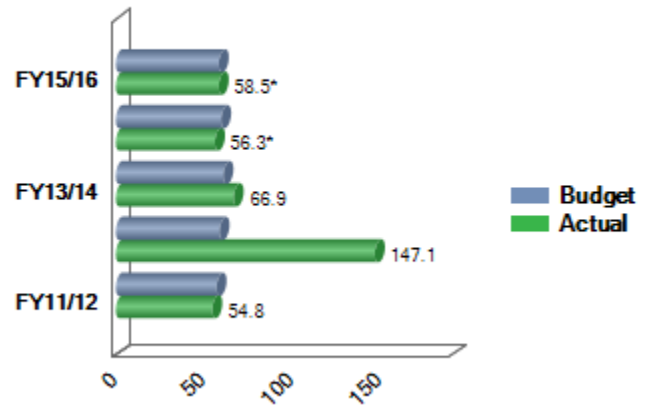
Transfers-in is the authorized movement of cash or other resources from other funds and/or capital projects. These transfers-in originate from the General Fund, Special Programs Fund and Tourism Development Fund for MPC debt service payments and the Preservation Privilege Tax Fund for the payment of Preserve general obligation debt service and Preserve revenue bond debt service. Total transfers-in for FY 2015/16 equal \$47.8 million, consisting of \$25.7 million from Preservation Privilege Tax Fund-G.O. Bonds, \$6.5 million from Preservation Privilege Tax Fund-Revenue Bonds, \$11.9 million from General Fund-MPC Bonds, and \$3.6 million from Tourism Development-MPC Bonds and \$0.1 million from Special Programs Fund-MPC Bonds.

Debt Service Fund Expenditures by Debt Type

General Obligation (GO)/Preserve GO

The GO Bonds represent authorized debt issuances related to capital projects. 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 2015/16 budget totals \$58.5 million, which represents an increase of approximately \$2.2 million from the FY 2014/15 year-end forecast of \$56.3 million.

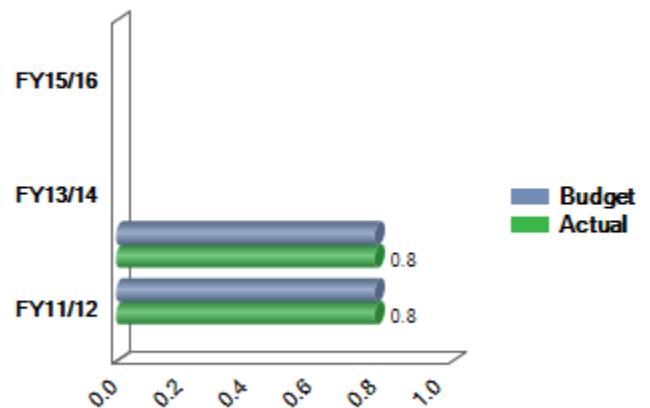
Adopted Budget to Actual/Forecast* (in millions)



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.

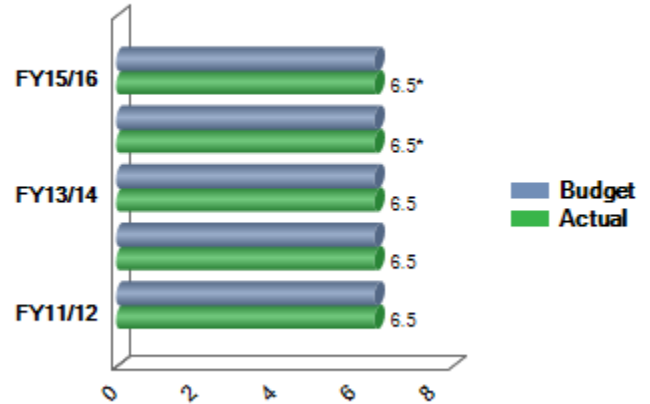
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 total \$6.5 million which is unchanged from the FY 2014/15 year-end forecast.

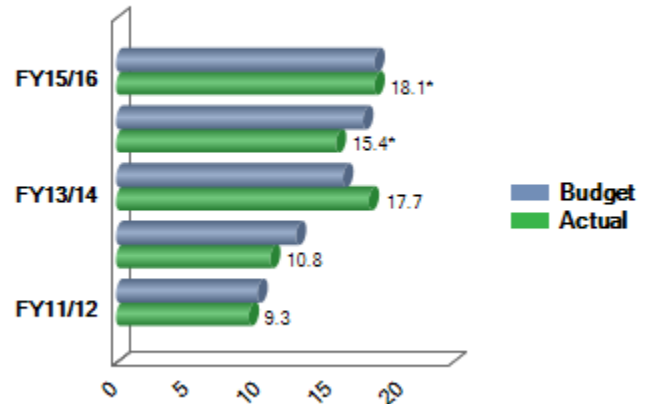
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 total \$18.1 million, a \$2.6 million increase over FY 2014/15 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)



Debt Service Fund Balance

The Debt Service Fund balance varies primarily due to the timing of debt issuances and related repayment schedules as mentioned above. The ending FY 2015/16 fund balance is approximately \$21.1 million, which is lower than the FY 2014/15 forecasted ending balance of \$22.4 million.

Budget by Fund

Debt Service Expense - All Funds

	Budget 2014/15	Forecast 2014/15	Adopted Budget 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Final Payment Date
General Fund								
<u>Contracts Payable & Service Concession Arrangements</u>								
BOR Administration/Westworld	140,710	140,710	147,746	155,100	162,900	171,000	179,600	2033
BOR Administration/TPC	140,710	140,710	147,746	155,100	162,900	171,000	179,600	2035
Hotel Valley Ho	112,802	-	-	-	-	-	-	-
Total General Fund Contracts Payable	394,222	281,420	295,492	310,200	325,800	342,000	359,200	
<u>Leases</u>								
Police/Fire Radio Communication	2,548,679	2,548,679	2,548,679	2,548,700	2,548,700	2,548,700	2,548,700	2020
Total Certificates of Participation and Leases	2,548,679	2,548,679	2,548,679	2,548,700	2,548,700	2,548,700	2,548,700	
Total General Fund	2,942,901	2,830,099	2,844,171	2,858,900	2,874,500	2,890,700	2,907,900	
Debt Service Funds								
<u>General Obligation Bonds - Property Tax (Secondary) Supported</u>								
2002 G.O. Refunding Bonds	6,334,250	6,334,250	609,000	-	-	-	-	2016
2004 G.O. Var. Purpose (\$48M 4/04)	5,694,000	-	-	-	-	-	-	2015
2005A G.O. Var. Purpose (\$125M 12/05)	10,720,750	7,655,000	8,400,000	-	-	-	-	2015
2008A G.O. Var. Purpose (\$100M 4/08)	7,828,656	7,828,656	5,001,250	5,351,300	5,643,000	-	-	2018
2010 G.O. Var. Purpose (\$50.8M 4/10)	3,147,625	3,147,625	3,255,625	3,409,100	3,506,600	3,580,600	3,719,100	2030
2011 G.O. Refunding Bonds	191,900	191,900	1,601,900	1,601,400	1,617,200	-	-	2018
2012 G.O. Refunding Bonds	1,641,710	1,641,710	8,186,428	8,567,700	8,191,200	7,972,400	5,667,900	2021
2014 G.O. Refunding Bonds (\$73.785M 5/14)	-	6,926,924	2,603,034	12,064,100	12,116,700	11,719,700	11,822,900	2023
2015 G.O. Refunding Bonds (\$86.4M 4/2015)	-	-	3,080,295	3,080,300	3,080,400	9,160,300	9,242,100	2028
Fiscal Agent Fees and Arbitrage Fees	8,800	8,800	5,200	4,900	4,900	4,900	4,900	
Total General Obligation Bonds	35,567,691	33,734,865	32,742,732	34,078,800	34,160,000	32,437,900	30,456,900	
<u>Preserve General Obligation Bonds - Preserve Sales Tax Supported</u>								
2002 G.O. Refunding Bonds Preserve	360,693	360,693	3,430,692	1,832,200	1,822,200	1,798,300	-	2019
2005 G.O. Refunding Bonds Preserve (\$66.088M 3/05)	7,532,878	7,532,878	-	-	-	-	-	2015
2005B G.O. Bonds Preserve (\$20M 12/05)	1,631,619	1,220,500	1,155,000	-	-	-	-	2016
2008B G.O. Bonds Preserve (\$20M 04/08)	1,334,594	1,334,594	679,813	680,800	679,300	-	-	2018
2011 G.O. Bonds Preserve	1,672,050	1,672,050	863,500	1,673,500	1,661,100	1,652,900	1,643,700	2034
2011 G.O. Refunding Bonds Preserve	2,737,750	2,737,750	2,773,350	2,842,900	2,883,300	3,934,100	7,983,800	2024
2012 G.O. Bonds Preserve (\$50M 02/12)	1,601,250	1,601,250	1,601,250	1,601,300	3,001,300	1,573,300	3,073,300	2034
2012 G.O. Refunding Bonds Preserve	1,808,765	1,808,765	1,581,047	1,581,000	1,581,000	1,581,000	2,294,400	2025
2013 G.O. Bonds Preserve (\$75M 02/13)	3,395,200	3,395,200	2,365,200	2,365,200	2,365,200	3,365,200	3,825,200	2034
2014 G.O. Bonds Preserve (\$14M 05/14)	526,200	982,593	985,781	984,900	983,800	986,800	986,600	2034
2014 G.O. Refunding Bonds Preserve (\$9.365M 5/2014)	-	402,634	350,116	1,559,100	1,551,400	1,552,300	1,550,000	2023
2015 G.O. Refunding Bonds Preserve (\$74.015M 4/2015)	-	-	8,328,755	8,349,700	8,370,400	8,770,800	4,585,200	2034
Fiscal Agent Fees	4,550	4,550	4,200	4,200	4,200	4,200	3,700	
Future G.O. Bond: \$100M issue March 2015	1,605,556	1,605,556	1,605,556	4,816,700	4,816,700	4,816,700	4,816,700	2034
Preserve General Obligation Bonds - Preserve Sales Tax Supported	24,211,105	24,659,013	25,724,259	28,291,500	29,719,900	30,035,600	30,762,600	
<u>Scottsdale Preserve Authority Bonds - Preserve Sales Tax Supported</u>								
2004 Scottsdale Preserve Revenue Refunding Bonds	3,473,250	3,473,250	3,480,750	-	-	-	-	2016
2010 Scottsdale Preserve Revenue Refunding Bonds	1,599,063	1,599,063	1,599,063	4,709,100	4,725,800	4,737,500	4,748,200	2024
2011 Scottsdale Preserve Revenue Refunding Bonds	1,397,500	1,397,500	1,402,800	1,401,800	1,399,200	1,405,000	1,407,300	2022
Fiscal Agent Fees and Arbitrage Fees	8,260	8,260	6,760	4,800	4,800	4,800	4,800	
Total Scottsdale Preserve Authority Bonds	6,478,073	6,478,073	6,489,373	6,115,700	6,129,800	6,147,300	6,160,300	
<u>Municipal Property Corp. (MPC) Bonds - Excise Tax Supported</u>								
2004A MPC SkySong	1,322,650	1,218,250	1,218,000	-	-	-	-	2016
2006 MPC Refunding SkySong	1,498,250	1,498,250	1,498,250	2,703,300	1,438,000	1,438,000	2,813,000	2034
2014 MPC Refunding SkySong (\$2.591M)	-	66,757	61,308	61,300	1,339,100	1,335,700	-	2019
2005 MPC Spring Training MCSD and AZSTA funded	1,317,489	1,317,489	11,688	286,700	-	-	-	2017
2015 MPC Refunding Spring Training MCSD and AZSTA funded	-	-	2,431,537	3,167,700	4,210,500	6,618,100	7,309,400	2021
2005D MPC WW/TPC Land Acquisition 80-acres (\$46.5M)	1,153,750	1,153,750	476,250	-	-	-	-	2035
2015 MPC Refunding WW/TPC Land Acq 80-acres	-	-	668,350	68,400	68,400	68,400	68,400	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	2,379,200	2,419,000	2,459,000	2,494,000	2030
2006A MPC TPC (\$10M)	650,106	460,625	355,000	357,000	-	-	-	2017
2015 MPC Refunding TPC	-	-	96,884	96,900	96,900	96,900	96,900	2031
2014 MPC Refunding TPC (\$4.185M)	-	180,233	165,520	165,600	524,900	524,900	514,900	2027
2006B MPC WW/TPC Land Acquisition 52- and 17-acres (\$32.5M)	2,380,594	1,657,500	1,257,250	1,286,300	-	-	-	2017
2015 MPC Refunding WW/TPC Land Acq 52- and 17-acres	-	-	383,392	383,400	383,400	383,400	383,400	2031
2014 MPC Refunding WW Land (\$15.959M)	-	689,305	633,035	633,000	1,930,900	1,951,200	1,933,700	2027
2013A MPC SFS Garage Payoff (\$31M)	2,069,250	2,069,250	2,132,650	2,196,900	2,260,400	2,327,900	2,398,900	2028
2013B MPC McDowell Golf (\$1.625M)	108,325	108,325	106,325	103,800	106,300	103,600	105,800	2033
2013C MPC TNEC (\$41.935M)	1,543,925	1,543,925	1,524,125	1,505,400	1,479,400	1,461,400	1,455,900	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
2015A MPC Revenue Museum Tourism Funded	900,000	434,694	891,363	889,400	891,800	893,000	889,200	2034
2015A MPC Revenue Taxable TPC Tourism Funded	900,000	518,037	900,000	900,000	900,000	900,000	900,000	2034
2015A MPC Revenue Taxable TPC Golf Surcharge General Fund	-	-	164,463	163,100	161,500	164,700	161,500	2034
Fiscal Agent Fees and Arbitrage Fees	13,285	16,350	18,350	16,400	16,400	16,400	16,400	
Future Bonds - TNEC (\$1.25M Aug 2014) Excise Tax funded	85,990	-	-	-	-	-	-	2034
Future Bonds - TPC (portion of \$14.1M 8/2014) Excise Tax funded	175,174	-	-	-	-	-	-	2034
Future Bonds - Museum (portion of \$14.0M 3/2014) Excise Tax funded	117,650	-	-	-	-	-	-	2034
<i>Subtotal:</i>								
MPC - General Fund/Excise Tax funded	12,284,874	11,828,445	11,927,077	12,016,000	12,118,100	12,227,800	12,336,900	
MPC - Tourism funded	3,600,000	2,752,731	3,591,363	3,589,400	3,591,800	3,593,000	3,589,200	
MPC - Special Program (McDowell Golf) funded	108,325	108,325	106,325	103,800	106,300	103,600	105,800	
MPC - MCSD and AZSTA funded	1,317,489	1,317,489	2,443,225	3,454,400	4,210,500	6,618,100	7,309,400	
Total Municipal Property Corp. Bonds	17,310,688	16,006,990	18,067,990	19,163,800	20,026,900	22,542,600	23,341,400	
Total Debt Service Funds	83,567,557	80,878,941	83,024,355	87,649,800	90,036,600	91,163,400	90,721,200	

Budget by Fund

Debt Service Expense - All Funds

	Budget 2014/15	Forecast 2014/15	Adopted Budget 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Final Payment Date
Water and Sewer Funds								
<u>Water Sewer Revenue Bonds</u>								
2004 Water Sewer Revenue Refunding Bonds	1,043,600	1,043,600	1,050,000	-	-	-	-	2016
2008 Water Sewer Revenue Refunding Bonds	3,495,838	3,495,838	3,491,638	4,549,400	4,564,700	4,566,200	4,574,200	2023
Fiscal Agent Fees	850	850	850	400	400	400	400	
Total Water Sewer Revenue Bonds	4,540,288	4,540,288	4,542,488	4,549,800	4,565,100	4,566,600	4,574,600	
<u>Municipal Property Corp. (MPC) Bonds</u>								
2005E MPC Bonds	3,155,250	3,155,250	3,417,750	-	-	-	-	2016
2006 MPC Refunding Bonds	9,125,500	9,125,500	9,090,500	12,693,200	12,626,500	12,574,200	12,520,000	2030
2008A MPC Bonds	7,569,125	7,569,125	5,129,125	5,110,400	5,134,100	1,222,900	1,222,900	2032
2010 MPC Bonds	3,929,900	3,929,900	4,056,300	4,196,700	4,350,300	4,496,300	4,654,700	2036
2015A MPC Water Reclamation	1,332,750	657,989	1,351,563	1,350,800	1,349,000	1,348,100	1,352,400	2034
2015 MPC Refunding Bonds	-	-	2,340,587	2,340,600	2,340,600	6,129,000	6,153,700	2028
Fiscal Agent Fees	8,125	8,125	8,625	7,500	7,500	7,500	7,500	
Future Revenue Bonds - Water/Sewer (\$20M 01/2018)	-	-	-	-	3,150,800	3,598,400	3,591,400	2037
Fiscal Agent Fees (Future Bonds @ \$1,000/bond)	1,000	-	-	-	2,000	2,000	2,000	
Total MPC Bonds - Water and Sewer Supported	25,121,650	24,445,889	25,394,450	25,699,200	28,960,800	29,378,400	29,504,600	
Total Water and Sewer Funds	29,661,938	28,986,177	29,936,938	30,249,000	33,525,900	33,945,000	34,079,200	
Aviation Fund								
Future MPC Revenue Bonds - Aviation (\$9.9M 01/2016)	-	-	352,743	723,300	721,600	723,700	724,700	2035
Total Aviation Funds	-	-	352,743	723,300	721,600	723,700	724,700	
TOTAL DEBT SERVICE	116,172,396	112,695,217	116,158,207	121,481,000	127,158,600	128,722,800	128,433,000	

Long-Term Debt Outstanding - All Funds						
As of 6/30/15 through 6/30/19						
	Balance at 6/30/15	Balance at 6/30/16	Balance at 6/30/17	Balance at 6/30/18	Balance at 6/30/19	Final Payment Date
General Fund						
<u>Contracts Payable & Service Concession Arrangements</u>						
BOR Administration/Westworld	1,359,326	1,279,365	1,199,405	1,119,445	1,039,484	2032
BOR Administration/TPC	1,477,560	1,403,682	1,329,804	1,255,926	1,182,048	2035
Total General Fund Contracts Payable	2,836,886	2,683,047	2,529,209	2,375,371	2,221,532	
<u>Certificates of Participation</u>						
2010 Certificates of Participation - Public Safety Communications	11,762,134	9,546,338	7,264,240	4,913,857	2,493,145	2020
Total Certificates of Participation	11,762,134	9,546,338	7,264,240	4,913,857	2,493,145	
Total General Fund	14,599,020	12,229,385	9,793,449	7,289,228	4,714,677	
Debt Service Funds						
<u>General Obligation Bonds - Property Tax (Secondary) Supported</u>						
2002 G.O. Refunding Bonds	580,000	-	-	-	-	2016
2005A G.O. Var. Purpose	18,750,000	10,750,000	10,750,000	10,750,000	10,750,000	2024
2008A G.O. Var. Purpose	89,900,000	85,525,000	80,625,000	75,225,000	69,450,000	2028
2010 G.O. Var. Purpose Bonds	45,000,000	43,450,000	41,700,000	39,800,000	37,750,000	2030
2011 G.O. Refunding Bonds	4,445,000	3,035,000	1,555,000	-	-	2018
2012 G.O. Refunding Bonds	38,144,993	31,419,993	24,074,993	16,779,993	9,484,993	2021
2014 G.O. Refunding Bonds	69,940,048	69,940,048	60,478,964	50,681,535	40,987,116	2023
Total General Obligation Bonds	266,760,041	244,120,041	219,183,957	193,236,528	168,422,109	
<u>Preserve General Obligation Bonds - Preserve Sales Tax Supported</u>						
2002 G.O. Refunding Bonds-Preserve	8,100,000	5,030,000	3,405,000	1,725,000	-	2019
2005 G.O. Refunding Bonds-Preserve	58,240,000	53,135,000	47,780,000	42,165,000	36,300,000	2024
2005B G.O. Bonds-Preserve	2,675,000	1,575,000	1,575,000	1,575,000	1,575,000	2024
2008B G.O. Bonds-Preserve	16,500,000	15,900,000	15,275,000	14,625,000	13,950,000	2034
2011 G.O. Bonds-Preserve	19,475,000	19,475,000	18,665,000	17,835,000	16,980,000	2034
2011 G.O. Refunding Bonds-Preserve	24,240,000	22,530,000	20,665,000	18,685,000	15,575,000	2024
2012 G.O. Bonds-Preserve	50,000,000	50,000,000	50,000,000	48,600,000	48,600,000	2034
2012 G.O. Refunding Bonds-Preserve	44,020,007	44,020,007	44,020,007	44,020,007	44,020,007	2025
2013 G.O. Bonds-Preserve	74,000,000	74,000,000	74,000,000	74,000,000	73,000,000	2034
2014 G.O. Bonds-Preserve	13,535,000	12,990,000	12,435,000	11,870,000	11,285,000	2034
2014 G.O. Refunding Bonds-Preserve	9,364,952	9,364,952	8,156,036	6,918,465	5,642,884	2023
Future G.O. Bonds	96,333,333	96,333,333	96,333,333	96,333,333	96,333,333	2034
Total Preserve General Obligation Bonds	416,483,292	404,353,292	392,309,376	378,351,805	363,261,224	
<u>Scottsdale Preserve Authority Bonds - Preserve Sales Tax Supported</u>						
2004 Scottsdale Preserve Revenue Refunding Bonds	3,315,000	-	-	-	-	2016
2010 Scottsdale Preserve Revenue Refunding Bonds	32,855,000	32,855,000	29,745,000	26,485,000	23,100,000	2024
2011 Scottsdale Preserve Revenue Refunding Bonds	8,195,000	7,170,000	6,105,000	5,000,000	3,845,000	2022
Total Scottsdale Preserve Authority Bonds	44,365,000	40,025,000	35,850,000	31,485,000	26,945,000	
<u>Municipal Property Corp. (MPC) Bonds - Excise Tax Supported</u>						
2004A MPC SkySong Bonds	1,160,000	-	-	-	-	2016
2006 MPC Refunding SkySong	29,965,000	29,965,000	28,760,000	28,760,000	28,760,000	2034
2014 MPC Refunding SkySong	2,590,550	2,590,550	2,590,550	1,312,727	-	2019
2005 MPC Giants Practice Field	22,905,000	21,275,000	18,555,000	14,945,000	8,880,000	2021
2005D MPC WW/TPC Land Acquisition 80-acres	17,275,000	16,250,000	16,250,000	16,250,000	16,250,000	2035
2006 MPC Refunding WW/TPC 80-acres	25,485,000	25,485,000	24,380,000	23,180,000	21,880,000	2030
2006A MPC TPC	3,015,000	2,690,000	2,350,000	2,350,000	2,350,000	2031
2014 MPC Refunding TPC`	4,185,241	4,185,241	4,185,241	3,825,853	3,455,723	2027
2006B MPC WW/TPC Land Acquisition 52- and 17-acres	11,675,000	10,525,000	9,300,000	9,300,000	9,300,000	2031
2014 MPC Refunding WW/TPC 52- and 17-acres	15,959,209	15,959,209	15,959,209	14,661,420	13,304,277	2027
2013A MPC Garage	24,550,000	23,535,000	22,405,000	21,155,000	19,775,000	2028
2013B MPC McDowell Mnt	1,345,000	1,295,000	1,245,000	1,190,000	1,135,000	2033
2013C MPC TNEC	34,810,000	33,535,000	32,215,000	30,855,000	29,445,000	2033
2015A MPC Museum	11,995,000	11,570,000	11,130,000	10,670,000	10,195,000	2034
2015A Taxable TPC	14,340,000	13,770,000	13,190,000	12,600,000	11,995,000	2034
Total Municipal Property Corp. Bonds	221,255,000	212,630,000	202,515,000	191,055,000	176,725,000	
Total Debt Service Funds	948,863,333	901,128,333	849,858,333	794,128,333	735,353,333	

Long-Term Debt Outstanding - All Funds						
As of 6/30/15 through 6/30/19						
	Balance at 6/30/15	Balance at 6/30/16	Balance at 6/30/17	Balance at 6/30/18	Balance at 6/30/19	Final Payment Date
Water and Sewer Funds						
<u>Water Sewer Revenue Bonds</u>						
2004 Water Sewer Revenue Refunding Bonds	1,000,000	-	-	-	-	2016
2008 Water Sewer Revenue Refunding Bonds	28,335,000	26,280,000	23,085,000	19,715,000	16,175,000	2023
Total Water Sewer Revenue Bonds	<u>29,335,000</u>	<u>26,280,000</u>	<u>23,085,000</u>	<u>19,715,000</u>	<u>16,175,000</u>	
<u>Municipal Property Corp. (MPC) Bonds</u>						
2005E Water & Sewer MPC Bonds	3,255,000	-	-	-	-	2016
2006 MPC Refunding Water/Sewer MPC Bonds	106,910,000	103,165,000	95,630,000	87,785,000	79,600,000	2030
2008A Water & Sewer MPC Bonds	86,900,000	83,525,000	80,000,000	76,275,000	72,375,000	2032
2010 Water & Sewer MPC Bonds	73,490,000	72,750,000	71,840,000	70,740,000	69,450,000	2036
2015A Water & Sewer MPC Bonds	18,175,000	17,530,000	16,860,000	16,165,000	15,450,000	2034
Future MPC Bonds	-	-	-	47,812,500	46,075,000	2037
Total MPC Bonds - Water and Sewer Supported	<u>288,730,000</u>	<u>276,970,000</u>	<u>264,330,000</u>	<u>298,777,500</u>	<u>282,950,000</u>	
Total Water and Sewer Funds	<u><u>318,065,000</u></u>	<u><u>303,250,000</u></u>	<u><u>287,415,000</u></u>	<u><u>318,492,500</u></u>	<u><u>299,125,000</u></u>	
Aviation Fund						
<u>Municipal Property Corp. (MPC) Bonds</u>						
Future MPC Bonds	-	9,733,648	9,388,770	9,031,721	8,658,443	2035
Total MPC Bonds - Airport Supported	<u>-</u>	<u>9,733,648</u>	<u>9,388,770</u>	<u>9,031,721</u>	<u>8,658,443</u>	
Total Aviation Fund	<u><u>-</u></u>	<u><u>9,733,648</u></u>	<u><u>9,388,770</u></u>	<u><u>9,031,721</u></u>	<u><u>8,658,443</u></u>	
TOTAL LONG-TERM DEBT OUTSTANDING	<u><u>1,281,527,353</u></u>	<u><u>1,226,341,366</u></u>	<u><u>1,156,455,552</u></u>	<u><u>1,128,941,782</u></u>	<u><u>1,047,851,453</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, 2015

Net Secondary Assessed Valuation Forecasted as of June 30, 2015	5,176,777,891	
Debt Limit Equal to 20% of Assessed Valuation	1,035,355,578	
General Obligation Bonded Debt Subject to 20% Debt Limit (net of amounts available in Debt Service Funds forecasted for payment on July 1, 2015):		
2002 Refunding	8,680,000	
2005B	1,100,000	
2008A	14,675,000	
2008B	1,875,000	
2010	33,800,000	
2011	19,475,000	
2011 Refunding	28,685,000	
2012	50,000,000	
2012 Refunding	75,020,007	
2013	74,000,000	
2014	13,535,000	
2014 Refunding	51,627,649	
2015 Refunding	<u>160,415,000</u>	
Net Outstanding Forecasted Bonded Debt Subject to 20% Limit	<u>532,887,656</u>	(A)
Forecasted Legal 20% Debt Margin (Available Borrowing Capacity)	<u>502,467,922</u>	(C)
Debt Limit Equal to 6% of Assessed Valuation	310,606,673	
General Obligation Bonded Debt Subject to 6% Debt Limit (net of amounts available in Debt Service Funds forecasted for payment on July 1, 2015):		
2005A	8,000,000	
2010	11,200,000	
2012 Refunding	7,144,993	
2014 Refunding	<u>27,677,351</u>	
Net Outstanding Forecasted Bonded Debt Subject to 6% Limit	<u>54,022,344</u>	(B)
Forecasted Legal 6% Debt Margin (Available Borrowing Capacity)	<u>256,584,329</u>	(D)

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

City of Scottsdale Compliance with State Regulation

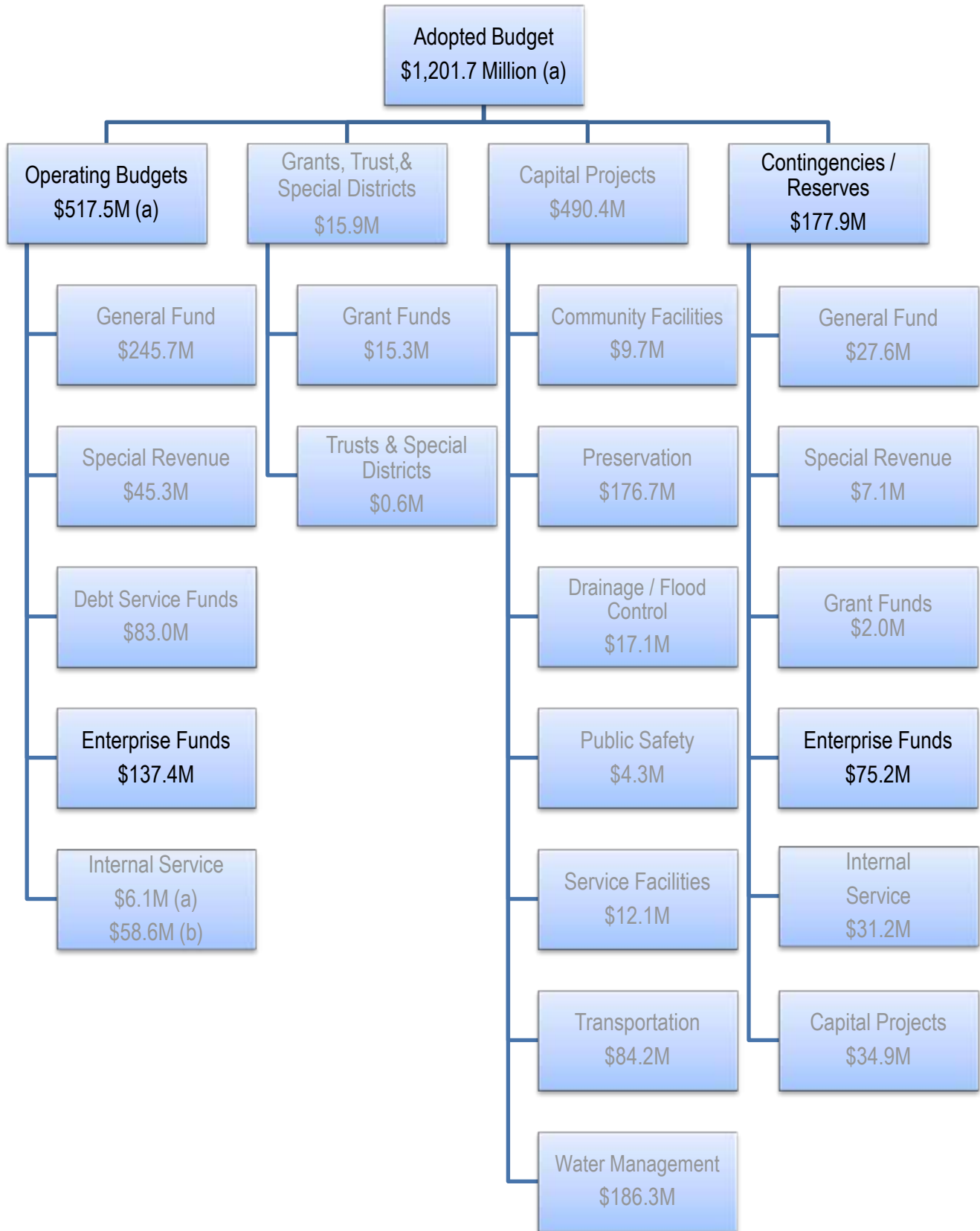
This schedule indicates the secondary assessed valuation of property tax within the City of Scottsdale allows a maximum legal bonding capacity of \$1,035,355,578.00 for projects subject to the 20% limitation and \$310,606,673.00 for projects subject to the 6% limitation.

Legal Debt Capacity Used
Based on the City's current outstanding general obligation debt, it is forecasted as of June 30, 2015, the City has used (borrowed) the following legal debt capacity by percentage limitation:

20% limitation (A) \$532,887,656.00 or 51%
6% limitation (B) \$54,022,344.00 or 17%

Legal Capacity Available
Based on the City's current outstanding general obligation debt, it is forecasted as of June 30, 2015, the City has available (for borrowing) the following legal debt capacity by percentage limitation:

20% limitation (C) \$502,467,922.00 or 49%
6% limitation (D) \$256,584,329.00 or 83%



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$52.5M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$52.5M

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

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.

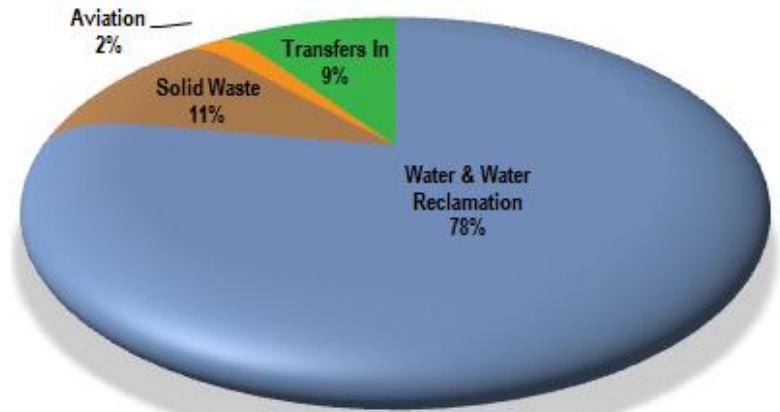
Overview of User Fees Revenue Policy

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.

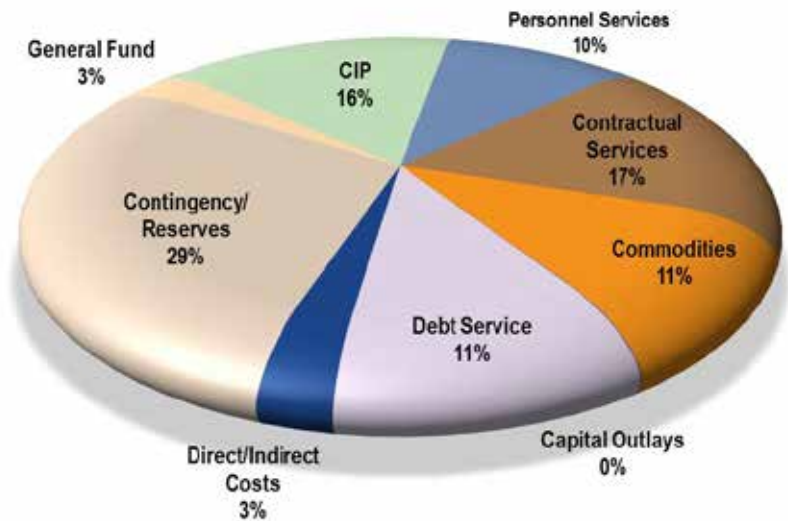
Enterprise Funds Sources (in millions)

Water & Water Reclamation	\$	147.4
Solid Waste		20.1
Aviation		3.9
Total Revenue	\$	171.4
Transfers In		18.1
Total Sources	\$	189.5



Enterprise Funds Uses (in millions)

Personnel Services	\$	27.5
Contractual Services		43.6
Commodities		28.4
Capital Outlays		0.1
Debt Service		30.3
Direct/Indirect Costs		7.4
Contingency/ Reserves		75.2
Adopted Budget	\$	212.5
Transfers Out		
General Fund		7.2
CIP		42.4
Total Uses	\$	262.1



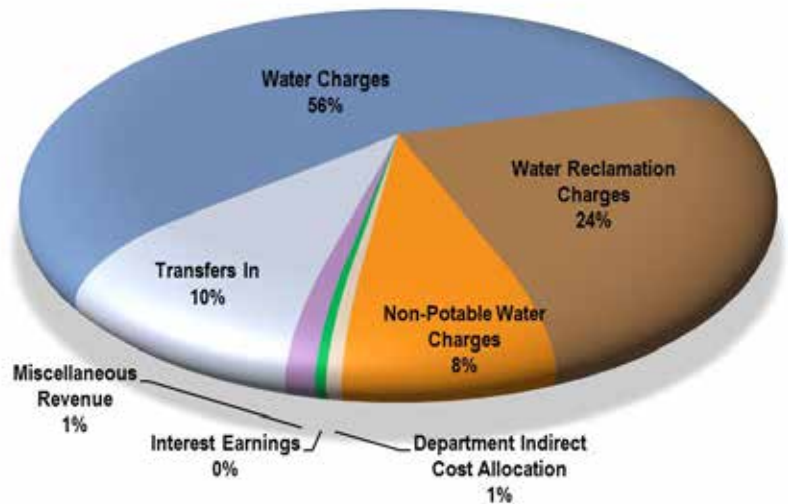
Note: Amounts are rounded in millions; therefore, differences may occur.

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).

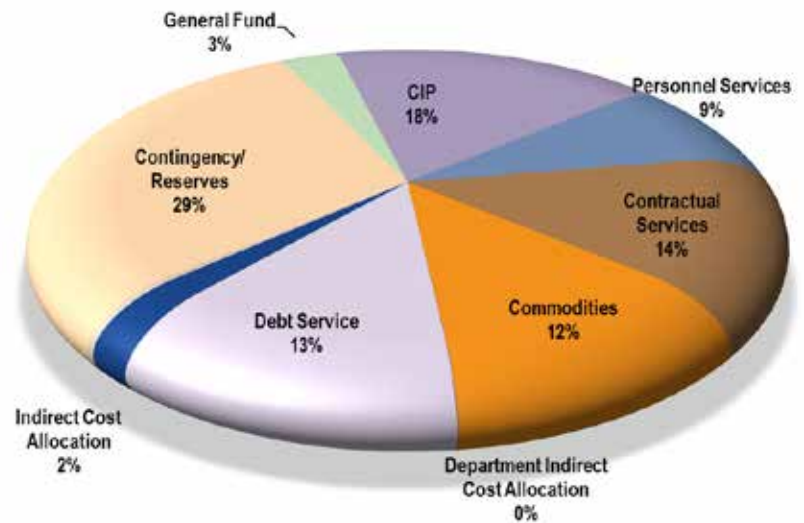
Water & Water Reclamation Funds Sources (in millions)

Water Charges	\$	92.2
Water Reclamation Charges		39.2
Non-Potable Water Charges		12.7
Interest Earnings		0.6
Miscellaneous Revenue		1.8
Department Indirect Cost Allocation		0.9
Total Revenue	\$	146.5
Other Financing		-
Transfers In		16.1
Total Sources	\$	162.6



Water & Water Reclamation Funds Uses (in millions)

Personnel Services	\$	19.3
Contractual Services		30.74
Commodities		27.6
Capital Outlays		0.1
Debt Service		29.9
Indirect Cost Allocation		4.4
Department Indirect Cost Allocation		0.9
Contingency/ Reserves		65.9
Adopted Budget	\$	179.0
Transfers Out		
General Fund		7.2
CIP		40.3
Total Uses	\$	226.4



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

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance				
Operating Reserve	14,704,848	14,619,076	14,713,601	14,322,078
Repair/Replacement Reserve	36,538,630	36,224,341	37,172,928	36,988,387
Revenue Bond Debt Service Reserve	5,005,663	4,774,026	4,848,094	4,675,638
Special Contractual Funds	5,664,422	6,784,926	7,021,631	6,972,901
Unreserved Fund Balance	6,421,627	20,499,746	5,872,596	-
Total Beginning Fund Balance	68,335,190	82,902,115	69,628,850	62,959,003
Revenues				
Water Charges	90,099,330	91,692,000	89,692,000	92,170,000
Stormwater Water Quality Chg	-	-	-	106,300
Water Reclamation Charges	38,389,306	37,877,000	37,877,000	39,209,000
Non-Potable Water Charges	10,931,779	10,398,600	10,398,600	12,572,032
Interest Earnings	498,988	435,328	435,328	645,323
Miscellaneous Revenue	1,815,606	1,882,193	1,882,193	1,783,540
Department Indirect Cost Allocation	-	-	-	912,539
Subtotal	141,735,010	142,285,121	140,285,121	147,398,733
Transfers In				
Development Fees Transfer for Debt Service ^(a)	15,955,088	15,101,422	15,101,422	15,191,439
Reclaimed Water Distribution System/Water	900,000	900,000	900,000	900,000
Subtotal	16,855,088	16,001,422	16,001,422	16,091,439
Total Sources	158,590,098	158,286,543	156,286,543	163,490,172
Expenditures				
Division				
Mayor and City Council	96,286	110,000	110,000	110,000
City Treasurer	1,906,770	2,125,720	2,163,181	2,165,390
Water Resources	65,056,763	72,316,076	72,758,053	74,990,398
Citywide Pay Program / Citywide Pay Program Tail	-	474,462	-	475,508
Indirect Cost Allocation	5,009,603	4,864,885	4,864,885	4,443,590
Department Indirect Cost Allocation	-	-	-	912,539
Subtotal	72,069,422	79,891,143	79,896,119	83,097,425
Debt Service				
Revenue Bonds	4,978,988	4,540,288	4,540,288	4,542,488
MPC Bonds	23,793,500	25,121,650	25,121,650	25,394,450
Subtotal	28,772,488	29,661,938	29,661,938	29,936,938
TOTAL OPERATING BUDGET	100,841,910	109,553,081	109,558,057	113,034,363
Transfers Out				
Franchise Fee	6,973,446	6,953,866	6,953,866	7,194,442
CIP Fund (General Capital Projects)	275,435	189,500	189,462	148,300
CIP Fund (Enterprise Capital Projects)	49,205,617	47,163,954	46,255,005	40,130,446
MPC Bond Proceeds To CIP	-	8,800,000	-	-
Subtotal	56,454,498	63,107,320	53,398,333	47,473,188
Total Uses	157,296,408	172,660,401	162,956,390	160,507,551
Sources Over/(Under) Uses	1,293,660	(14,373,858)	(6,669,847)	2,982,620
Ending Fund Balance				
Operating Reserve	14,713,601	14,323,102	14,322,078	15,004,068
Repair/Replacement Reserve	37,172,928	36,988,387	36,988,387	38,244,900
Revenue Bond Debt Service Reserve	4,848,094	4,675,638	4,675,638	4,604,688
Special Contractual Fund Balance	7,021,631	6,739,840	6,972,901	8,087,968
Unreserved Balance	5,872,596	5,801,291	-	-
Total Ending Fund Balance	69,628,850	68,528,257	62,959,003	65,941,623

^(a) Development fee revenues are received 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 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
Operating Reserve	15,004,068	15,576,811	16,236,285	16,973,507
Repair/Replacement Reserve	38,244,900	39,457,657	40,598,783	41,372,961
Revenue Bond Debt Service Reserve	4,604,688	4,604,688	4,604,688	4,604,688
Special Contractual Funds	8,087,968	9,125,368	10,175,968	11,241,568
Unreserved Fund Balance	-	-	-	-
Total Beginning Fund Balance	65,941,623	68,764,523	71,615,723	74,192,723
Revenues				
Water Charges	93,085,200	94,927,500	96,806,600	98,723,300
Stormwater Water Quality Chg	107,400	108,400	109,500	110,600
Water Reclamation Charges	39,582,500	40,147,500	40,720,900	41,302,900
Non-Potable Water Charges	12,845,900	13,038,100	13,280,700	13,539,900
Interest Earnings	1,127,300	1,743,900	2,047,600	2,214,700
Miscellaneous Revenue	1,118,900	1,143,200	1,175,100	1,207,400
Department Indirect Cost Allocation	936,500	956,400	978,900	1,002,000
Subtotal	148,803,700	152,065,000	155,119,300	158,100,800
Transfers In				
Development Fees Transfer for Debt Service ^(a)	15,744,800	15,869,600	15,943,400	16,047,000
Reclaimed Water Distribution System/Water	900,000	900,000	900,000	900,000
Subtotal	16,644,800	16,769,600	16,843,400	16,947,000
Total Sources	165,448,500	168,834,600	171,962,700	175,047,800
Expenditures				
Division				
Mayor and City Council	112,200	114,400	116,700	119,000
City Treasurer	2,248,400	2,233,200	2,269,900	2,308,400
Water Resources	76,578,800	77,997,700	80,025,500	83,061,900
Citywide Pay Program / Citywide Pay Program Tail	964,900	1,360,100	1,762,800	2,130,000
Indirect Cost Allocation	4,532,500	4,623,200	4,715,600	4,809,900
Department Indirect Cost Allocation	936,500	956,400	978,900	1,002,000
Subtotal	85,373,300	87,285,000	89,869,400	93,431,200
Debt Service				
Revenue Bonds	4,549,800	4,565,100	4,566,600	4,574,600
MPC Bonds	25,699,200	28,960,800	29,378,400	29,504,600
Subtotal	30,249,000	33,525,900	33,945,000	34,079,200
TOTAL OPERATING BUDGET	115,622,300	120,810,900	123,814,400	127,510,400
Transfers Out				
Franchise Fee	7,271,300	7,401,900	7,537,000	7,680,600
CIP Fund (General Capital Projects)	166,500	69,700	208,600	140,900
CIP Fund (Enterprise Capital Projects)	39,565,500	37,700,900	37,825,700	36,787,000
MPC Bond Proceeds To CIP	-	-	-	-
Subtotal	47,003,300	45,172,500	45,571,300	44,608,500
Total Uses	162,625,600	165,983,400	169,385,700	172,118,900
Sources Over/(Under) Uses	2,822,900	2,851,200	2,577,000	2,928,900
Ending Fund Balance				
Operating Reserve	15,576,811	16,236,285	16,973,507	17,942,904
Repair/Replacement Reserve	39,457,657	40,598,783	41,372,961	42,254,964
Revenue Bond Debt Service Reserve	4,604,688	4,604,688	4,604,688	4,604,688
Special Contractual Fund Balance	9,125,368	10,175,968	11,241,568	12,319,068
Unreserved Balance	-	-	-	-
Total Ending Fund Balance	68,764,523	71,615,723	74,192,723	77,121,623

^(a) Development fee revenues are received 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 & Water Reclamation Fund Sources

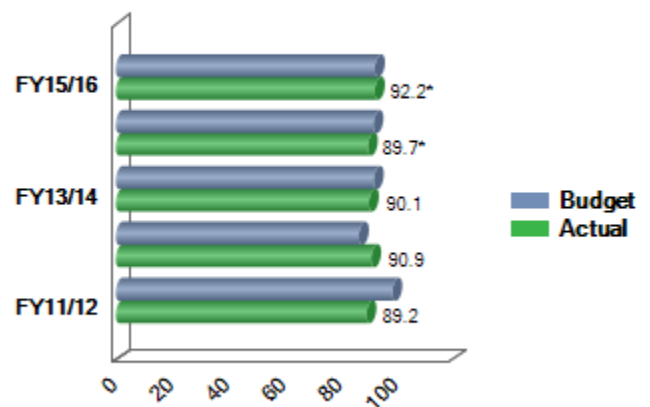
Overview of User Fees Revenue Policy

Rate, fee and charge adjustments for Enterprise Funds are based upon five-year financial plans developed for each operation and are reviewed annually per Scottsdale’s adopted financial policies to meet the stated objectives of: Equity — to ensure that user rates, fees and charges are borne by the beneficiaries of a product or service; Level distribution of necessary cost increases — to avoid large increases to users in any one year; Manage the level of debt - to ensure the City can meet bond coverage requirements, provide for capital financing needs and remain financially healthy; Rate design —to encourage conservation and efficient use of City resources.

Water Charges

Water Charges revenue for FY 2015/16 totals \$92.2 million, a \$2.5 million increase from the FY 2014/15 year-end forecast. Rate increases for FY 2015/16 vary by meter size, user types and categories. Additionally, a surcharge of 10 percent was adopted for FY 2015/16 for customers located outside of city limits. This surcharge will treat contractual and non-contractual customers consistently and will align costs with the cost driver. These rate changes are effective November 2015 and 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 budget included contractual water sales; these actual revenues were recorded in Non-Potable Water Revenue.

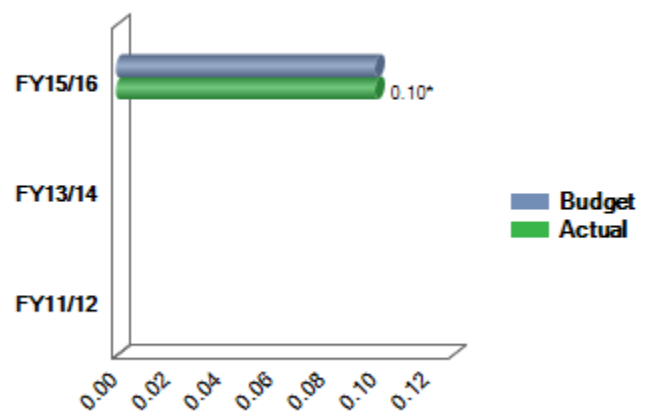
Adopted Budget to Actual/Forecast* (in millions)



Stormwater Quality Charge

Beginning in FY 2015/16 the Stormwater Quality Charge was increased an additional \$0.10 per account per month from \$0.85 to \$0.95. The revenue from the original \$0.85 is recorded in the General Fund. The new \$0.10 increase will be recorded in the Water and Water Reclamation Fund. The increase is to support 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 \$0.1 million for FY 2015/16.

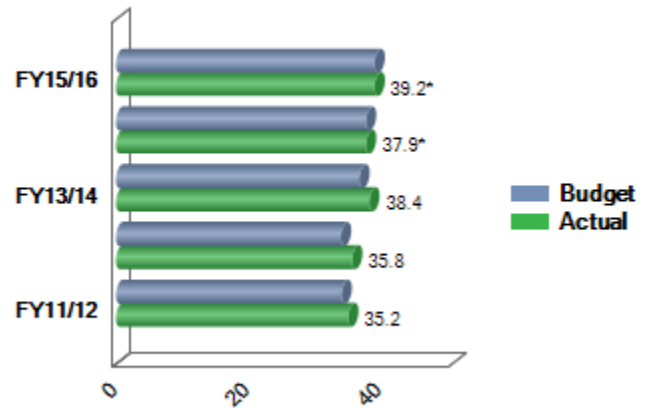
Adopted Budget to Actual/Forecast* (in millions)



Water Reclamation Charges

Water Reclamation Charges revenue adopted for FY 2015/16 totals \$39.2 million, a \$1.3 million increase compared to the FY 2014/15 year-end forecast. The water reclamation charges are higher due to FY 2015/16 rate increases that vary by meter size, user categories and types; effective July 2015. Additionally, a surcharge of 10 percent was adopted for FY 2015/16 for customers located outside of the city limits. This surcharge will treat contractual and non-contractual customers consistently and will align costs with the cost drivers. 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.

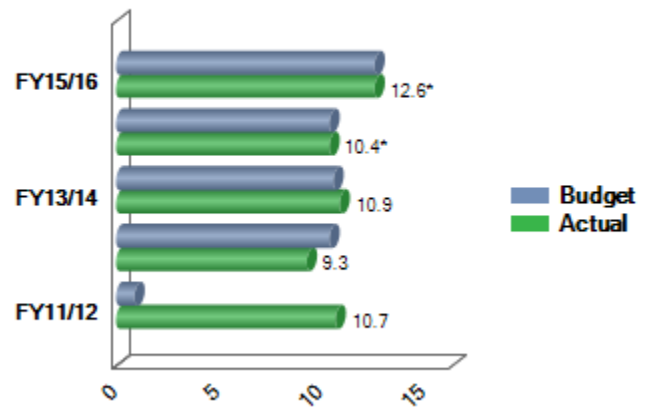
Adopted Budget to Actual/Forecast* (in millions)



Non-Potable Water Charges

Non-Potable Water revenue adopted for FY 2015/16 totals \$12.6 million, reflecting a \$2.2 million increase from the FY 2014/15 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 actual revenues included contractual water sales; these budgets appeared in the Water Charges.

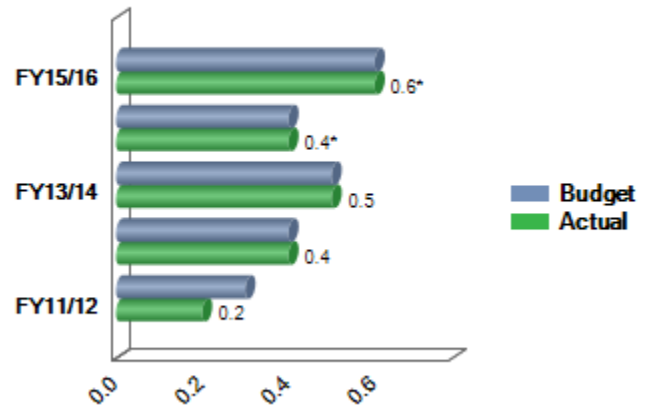
Adopted Budget to Actual/Forecast* (in millions)



Interest Earnings

Interest Earnings revenue adopted for FY 2015/16 totals \$0.6 million, a \$0.2 million increase from the FY 2014/15 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.

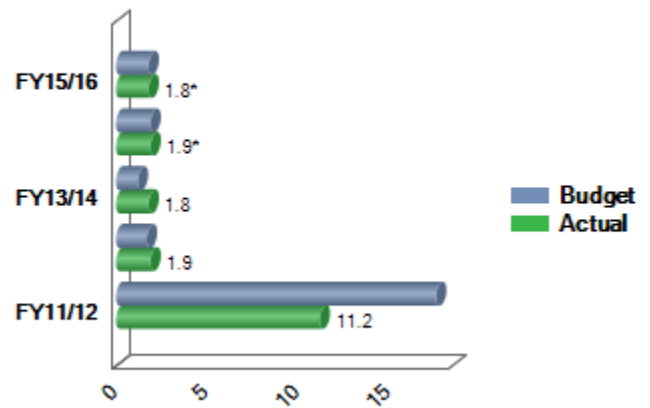
Adopted Budget to Actual/Forecast* (in millions)



Miscellaneous Revenue

Miscellaneous Revenue adopted for FY 2015/16 totals \$1.8 million, reflecting a \$0.1 million decrease from the FY 2014/15 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)



Transfers-In

Transfers-in is the authorized movement of cash or other resources from other funds and/or capital projects. The transfers-in budget for FY 2015/16 totals \$16.1 million, a \$0.1 million increase from the FY 2014/15 year-end forecast.

Department Indirect Cost Allocation Revenue

The Department Indirect Cost Allocation Revenue represents internal charges to the RWDS Fund, Inlet Silverado Golf Course fund, Irrigation Water Distribution System (IWDS) Fund, McDowell Mountain Golf Recharge Fund, Gainey Ranch Fund, and PCX/NGTF Fund for central operations under the Water Fund. The adopted FY 2015/16 budget is \$0.9 million.

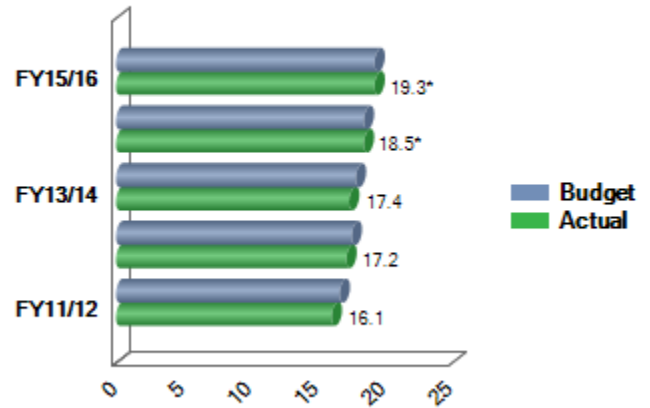
Water and Water Reclamation Funds Expenditures By Expenditure Type

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 2015/16 adopted budget of \$19.3 million reflects a 4 percent or \$0.8 million increase from the FY 2014/15 year-end forecast. The increases are related to a slight increase to part time hours, two new full-time equivalents planned for mid-year, and funding for a citywide pay program based on performance.

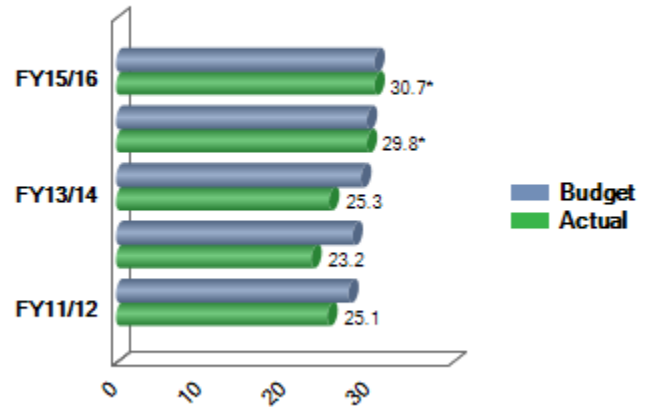
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 budget of \$30.7 million reflects approximately a 3 percent or \$0.9 million increase from the FY 2014/15 year-end forecast. The increase is primarily due to increased costs associated with electrical rate increases, maintenance requirements and an ARC Flash study required by OSHA.

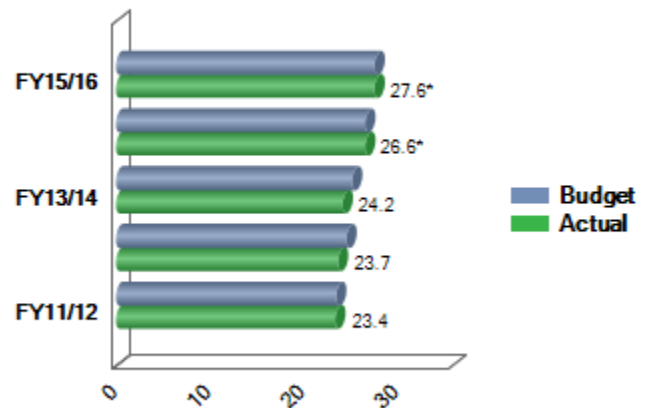
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 budget of \$27.6 million reflects a 4 percent or \$1.0 million increase from the FY 2014/15 year-end forecast. The increase is primarily related to increased purchased raw water, chemicals costs and maintenance costs.

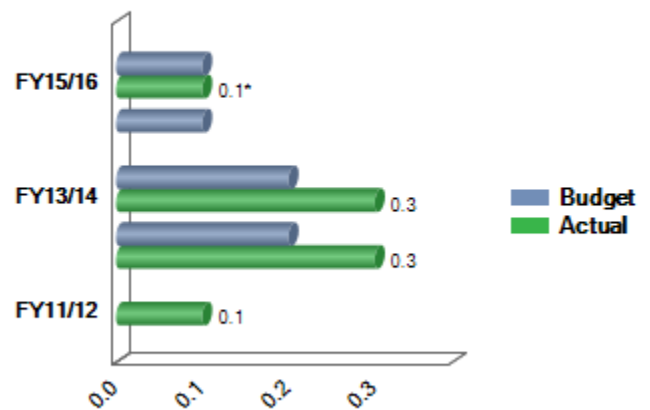
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 budget of \$0.1 million is for the purchase of specialized equipment and building infrastructure.

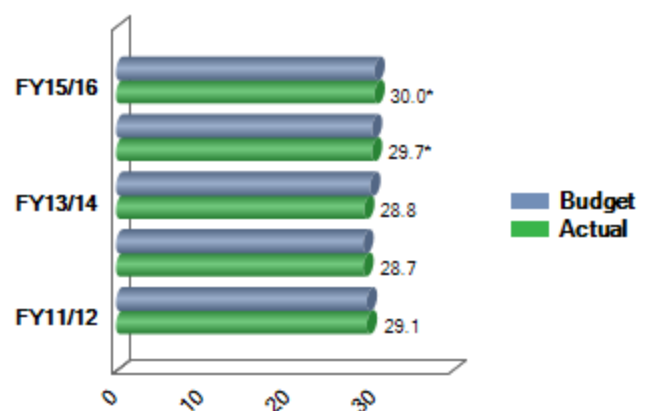
Adopted Budget to Actual/Forecast* (in millions)



Debt Service

Debt Service represents the repayment of general obligation, revenue and Municipal Property Corporation (MPC) bonds, along with the applicable annual fiscal agent fees. The adopted FY 2015/16 budget of \$30.0 million reflects a 1 percent or \$0.3 million increase from the FY 2014/15 year-end forecast. The increase is related to the proposed future MPC bond issuances.

Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 budget of \$5.4 million reflects a \$0.5 million increase from the FY 2014/15 year-end forecast.

Department Indirect Cost Allocation

The Department Indirect Cost Allocation represents internal charges to the RWDS Fund, Inlet Silverado Golf Course fund, Irrigation Water Distribution System (IWDS) Fund, McDowell Mountain Golf Recharge Fund, Gainey Ranch Fund, and PCX/NGTF Fund for central operations under the Water Fund. The FY 2015/16 adopted budget is \$0.9 million.

Transfers-Out

Transfers-Out is the authorized movement of cash or other resources to other funds and/or capital projects. The adopted FY 2015/16 budget of \$47.5 million reflects a \$5.9 million decrease from the FY 2014/15 year-end forecast. The decrease is driven in primarily by a lower transfer to the CIP fund. Included in Transfers-Out is the FY 2015/16 transfer to the General Fund for Franchise Fees of \$7.2 million, which reflects a 3 percent or \$0.2 million increase from the FY 2014/15 year-end forecast. 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 Water and Water Reclamation Fund balance and reserves are noted below:

Operating Reserve

Operating Reserve of \$15.0 million is projected for the end of FY 2015/16. This reserve is intended to ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days. Operating reserves shall be maintained to provide contingency funding and expenditure flexibility in the event of unexpected declines in revenue or increases in costs.

Repair/Replacement Reserve

Repair/Replacement Reserve of \$38.2 million is projected for the end of FY 2015/16. 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 \$4.6 million is projected for the end of FY 2015/16. 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.

Special Contractual Fund Balance

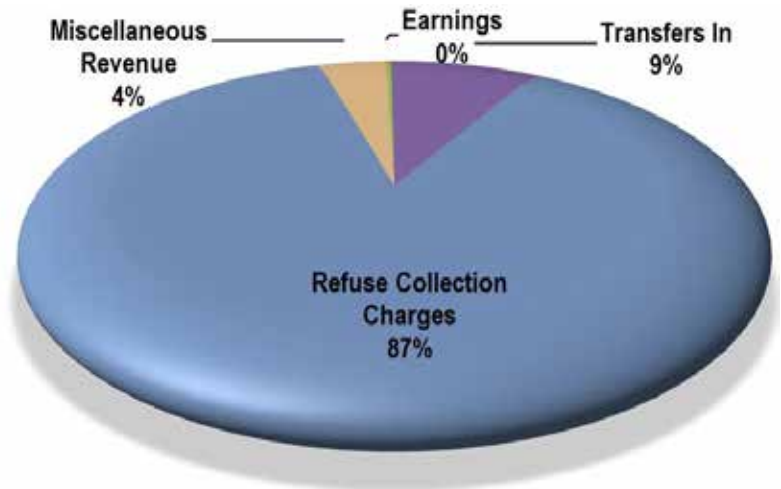
Special Contractual Fund Balance of \$8.1 million is projected for the end of FY 2015/16. This balance reflects reserves established in accordance with various contractual agreements for delivery of non-potable water by the Water Resources Division.

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.

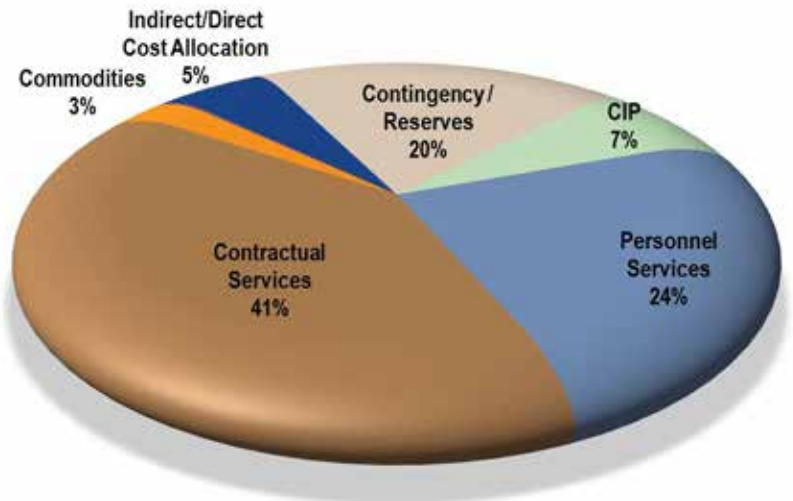
Solid Waste Sources (in millions)

Refuse Collection Charges	\$	19.2
Miscellaneous Revenue		0.9
Interest Earnings		0.1
Total Revenue	\$	20.1
Transfers In		1.9
Total Sources	\$	22.0



Solid Waste Uses (in millions)

Personnel Services	\$	7.0
Contractual Services		12.0
Commodities		0.7
Capital Outlays		0.1
Indirect/Direct Cost Allocation		1.6
Contingency / Reserves		5.8
Adopted Budget	\$	27.2
Transfers Out		
CIP		2.1
Total Uses	\$	29.2



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

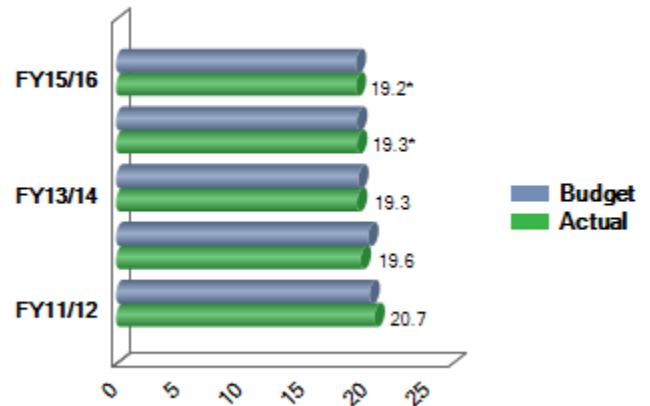
	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance				
Operating Reserve	3,996,457	4,181,282	4,866,295	5,135,663
Unreserved Fund Balance	7,907,092	7,560,800	6,651,296	5,362,868
Total Beginning Fund Balance	11,903,549	11,742,082	11,517,591	10,498,531
Revenues				
Refuse Collection Charges	19,295,592	19,254,497	19,254,497	19,180,000
Interest Earnings	56,104	47,725	47,725	70,228
Miscellaneous Revenue	867,654	836,956	836,956	860,000
Subtotal	20,219,350	20,139,178	20,139,178	20,110,228
Transfers In				
CIP Fund	826,479	-	-	1,875,000
Subtotal	826,479	-	-	1,875,000
Total Sources	21,045,829	20,139,178	20,139,178	21,985,228
Expenditures				
Division				
City Treasurer	818,323	907,868	921,206	915,202
Public Works	17,277,345	18,125,935	18,287,168	18,731,878
<i>Citywide Pay Program / Citywide Pay Program Tail</i>	-	174,277	-	144,201
Indirect Cost Allocation	1,094,356	1,121,523	1,121,523	1,044,973
Direct Cost Allocation - Alley Maintenance	545,505	524,741	524,741	535,415
Subtotal	19,735,529	20,854,344	20,854,638	21,371,669
TOTAL OPERATING BUDGET	19,735,529	20,854,344	20,854,638	21,371,669
Transfers Out				
CIP Fund (General Operating Projects)	10,600	23,200	23,200	43,500
CIP Fund (General Capital Projects)	1,595,158	244,400	244,400	-
Fleet & Transportation CIP Funds	-	-	-	2,047,500
Other Transfers / CIP Water	90,500	36,000	36,000	-
Subtotal	1,696,258	303,600	303,600	2,091,000
Total Uses	21,431,787	21,157,944	21,158,238	23,462,669
Sources Over/(Under) Uses	(385,958)	(1,018,766)	(1,019,060)	(1,477,441)
Ending Fund Balance				
Operating Reserve	4,866,295	5,135,663	5,135,663	5,785,316
Unreserved Balance	6,651,296	5,587,653	5,362,868	3,235,774
Total Ending Fund Balance	11,517,591	10,723,316	10,498,531	9,021,090

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
Operating Reserve	5,785,316	5,462,408	5,522,573	3,775,759
Unreserved Fund Balance	3,235,774	2,515,682	1,837,717	3,047,731
Total Beginning Fund Balance	9,021,090	7,978,090	7,360,290	6,823,490
Revenues				
Refuse Collection Charges	20,119,800	20,713,700	21,325,200	21,955,200
Interest Earnings	122,700	189,800	222,800	241,000
Miscellaneous Revenue	867,600	875,800	884,400	892,800
Subtotal	21,110,100	21,779,300	22,432,400	23,089,000
Transfers In				
CIP Fund	-	-	-	-
Subtotal	-	-	-	-
Total Sources	21,110,100	21,779,300	22,432,400	23,089,000
Expenditures				
Division				
City Treasurer	948,100	943,300	958,400	974,100
Public Works	19,209,000	19,328,200	19,672,600	20,033,600
<i>Citywide Pay Program / Citywide Pay Program Tail</i>	<i>299,800</i>	<i>433,300</i>	<i>577,900</i>	<i>718,700</i>
Indirect Cost Allocation	1,065,900	1,087,200	1,108,900	1,131,100
Direct Cost Allocation - Alley Maintenance	584,200	587,000	597,200	607,600
Subtotal	22,107,000	22,379,000	22,915,000	23,465,100
TOTAL OPERATING BUDGET	22,107,000	22,379,000	22,915,000	23,465,100
Transfers Out				
CIP Fund (General Operating Projects)	46,100	18,100	54,200	36,700
CIP Fund (General Capital Projects)	-	-	-	-
Fleet & Transportation CIP Funds	-	-	-	-
Other Transfers / CIP Water	-	-	-	-
Subtotal	46,100	18,100	54,200	36,700
Total Uses	22,153,100	22,397,100	22,969,200	23,501,800
Sources Over/(Under) Uses	(1,043,000)	(617,800)	(536,800)	(412,800)
Ending Fund Balance				
Operating Reserve	5,462,408	5,522,573	3,775,759	3,863,310
Unreserved Balance	2,515,682	1,837,717	3,047,731	2,547,380
Total Ending Fund Balance	7,978,090	7,360,290	6,823,490	6,410,690

Refuse Collection Charges

Refuse Collection revenue adopted for the FY 2015/16 budget totals \$19.2 million, remaining relatively flat with the FY 2014/15 year-end forecast. The revenue budget assumes no fee increases in FY 2015/16. Refuse Collection 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 Charges included Miscellaneous Revenue which is now broken out below.

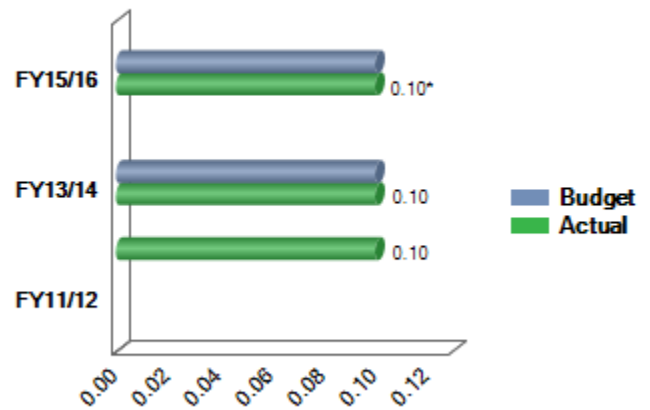
Adopted Budget to Actual/Forecast* (in millions)



Interest Earnings

Interest Earnings revenue adopted for FY 2015/16 is \$70,228 or 47 percent higher than the FY 2014/15 year-end forecast of \$47,725. 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.

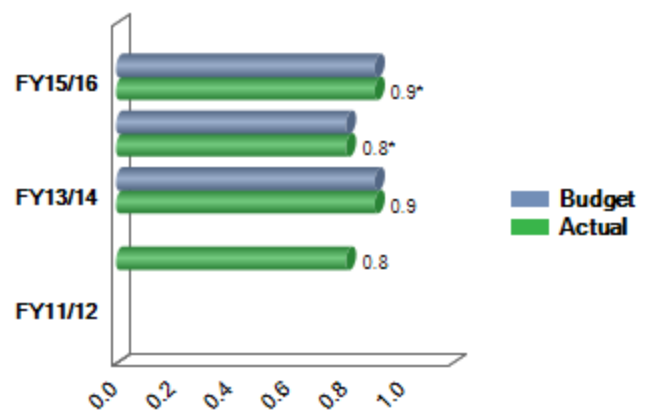
Adopted Budget to Actual/Forecast* (in millions)



Miscellaneous Revenue

Miscellaneous Revenue consists of the following: 1) Containers for residential and recycling; 2) Roll-off charges; 3) Account set-up and late fees; and 4) Private haulers permit fees.

Adopted Budget to Actual/Forecast* (in millions)



Transfers-In

Transfers-In is the authorized movement of cash or other resources from other funds and/or other capital projects. Total Transfers-In for FY 2015/16 equal \$1.9 million and are related a capital project which was completed under budget. These excess funds are being re-allocated to the Compress Natural Gas fuel station referenced under Transfers-Out.

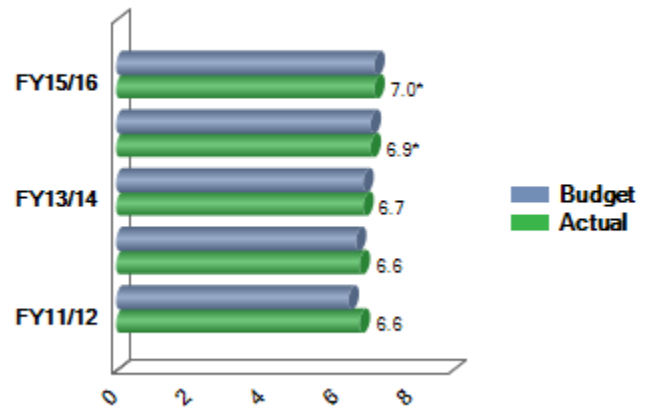
Solid Waste Fund Expenditures By Expenditure Type

The Solid Waste 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 adopted FY 2015/16 budget of \$7.0 million reflects a 1 percent, or \$0.1 million increase from the FY 2014/15 year-end forecast primarily related to funding for a citywide pay program based on performance and the addition of 1.47 seasonal part-time FTE positions; which was partially offset by a reduction in overtime.

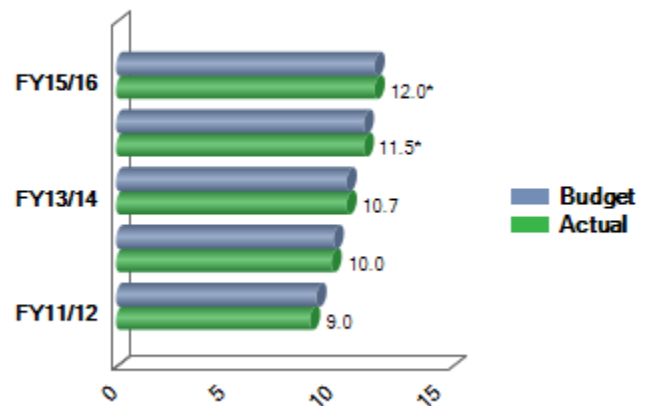
Adopted Budget to Actual/Forecast* (in millions)



Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The FY 2015/16 adopted budget of \$12.0 million reflects a 4 percent, or \$0.5 million increase from the FY 2014/15 year-end forecast. This is primarily related to an increase in Fleet charges for maintenance and replacement, increases in landfill, cleaning and waste removal for the Household Hazardous Waste events.

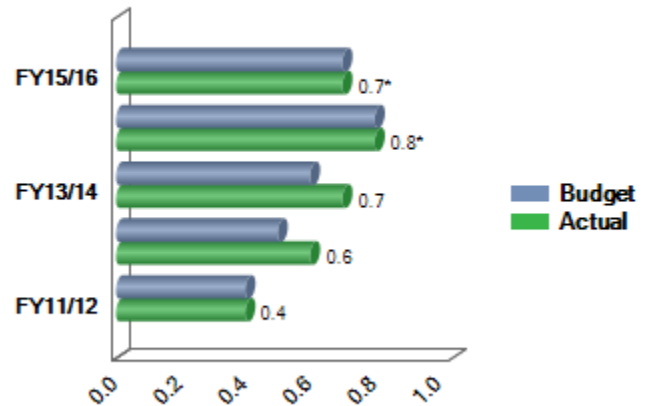
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 adopted budget of \$0.7 million is a slight decrease of \$0.1 million from the FY 2014/15 year-end forecast.

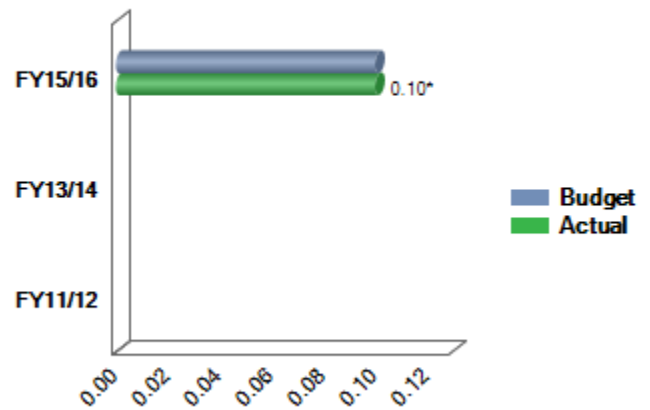
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 adopted budget of \$64,494 represents a one-time purchase of tractor equipment for the Solid Waste brush crew.

Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 adopted budget of \$1.0 million is a slight decrease of \$0.1 million from the FY 2014/15 year-end forecast. 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 2015/16 is \$0.5 million which has remained relatively flat from the FY 2014/15 year-end forecast. 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.

Transfers-Out

Transfers-Out is the authorized movement of cash or other resources to other funds and/or capital projects. The adopted FY 2015/16 budget of \$2.1 million reflects an increase from the FY 2014/15 year-end forecast by \$1.8 million. The increase in transfers is driven by a new Compressed Natural Gas fuel station project. The new fuel compressor will be located at the City of Scottsdale Solid Waste Transfer Station for the Solid Waste refuse collection trucks.

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 Solid Waste Fund balance and reserves are noted below:

Operating Reserve

The FY 2015/16 ending fund balance includes an Operating Reserve of \$5.8 million. This reserve is intended to ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days. Operating reserves shall be maintained to provide contingency funding and expenditure flexibility in the event of unexpected declines in revenue or increases in costs.

Unreserved Fund Balance

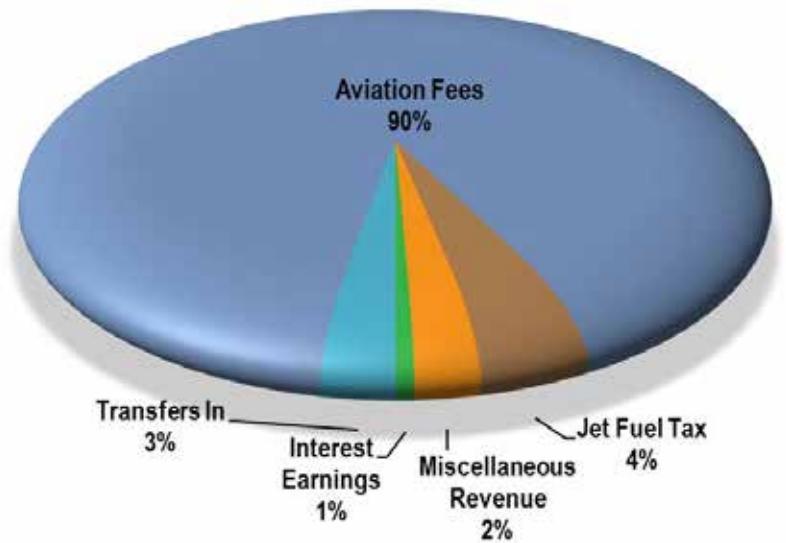
The FY 2015/16 ending fund balance includes an Unreserved Fund Balance of \$3.2 million, which represents the cumulative Solid Waste Fund revenues not designated for a specific purpose. This balance represents an accumulation of one-time revenues and it is most appropriately used for one-time expenditures. Under prudent fiscal management practices, this amount should not be used to fund new or expanded programs with ongoing operating expenses.

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.

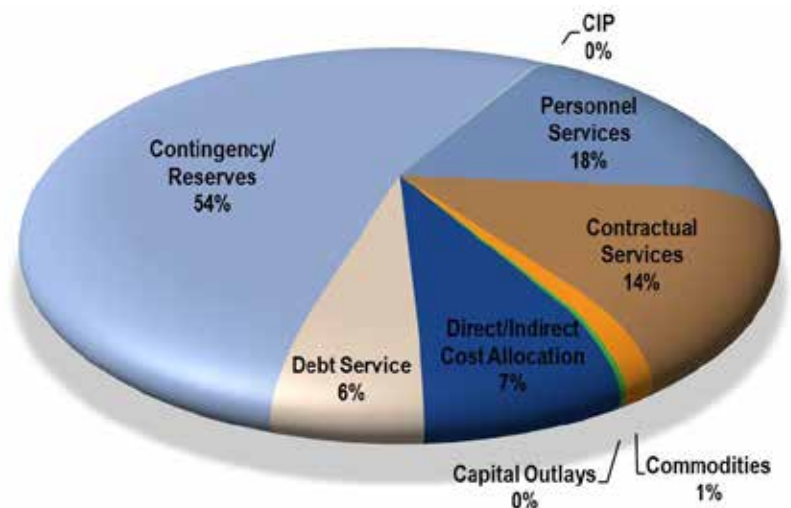
Aviation Fund Sources (in millions)

Aviation Fees	\$	3.6
Jet Fuel Tax		0.2
Miscellaneous Revenue		0.1
Interest Earnings		0.0
Total Revenue	\$	3.9
Transfers In		0.1
Total Sources	\$	4.0



Aviation Fund Uses (in millions)

Personnel Services	\$	1.2
Contractual Services		0.9
Commodities		0.1
Capital Outlays		0.0
Direct/Indirect Cost Allocation		0.5
Debt Service		0.4
Contingency/ Reserves		3.4
Adopted Budget	\$	6.4
Transfers Out		
CIP		0.0
Total Uses	\$	6.4



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

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance				
Operating Reserve	390,855	388,002	397,722	399,470
Repair/Replacement Reserve	1,529,088	599,242	2,188,222	975,390
Fleet Replacement Reserve	-	850,901	1,026,588	1,251,100
Unreserved Fund Balance	1,404,139	1,796,951	1,998,242	4,228,040
Total Beginning Fund Balance	3,324,082	3,635,096	5,610,774	6,854,000
Revenues				
Aviation Fees	3,531,377	3,278,800	3,278,800	3,630,464
Jet Fuel Tax	154,228	149,702	149,702	173,192
Interest Earnings	21,144	25,630	25,630	27,249
Miscellaneous Revenue	104,655	100,029	100,029	101,029
Subtotal	3,811,403	3,554,161	3,554,161	3,931,934
Transfers In				
CIP Fund	1,124,335	430,000	430,000	113,500
Fleet	754,387	-	-	-
Subtotal	1,878,722	430,000	430,000	113,500
Total Sources	5,690,125	3,984,161	3,984,161	4,045,434
Expenditures				
Division				
Community & Economic Development - Aviation	1,792,758	2,081,475	2,110,018	2,092,032
Fleet Replacement/Purchases	47,804	45,100	45,100	15,000
Citywide Pay Program / Citywide Pay Program Tail	-	30,416	-	29,724
Indirect Cost Allocation	142,177	145,357	145,357	163,928
Direct Cost Allocation (Fire)	309,395	307,440	307,440	313,896
Subtotal	2,292,134	2,609,788	2,607,915	2,614,580
MPC Bonds	-	-	-	352,743
TOTAL OPERATING BUDGET	2,292,134	2,609,788	2,607,915	2,967,323
Transfers Out				
CIP Fund (General Capital Projects)	356,913	6,200	6,200	7,400
CIP Fund (Enterprise Capital Projects)	754,387	126,820	126,820	-
Subtotal	1,111,300	133,020	133,020	7,400
Total Uses	3,403,434	2,742,808	2,740,935	2,974,723
Sources Over/(Under) Uses	2,286,692	1,241,353	1,243,226	1,070,711
Ending Fund Balance				
Operating Reserve	397,722	399,470	399,470	727,970
Repair/Replacement Reserve	2,188,222	990,167	975,390	1,065,155
Fleet Replacement Reserve	1,026,588	975,390	1,251,100	1,642,200
Unreserved Balance ^(a)	1,998,242	2,511,422	4,228,040	4,489,386
Total Ending Fund Balance	5,610,774	4,876,449	6,854,000	7,924,711

^(a) 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.

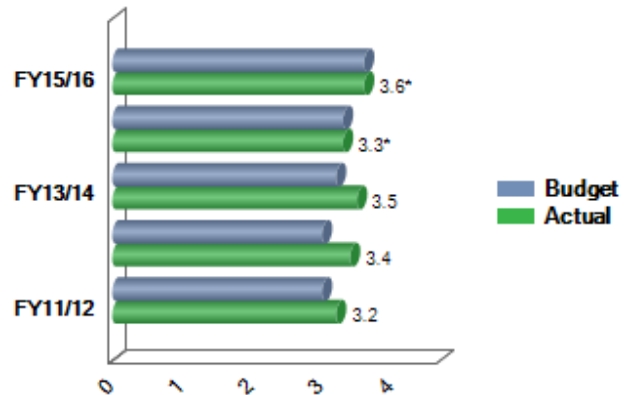
	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
Operating Reserve	727,970	849,107	853,521	868,784
Repair/Replacement Reserve	1,065,155	1,399,521	1,402,353	1,412,709
Fleet Replacement Reserve	1,642,200	643,300	774,400	9,400
Unreserved Fund Balance	4,489,386	3,797,183	4,104,637	5,247,218
Total Beginning Fund Balance	7,924,711	6,689,111	7,134,911	7,538,111
Revenues				
Aviation Fees	3,662,100	3,694,600	3,726,800	3,759,600
Jet Fuel Tax	181,900	190,900	200,500	210,500
Interest Earnings	47,600	73,600	86,500	93,500
Miscellaneous Revenue	102,000	103,100	104,100	105,100
Subtotal	3,993,600	4,062,200	4,117,900	4,168,700
Transfers In				
CIP Fund	-	-	-	-
Fleet	-	-	-	-
Subtotal	-	-	-	-
Total Sources	3,993,600	4,062,200	4,117,900	4,168,700
Expenditures				
Division				
Community & Economic Development - Aviation	2,170,200	2,152,800	2,177,300	2,202,800
Fleet Replacement/Purchases	1,068,900	46,100	37,900	199,200
Citywide Pay Program / Citywide Pay Program Tail	62,700	89,900	115,300	137,700
Indirect Cost Allocation	167,200	170,600	174,000	177,400
Direct Cost Allocation (Fire)	320,200	326,600	333,100	339,800
Subtotal	3,789,200	2,786,000	2,837,600	3,056,900
MPC Bonds	723,300	721,600	723,700	724,700
TOTAL OPERATING BUDGET	4,512,500	3,507,600	3,561,300	3,781,600
Transfers Out				
CIP Fund (General Capital Projects)	7,900	3,200	9,600	6,500
CIP Fund (Enterprise Capital Projects)	708,800	105,600	143,800	14,600
Subtotal	716,700	108,800	153,400	21,100
Total Uses	5,229,200	3,616,400	3,714,700	3,802,700
Sources Over/(Under) Uses	(1,235,600)	445,800	403,200	366,000
Ending Fund Balance				
Operating Reserve	849,107	853,521	868,784	883,332
Repair/Replacement Reserve	1,399,521	1,402,353	1,412,709	1,488,802
Fleet Replacement Reserve	643,300	774,400	9,400	256,900
Unreserved Balance ^(a)	3,797,183	4,104,637	5,247,218	5,275,077
Total Ending Fund Balance	6,689,111	7,134,911	7,538,111	7,904,111

^(a) 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

Aviation Fees revenue for the FY 2015/16 adopted budget totals \$3.6 million which is \$0.3 million more than the FY 2014/15 year-end forecast. The revenue budget assumes no fee increases in FY 2015/16, 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.

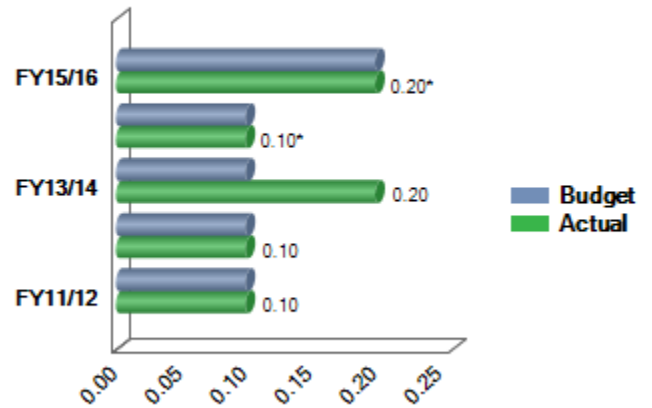
Adopted Budget to Actual/Forecast* (in millions)



Jet Fuel Tax

Jet Fuel Tax revenue adopted FY 2015/16 budget totals \$0.2 million, an increase over the FY 2014/15 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)



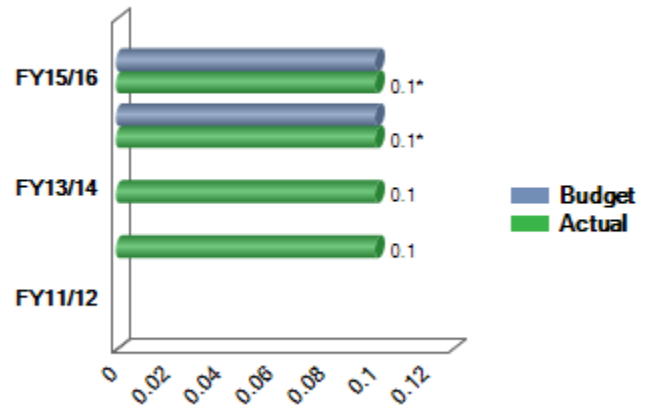
Interest Earnings

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.

Miscellaneous Revenue

Miscellaneous Revenue adopted FY 2015/16 budget totals \$0.1 million, remaining flat with the FY 2014/15 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)



Transfers-In

Transfers-in is the authorized movement of cash or other resources from other funds and/or capital projects. Transfers-in for FY 2015/16 will be \$0.1 million from the Aviation Capital Fund to transfer back to the operating budget the accumulation of capital improvement project savings.

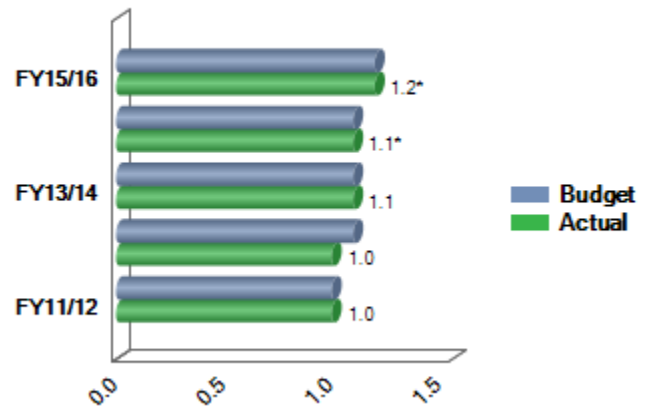
Aviation Fund Expenditures By Expenditure Type

The Aviation 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 2015/16 adopted budget of \$1.2 million is \$0.1 million higher than the FY 2014/15 year-end forecast.

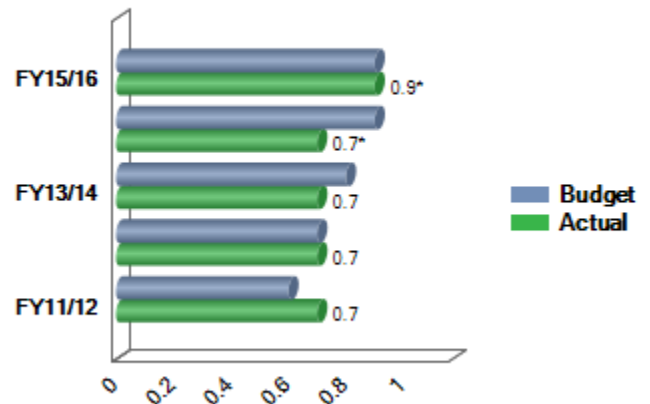
Adopted Budget to Actual/Forecast* (in millions)



Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The FY 2015/16 adopted budget of \$0.9 million is \$0.2 million higher than the FY 2014/15 year-end forecast in anticipation of an increase of Customs Services activities.

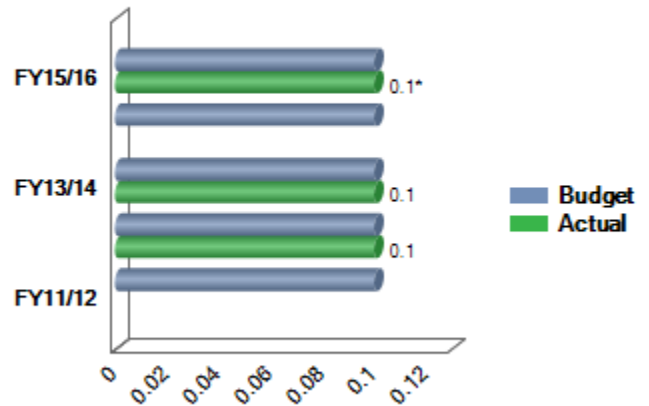
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 adopted budget is \$0.1 million.

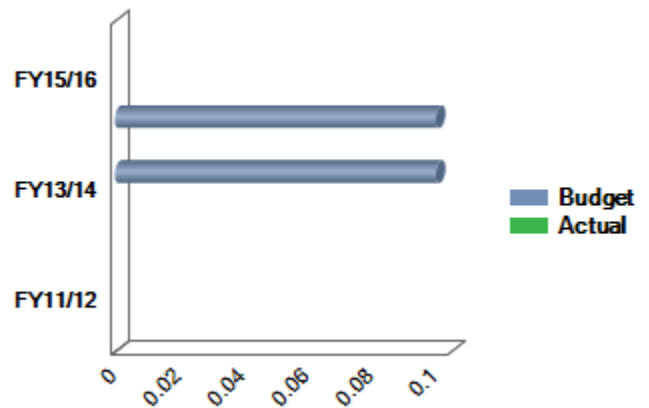
Adopted Budget to Actual/Forecast* (in millions)



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.

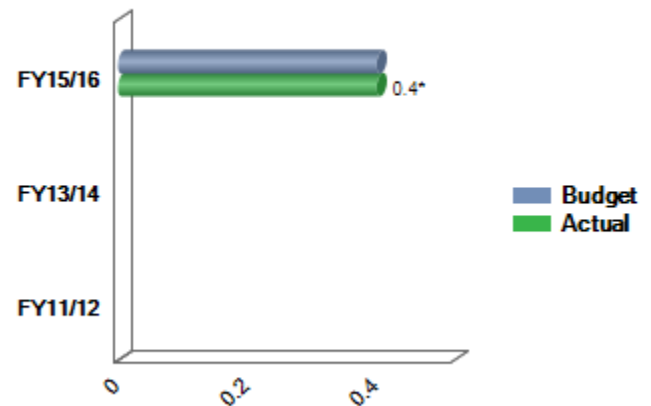
Adopted Budget to Actual/Forecast* (in millions)



Debt Service

Debt Service represents the repayment of Municipal Property Corporation (MPC) bonds, along with the applicable annual fiscal agent fees. The adopted FY 2015/16 budget of \$0.4 million will be the first debt issuance for the airport in over 20 years.

Adopted Budget to Actual/Forecast* (in millions)



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 for the FY 2015/16 adopted budget is \$0.2 million, which is slightly higher than the FY 2014/15 year-end forecast. 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 2015/16 is \$0.3 million, which is flat from the FY 2014/15 year-end forecast.

Transfers-Out

Transfers-Out is the authorized movement of cash or other resources to other funds and/or capital projects. The FY 2015/16 transfer out of \$7,400 is to fund General Capital Projects related to technology that will benefit aviation.

Aviation Fund Balance

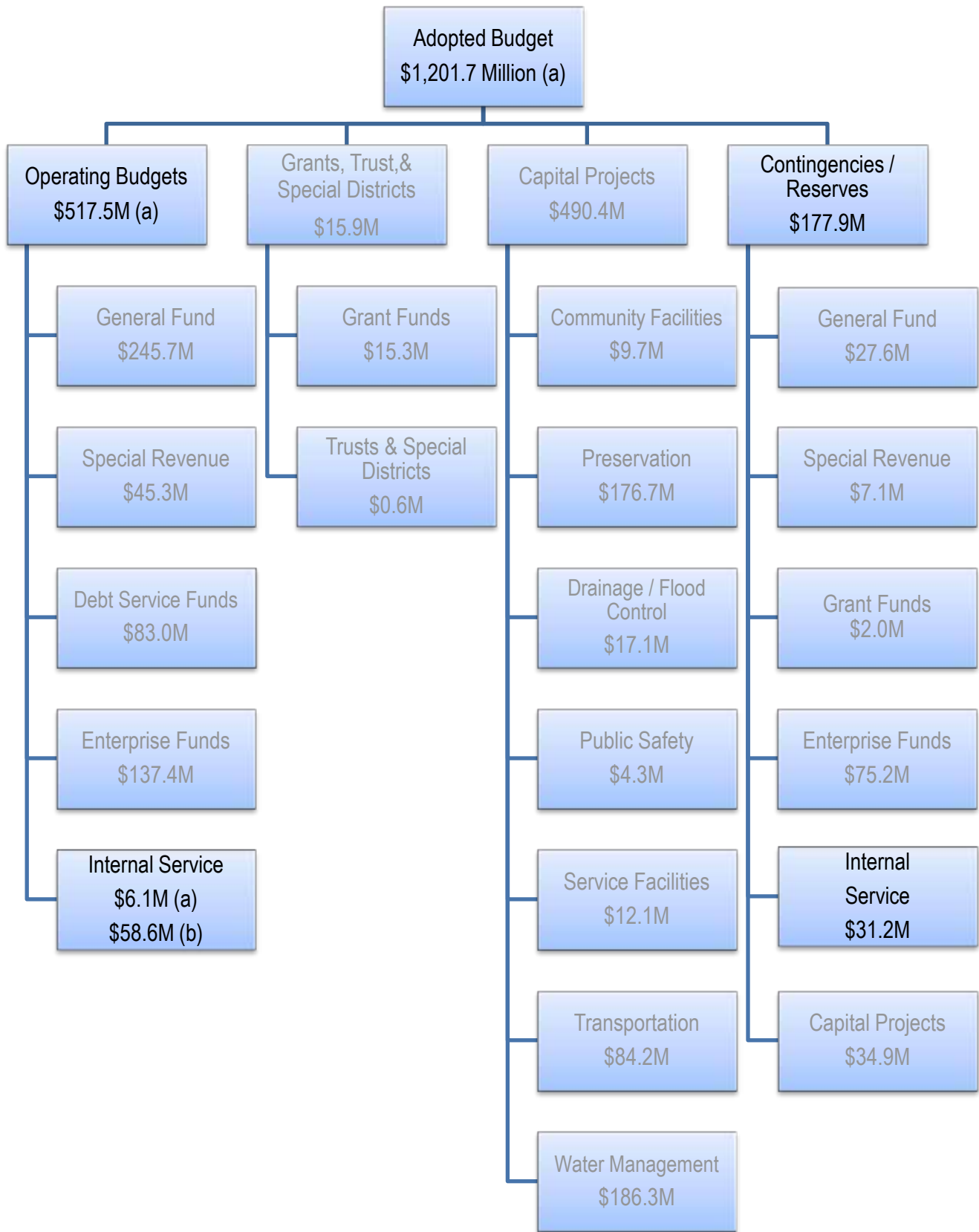
Fund balance/reserves protect the city's financial condition and provide for unexpected economic challenges. Growth of fund balance occurs when revenues exceed expenditures. The city's budget planning, and adopted financial policies call for the establishment of reserves as part of the resource allocation/limit setting process. This process allows the city to set aside savings before allocated or spent as budgeted expenditures. The specific make-up of the city's fund balance and reserves are noted below:

Operating Reserve

The FY 2015/16 ending fund balance includes an Operating Reserve of \$0.7 million. This reserve is intended to ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days. The purpose of the reserve is to provide for emergencies, provide for potential grant matches, and to ensure that General Fund subsidies are avoided.

Repair/Replacement Reserve

The FY 2015/16 ending fund balance includes a Repair/Replacement Reserve of \$1.1 million. This reserve is intended to ensure adequate funding for emergency repair and replacement needs at the airport.



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$52.5M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$52.5M

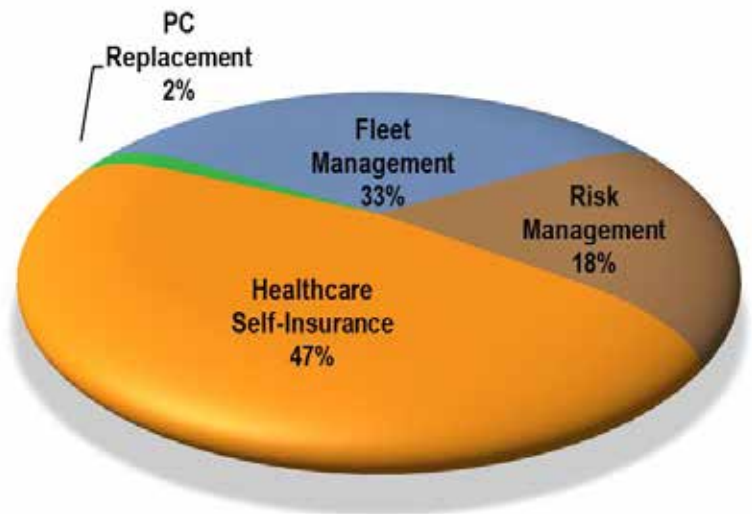
Note: Amounts are rounded in millions; therefore, differences may occur.

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 Self-Insurance. 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.

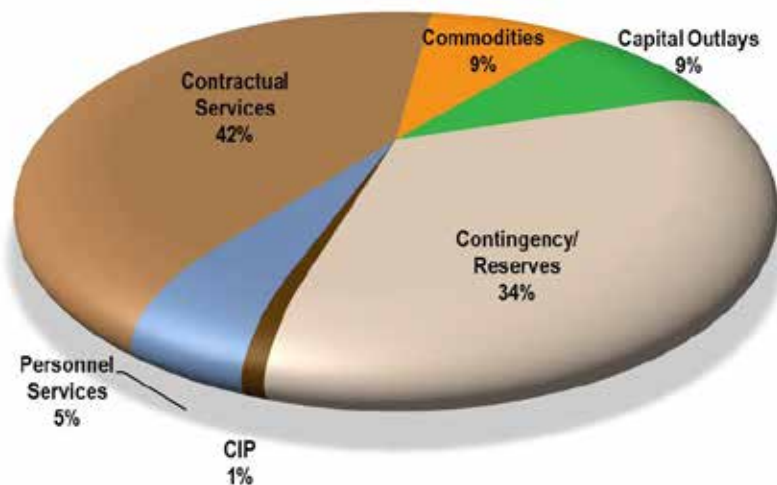
Internal Service Funds Sources by Fund (in millions)

Fleet Management	\$	20.7
Risk Management		11.4
Healthcare Self-Insurance		28.9
PC Replacement		1.0
Total Sources	\$	62.0



Internal Service Funds Uses (in millions)

Personnel Services	\$	4.3
Contractual Services		37.8
Commodities		8.1
Capital Outlays		8.3
Contingency/ Reserves		31.2
Internal Service Offsets		(52.5)
Adopted Budget	\$	37.2
Transfers Out		
CIP		0.8
Total Uses	\$	38.0



Graph excludes the Internal Service Offset of (\$52.5) million

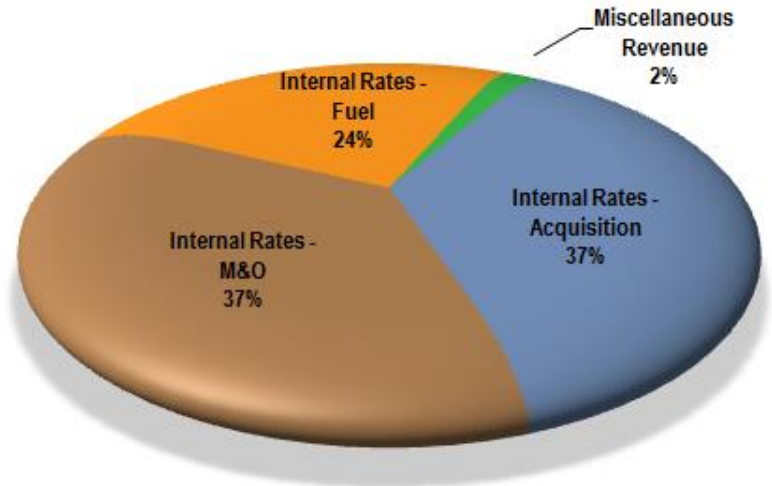
Note: Amounts are rounded in millions; therefore, differences may occur.

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.

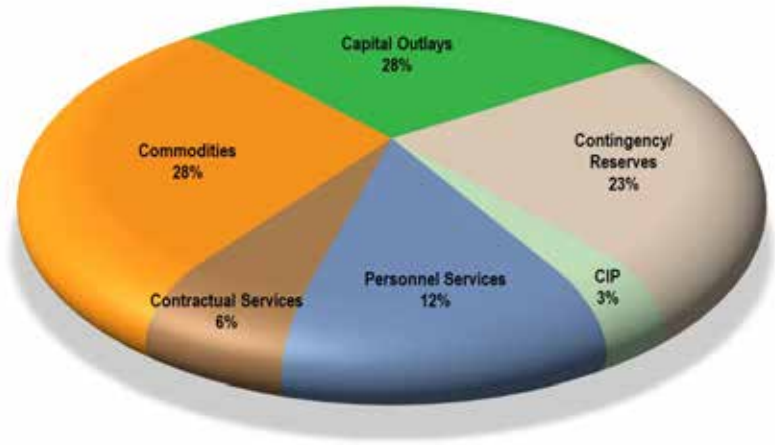
Fleet Management Fund Sources (in millions)

Internal Rates - Acquisition	\$	7.5
Internal Rates - M&O		7.7
Internal Rates - Fuel		5.0
Miscellaneous Revenue		0.4
Total Revenue	\$	20.7
Transfers In		-
Total Sources	\$	20.7



Fleet Management Fund Uses (in millions)

Personnel Services	\$	3.4
Contractual Services		1.6
Commodities		7.8
Capital Outlays		7.5
Contingency/ Reserves		6.3
Internal Service Offset		(20.3)
Adopted Budget	\$	6.3
Transfers Out		
CIP		0.8
Total Uses	\$	7.1



*Graph excludes the Internal Service Offset of (\$20.3) million

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

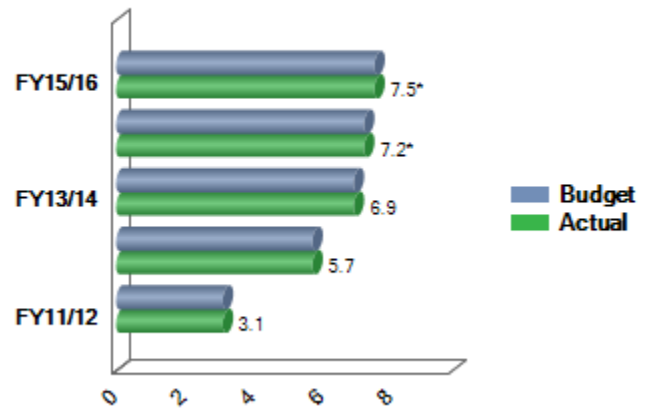
	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance				
Contingency Reserve	500,000	700,000	700,000	750,000
Designated for Future Acquisition	4,843,100	4,745,293	6,536,022	5,536,040
Unreserved, Undesignated	3,878,604	2,891,951	3,361,768	2,818,550
Total Beginning Fund Balance	9,221,704	8,337,244	10,597,790	9,104,590
Revenues				
Rates - Vehicle Acquisition	6,851,280	7,168,644	7,168,644	7,532,676
Rates - Maintenance & Operation	7,400,880	7,210,104	7,210,104	7,702,716
Rates - Fuel	4,318,778	5,033,604	5,033,604	5,035,476
Miscellaneous Revenue	526,585	372,600	622,600	382,197
Subtotal	19,097,523	19,784,952	20,034,952	20,653,065
Total Sources	19,097,523	19,784,952	20,034,952	20,653,065
Expenditures				
Vehicle Acquisition/Capital Outlay	5,158,358	7,168,626	8,168,626	7,527,000
Fleet Operations	7,834,676	7,899,074	7,897,735	8,071,449
Fuel	3,959,816	4,925,443	4,925,443	4,860,110
Citywide Pay Program / Citywide Pay Program Tail	-	90,914	-	75,911
Leave Accrual Payments	-	33,200	31,609	33,200
Estimated Personnel Savings from Vacant Positions	-	(199,500)	(104,661)	(199,500)
Subtotal	16,952,850	19,917,757	20,918,752	20,368,170
TOTAL OPERATING BUDGET	16,952,850	19,917,757	20,918,752	20,368,170
Transfers Out				
CIP Fund - General Capital Projects	14,200	19,800	19,800	21,300
CIP Fund - Fleet Projects	-	589,600	589,600	765,000
Fleet One-Time Transfer to Aviation Fund	754,387	-	-	-
Subtotal	768,587	609,400	609,400	786,300
Total Uses	17,721,437	20,527,157	21,528,152	21,154,470
Sources Over/(Under) Uses	1,376,086	(742,205)	(1,493,200)	(501,405)
Total Ending Fund Balance	10,597,790	7,595,039	9,104,590	8,603,185
Ending Fund Balance				
Contingency Reserve	700,000	500,000	500,000	750,000
Designated for Future Acquisition	6,536,022	4,745,311	5,536,040	5,541,700
Unreserved, Undesignated	3,361,768	2,349,728	3,068,550	2,311,485
Total Ending Fund Balance	10,597,790	7,595,039	9,104,590	8,603,185

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
Contingency Reserve	750,000	750,000	750,000	750,000
Designated for Future Acquisition	5,541,700	5,321,700	4,860,200	4,140,200
Unreserved, Undesignated	2,311,485	2,405,085	2,586,985	2,711,785
Total Beginning Fund Balance	8,603,185	8,476,785	8,197,185	7,601,985
Revenues				
Rates - Vehicle Acquisition	7,683,300	7,837,000	7,993,400	8,153,500
Rates - Maintenance & Operation	7,856,500	8,013,500	8,174,300	8,337,900
Rates - Fuel	5,136,300	5,238,500	5,344,000	5,450,500
Miscellaneous Revenue	389,800	397,600	405,600	413,700
Subtotal	21,065,900	21,486,600	21,917,300	22,355,600
Total Sources	21,065,900	21,486,600	21,917,300	22,355,600
Expenditures				
Vehicle Acquisition/Capital Outlay	7,903,300	8,298,500	8,713,400	9,149,100
Fleet Operations	8,326,300	8,344,400	8,489,100	8,638,300
Fuel	4,957,300	5,056,400	5,157,600	5,260,700
Citywide Pay Program / Citywide Pay Program Tail	159,000	229,600	293,400	355,100
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)
Subtotal	21,169,900	21,757,500	22,486,400	23,195,000
TOTAL OPERATING BUDGET	21,169,900	21,757,500	22,486,400	23,195,000
Transfers Out				
CIP Fund - General Capital Projects	22,400	8,700	26,100	17,700
CIP Fund - Fleet Projects	-	-	-	-
Fleet One-Time Transfer to Aviation Fund	-	-	-	-
Subtotal	22,400	8,700	26,100	17,700
Total Uses	21,192,300	21,766,200	22,512,500	23,212,700
Sources Over/(Under) Uses	(126,400)	(279,600)	(595,200)	(857,100)
Total Ending Fund Balance	8,476,785	8,197,185	7,601,985	6,744,885
Ending Fund Balance				
Contingency Reserve	750,000	750,000	750,000	750,000
Designated for Future Acquisition	5,321,700	4,860,200	4,140,200	3,144,600
Unreserved, Undesignated	2,405,085	2,586,985	2,711,785	2,850,285
Total Ending Fund Balance	8,476,785	8,197,185	7,601,985	6,744,885

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 2015/16, 36 percent of the Fleet Management Fund’s operating revenues come from rates related to vehicle acquisition. The vehicle acquisition rates for FY 2015/16 total \$7.5 million and represent approximately \$0.3 million increase from the FY 2014/15 year-end revenue forecast. The increase is to ensure a more realistic and sustainable funding for future acquisition and replacement.

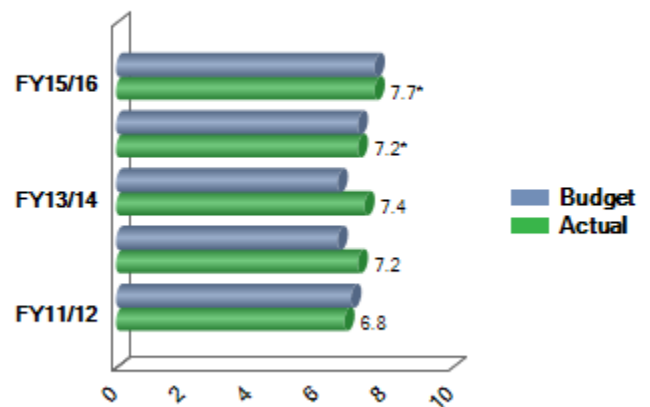
Adopted Budget to Actual/Forecast* (in millions)



Maintenance & Operation Revenue

Rates - Maintenance & Operation represents charges to other city programs based on the usage of city vehicles. For FY 2015/16, 37 percent of the Fleet Management Fund’s operating revenues are derived from rates related to vehicle maintenance and operation. The FY 2015/16 hourly rate is billed at \$89.75 per hour and parts are marked up 31 percent. The maintenance and operation rates revenue for FY 2015/16 totals \$7.7 million, which is an increase of \$0.5 million from the FY 2014/15 year-end revenue forecast.

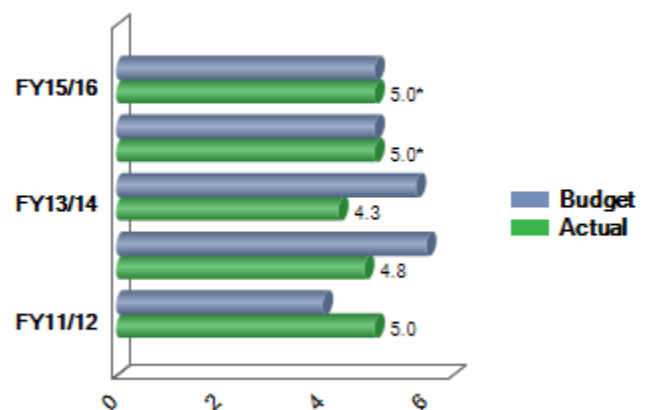
Adopted Budget to Actual/Forecast* (in millions)



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 \$3.83/gallon for bio-diesel and \$3.63/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 \$2.70 per gallon due to a difference in operation cost of the CNG site. The FY 2015/16 adopted budget of \$5.0 million which remains unchanged from the FY 2014/15 year-end forecast.

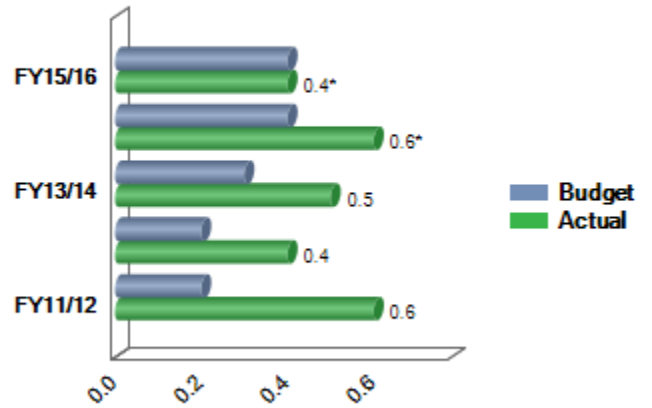
Adopted Budget to Actual/Forecast* (in millions)



Miscellaneous Revenue

Miscellaneous Revenue comes from the liquidation of surplus property as well as any insurance recoveries received. The FY 2015/16 budget is \$0.4 million, which is a decrease compared to the FY 2014/15 year-end forecast of \$0.6 million.

Adopted Budget to Actual/Forecast* (in millions)



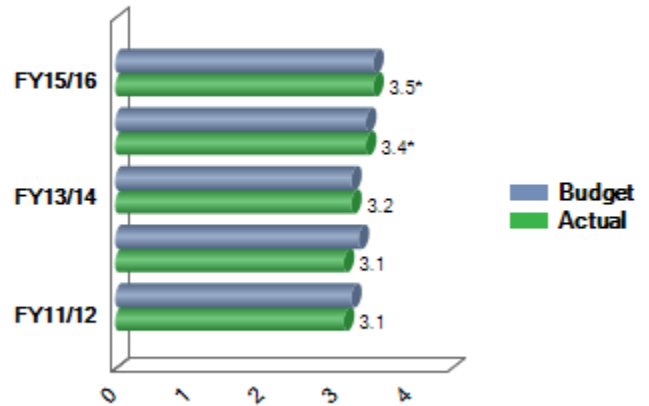
Fleet Management Fund Expenditures by Category

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 2015/16 adopted personnel services budget totals \$3.5 million, which is an increase of \$0.1 million from the FY 2014/15 forecasted budget as a result of increases in healthcare and a citywide pay program based on performance.

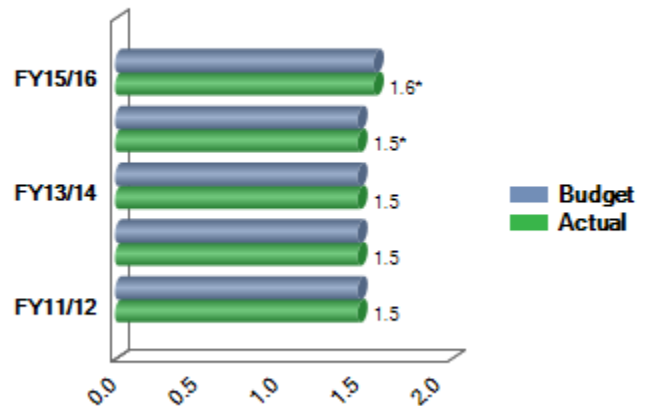
Adopted Budget to Actual/Forecast* (in millions)



Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The FY 2015/16 adopted budget reflects an increase of \$0.1 million from the FY 2014/15 year-end forecast.

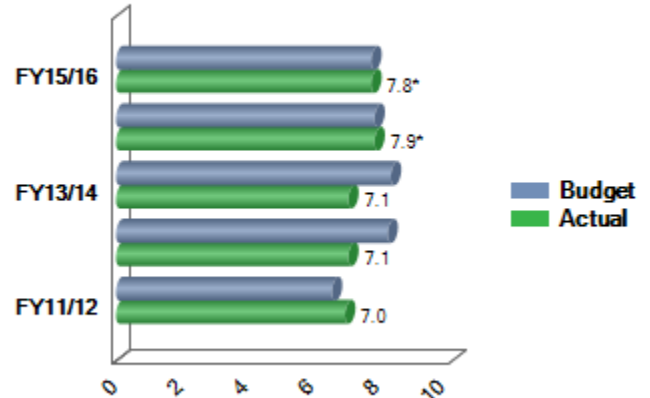
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 adopted budget of \$7.8 million is \$0.1 million lower than the FY 2014/15 year-end forecast.

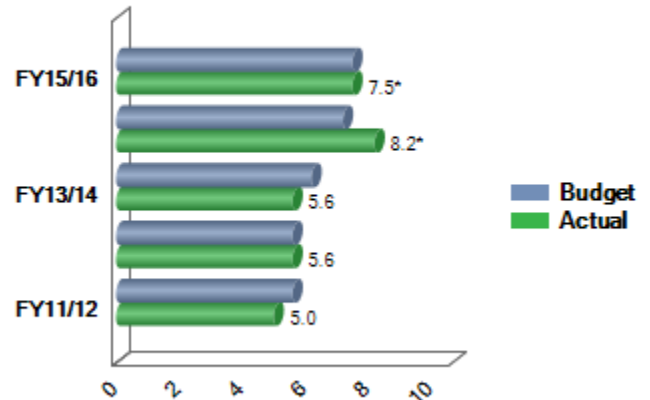
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 adopted capital outlay budget of \$7.5 million is \$0.6 million lower than the FY 2014/15 year-end forecast due to fewer planned vehicle replacement purchases for FY 2015/16.

Adopted Budget to Actual/Forecast* (in millions)



Transfers-Out

Transfers-Out is the authorized movement of cash or other resources to other funds, and/or capital projects. Transfers-out for FY 2015/16 includes \$0.8 million to the CIP funds.

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 2015/16 fund balance is \$8.6 million, which is a \$0.5 million decrease from the FY 2014/15 forecasted ending balance.



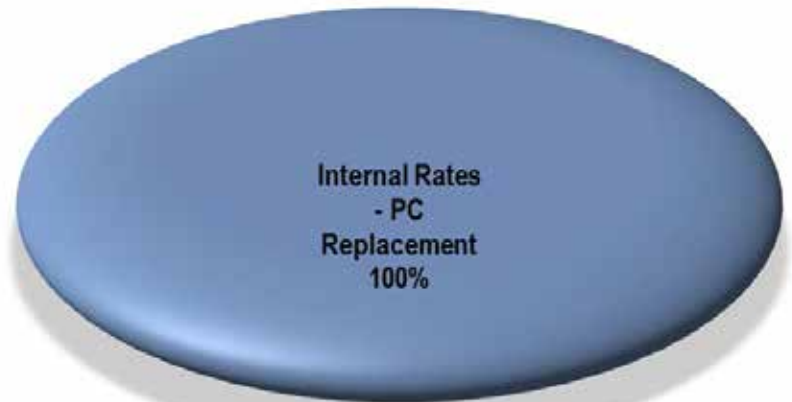
FY 2015/16 Adopted Budget

Fund Purpose

This fund is used to account for the expenditures associated with purchasing the city's computers, monitors and printers. Replacement of computers, monitors and printers (hardware) is charged to the city divisions as internal operating costs to each program based on the quantity and type of hardware used. The division charges become revenue to the PC Replacement Fund.

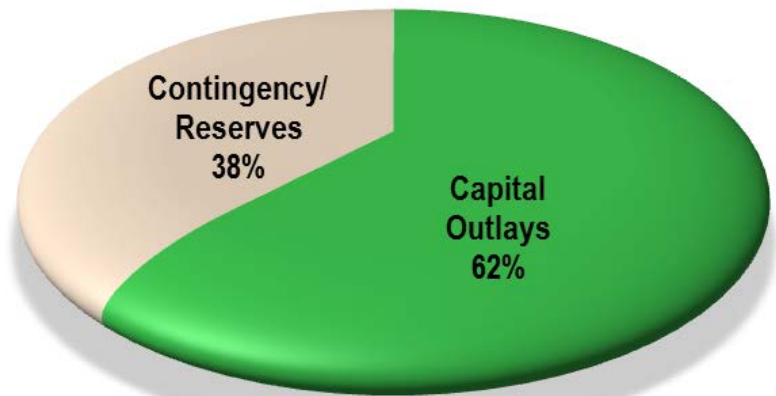
PC Replacement Fund Sources (in millions)

Internal Rates - PC Replacement	\$	1.0
Total Revenue	\$	1.0
Transfers In		-
Total Sources	\$	1.0



PC Replacement Fund Uses (in millions)

Personnel Services	\$	-
Contractual Services		-
Commodities		-
Capital Outlays		0.8
Contingency/Reserves		0.5
Internal Service Offset		(1.0)
Adopted Budget	\$	0.3
Transfers Out		-
Total Uses	\$	0.3



Graph excludes the Internal Service Offset of (\$1.0) million

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

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Tentative 2015/16
Beginning Fund Balance				
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	107,293	324,679	438,862	933,779
Total Beginning Fund Balance	607,293	824,679	938,862	1,433,779
Revenues				
Rates - Computer Hardware Acquisition				
General Fund	784,630	823,318	823,318	787,063
Transportation Fund	40,595	39,244	39,244	41,034
Grants Fund (CDBG)	704	766	766	1,756
Grants Fund (Section 8 Housing)	1,408	1,380	1,380	872
Special Programs Fund (Court Enhancement)	2,785	2,319	2,319	3,754
Tourism Development	704	345	345	349
Water Fund	142,977	135,741	135,741	120,261
Groundwater Treatment Facility Fund	1,337	1,325	1,325	1,282
Water Reclamation Fund	11,867	19,049	19,049	27,732
Aviation Fund	3,204	2,609	2,609	3,831
Solid Waste Enterprise Fund	8,904	8,945	8,945	9,104
Fleet Management Fund	11,874	9,197	9,197	10,799
Risk Management Fund	1,691	1,801	1,801	1,998
Benefits Self Insurance	176	345	345	-
Subtotal	1,012,856	1,046,384	1,046,384	1,009,835
Total Sources	1,012,856	1,046,384	1,046,384	1,009,835
Expenditures				
Division				
Administrative Services - Information Technology				
CPU Purchases	374,914	422,417	422,417	229,718
Laptop Purchases	85,640	20,536	20,536	90,788
Ruggedized CF-31 Purchases	182,486	9,617	9,617	286,486
Ruggedized CF-19 Purchases	4,646	-	-	111,230
Ruggedized CF-53 Purchases	-	7,097	7,097	-
Ruggedized HPE276 Purchases	-	-	-	17,119
Dell Venue Tablets (3 year turn)	-	-	-	-
Industrial Devices (3 year turn)	-	-	-	-
Monitors - 19" Purchases	13,949	47,000	47,000	39,800
Monitors - 24" Purchases	5,043	4,600	4,600	11,800
Printers - Network B/W	-	26,200	26,200	15,000
Printers - Network Color	14,609	14,000	14,000	14,000
Subtotal	681,287	551,467	551,467	815,941
TOTAL OPERATING BUDGET	681,287	551,467	551,467	815,941
Total Uses	681,287	551,467	551,467	815,941
Sources Over / (Under) Uses	331,569	494,917	494,917	193,894
Ending Fund Balance				
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	438,862	819,596	933,779	1,127,673
Total Ending Fund Balance	938,862	1,319,596	1,433,779	1,627,673

Budget by Fund

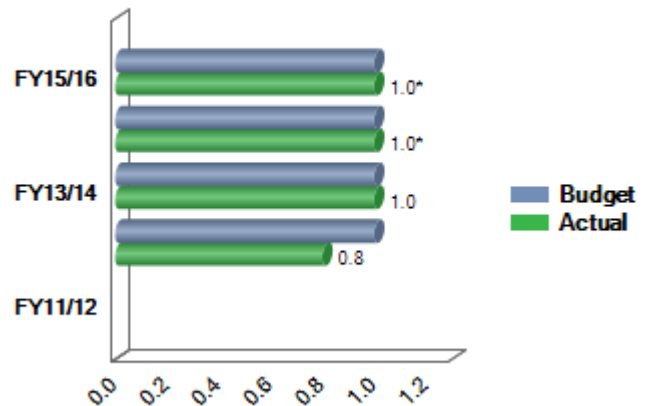
PC Replacement Fund Five Year Financial Forecast

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	1,127,673	828,173	1,117,773	593,073
Total Beginning Fund Balance	1,627,673	1,328,173	1,617,773	1,093,073
Revenues				
Rates - Computer Hardware Acquisition				
General Fund	787,000	787,000	787,000	787,000
Transportation Fund	41,000	41,000	41,000	41,000
Grants Fund (CDBG)	1,800	1,800	1,800	1,800
Grants Fund (Section 8 Housing)	900	900	900	900
Special Programs Fund (Court Enhancement)	3,800	3,800	3,800	3,800
Tourism Development	300	300	300	300
Water Fund	120,300	120,300	120,300	120,300
Groundwater Treatment Facility Fund	1,300	1,300	1,300	1,300
Water Reclamation Fund	27,700	27,700	27,700	27,700
Aviation Fund	3,800	3,800	3,800	3,800
Solid Waste Enterprise Fund	9,100	9,100	9,100	9,100
Fleet Management Fund	10,800	10,800	10,800	10,800
Risk Management Fund	2,000	2,000	2,000	2,000
Benefits Self Insurance	-	-	-	-
Subtotal	1,009,800	1,009,800	1,009,800	1,009,800
Total Sources	1,009,800	1,009,800	1,009,800	1,009,800
Expenditures				
Division				
Administrative Services - Information Technology				
CPU Purchases	411,200	360,400	577,400	421,100
Laptop Purchases	93,200	51,400	110,400	51,500
Ruggedized CF-31 Purchases	713,900	172,800	491,100	22,700
Ruggedized CF-19 Purchases	-	13,300	4,400	4,400
Ruggedized CF-53 Purchases	10,400	41,700	267,400	34,700
Ruggedized HPE276 Purchases	-	-	1,900	-
Dell Venue Tablets (3 year turn)	-	-	500	9,500
Industrial Devices (3 year turn)	-	-	800	13,100
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	15,000	15,000	15,000	15,000
Printers - Network Color	14,000	14,000	14,000	14,000
Subtotal	1,309,300	720,200	1,534,500	637,600
TOTAL OPERATING BUDGET	1,309,300	720,200	1,534,500	637,600
Total Uses	1,309,300	720,200	1,534,500	637,600
Sources Over / (Under) Uses	(299,500)	289,600	(524,700)	372,200
Ending Fund Balance				
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	828,173	1,117,773	593,073	965,273
Total Ending Fund Balance	1,328,173	1,617,773	1,093,073	1,465,273

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 fund 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 2015/16 is \$1.0 million, which remains unchanged from the FY 2014/15 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)



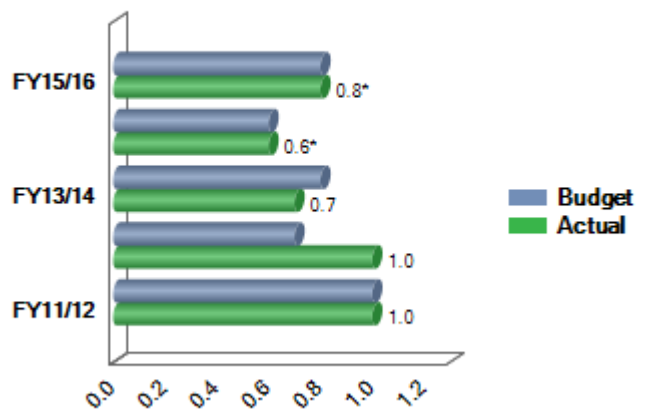
PC Replacement Fund Expenditures by Category

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 2015/16 capital outlay budget is \$0.8 million, which is \$0.2 million higher than the FY 2014/15 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)



PC Replacement Fund Balance

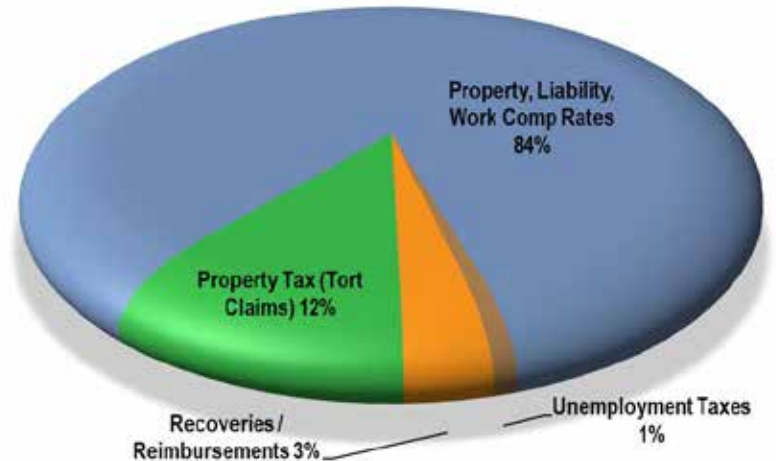
The PC Replacement Fund balance varies primarily due to the hardware replacement schedule. The portion of internal charges to programs for replacement hardware is evenly spread over the expected life of the hardware. This charge becomes revenue to the PC Replacement Fund and is representative of the replacement charge for hardware with different costs. Therefore, the revenue does not vary significantly by year unless there is a purchase of hardware; for example, when a large order of ruggedized laptops is scheduled for replacement. The fund balance at the end of each year includes the accumulated balance to be used for future year hardware purchases. The ending FY 2015/16 fund balance is budgeted at \$1.6 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 programs and is captured as internal rates. Payments for unemployment, workers’ compensation, and property and liability claims are made from this fund.

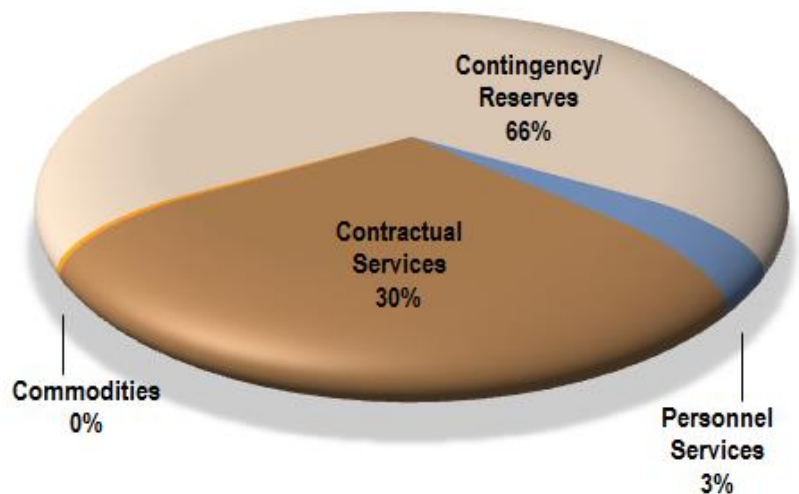
Risk Management Fund Sources (in millions)

Property, Liability, Work Comp Rates	\$	9.6
Unemployment Taxes		0.1
Recoveries/Reimbursements		0.4
Property Tax (Tort Claims)		1.3
Total Revenue	\$	11.4
Transfers In		-
Total Sources	\$	11.4



Risk Management Fund Uses (in millions)

Personnel Services	\$	0.8
Contractual Services		7.9
Commodities		0.1
Capital Outlays		-
Contingency/Reserves		17.4
Internal Service Offset		(9.7)
Adopted Budget	\$	16.5
Transfers Out		0.0
Total Uses	\$	16.5



Graph excludes the Internal Service Offset of (\$9.7) million

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

Budget by Fund

Risk Management Fund Summary

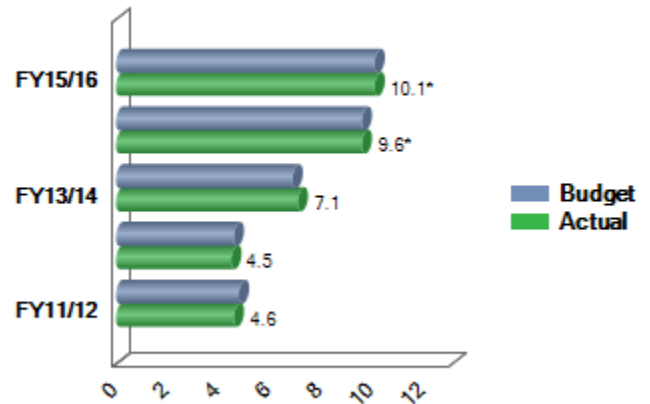
	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance				
Accruals (Short Term)	3,419,174	3,033,952	5,142,616	5,142,616
Accruals (Long Term)	7,638,006	5,600,000	4,185,203	7,208,610
Contingency	-	2,500,000	2,500,000	2,500,000
Property Casualty Claims Reserve	1,131,885	-	-	-
Total Beginning Fund Balance	12,189,065	11,133,952	11,827,819	14,851,226
Revenues and Other Sources				
Property, Liability, Work Comp Rates	6,500,001	9,200,000	9,200,000	9,600,002
Unemployment Taxes	104,589	100,000	100,000	100,000
Property Tax (Tort Claims)	144,734	2,076,849	2,076,849	1,312,809
Insurance/Claim Recoveries	405,935	250,000	250,000	300,000
Special Event Reimbursements	113,367	75,000	75,000	75,000
Subtotal	7,268,626	11,701,849	11,701,849	11,387,811
Total Sources	7,268,626	11,701,849	11,701,849	11,387,811
Expenditures and Other Uses				
Risk Mgmt - Operating Budget	952,713	1,090,567	1,110,441	1,120,789
Risk Mgmt - Excess Ins. Premiums	1,379,951	1,943,203	2,348,715	2,321,280
Claims (General Liability)	2,415,366	3,025,191	3,025,191	2,375,191
Claims (Property)	177,780	331,261	331,261	331,373
Claims (Workers' Compensation)	2,663,606	1,783,334	1,783,334	2,554,116
Claims (Unemployment)	37,656	75,000	75,000	75,000
Citywide Pay Program	-	20,645	-	21,302
Subtotal	7,627,072	8,269,201	8,673,942	8,799,051
TOTAL OPERATING BUDGET	7,627,072	8,269,201	8,673,942	8,799,051
Other Uses				
Transfer-Out to CIP Fund (Tech. Replacement)	2,800	4,500	4,500	5,400
Subtotal	2,800	4,500	4,500	5,400
Total Uses	7,629,872	8,273,701	8,678,442	8,804,451
Sources Over/(Under) Uses	(361,246)	3,428,148	3,023,407	2,583,360
Ending Fund Balance				
Accruals (Short Term)	5,142,616	3,034,000	5,142,616	5,142,616
Accruals (Long Term)	6,685,203	5,600,000	8,708,610	9,073,579
Contingency	-	2,500,000	1,000,000	2,500,000
Property Casualty Claims Reserve	-	3,428,100	-	718,391
Total Ending Fund Balance	11,827,819	14,562,100	14,851,226	17,434,586

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
Accruals (Short Term)	5,142,616	5,142,600	5,142,600	5,142,600
Accruals (Long Term)	9,073,579	9,073,600	9,073,600	9,073,600
Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Property Casualty Claims Reserve	718,391	1,600,000	1,747,200	1,963,300
Total Beginning Fund Balance	17,434,586	18,316,200	18,463,400	18,679,500
Revenues and Other Sources				
Property, Liability, Work Comp Rates	8,500,000	8,750,000	9,100,000	9,400,000
Unemployment Taxes	100,000	100,000	100,000	100,000
Property Tax (Tort Claims)	1,000,000	250,000	250,000	250,000
Insurance/Claim Recoveries	300,000	300,000	300,000	300,000
Special Event Reimbursements	75,000	75,000	75,000	75,000
Subtotal	9,975,000	9,475,000	9,825,000	10,125,000
Total Sources	9,975,000	9,475,000	9,825,000	10,125,000
Expenditures and Other Uses				
Risk Mgmt - Operating Budget	1,162,600	1,148,800	1,164,600	1,180,400
Risk Mgmt - Excess Ins. Premiums	2,437,400	2,559,200	2,687,200	2,821,500
Claims (General Liability)	2,422,700	2,471,100	2,520,600	2,570,800
Claims (Property)	338,100	344,900	351,800	358,700
Claims (Workers' Compensation)	2,605,200	2,657,300	2,710,300	2,764,800
Claims (Unemployment)	76,500	78,000	79,600	81,200
Citywide Pay Program	44,900	65,900	87,200	108,300
Subtotal	9,087,400	9,325,200	9,601,300	9,885,700
TOTAL OPERATING BUDGET	9,087,400	9,325,200	9,601,300	9,885,700
Other Uses				
Transfer-Out to CIP Fund (Tech. Replacement)	6,000	2,600	7,600	5,200
Subtotal	6,000	2,600	7,600	5,200
Total Uses	9,093,400	9,327,800	9,608,900	9,890,900
Sources Over/(Under) Uses	881,600	147,200	216,100	234,100
Ending Fund Balance				
Accruals (Short Term)	5,142,600	5,142,600	5,142,600	5,142,600
Accruals (Long Term)	9,073,600	9,073,600	9,073,600	9,073,600
Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Property Casualty Claims Reserve	1,600,000	1,747,200	1,963,300	2,197,400
Total Ending Fund Balance	18,316,200	18,463,400	18,679,500	18,913,600

Property Casualty Revenues

Property Casualty Revenues represent this fund’s operating resources, which are derived from internal charges for services to other city funds. The fund covers excess insurance premiums, administrative charges and claim payments for general and auto liability/physical damages, workers’ compensation, unemployment taxes, and property damage

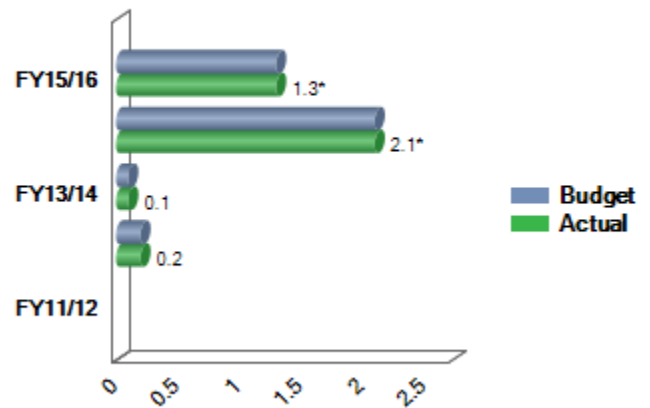
Adopted Budget to Actual/Forecast* (in millions)



Property Tax (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 \$1.3 million for FY 2015/16.

Adopted Budget to Actual/Forecast* (in millions)



Transfers-In

Transfers-In may be used to address anticipated claim costs. There are no transfers-in budgeted for FY 2015/16.

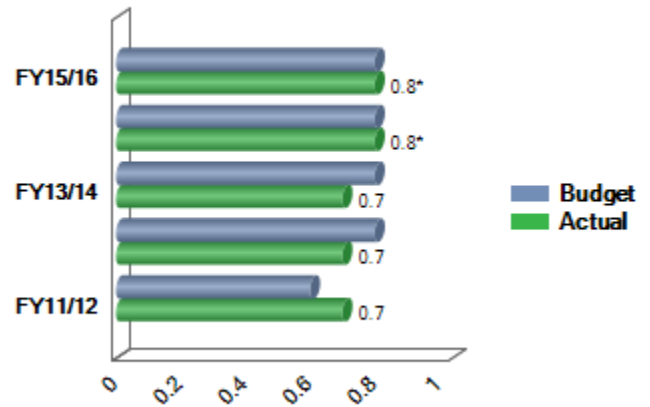
Risk Management Fund Expenditures By Category

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 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 budget for this category is \$0.8 million for FY 2015/16, which is unchanged from the FY 2014/15 year-end forecast, but includes increases for healthcare and employee pay program increases.

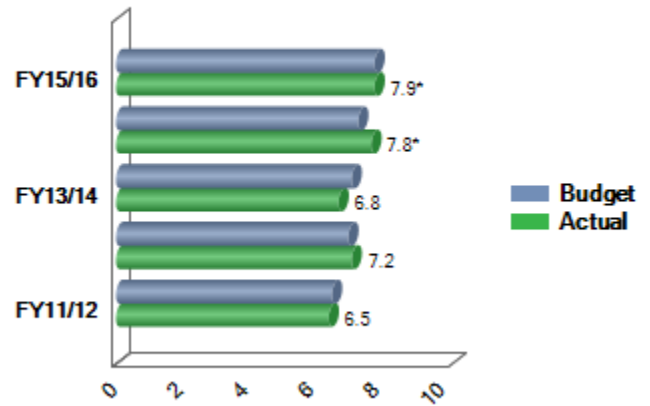
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 is \$7.9 million which is \$0.1 million more than the FY 2014/15 year-end forecast. This increase continues to be attributed to the increase in insurance and bond premiums.

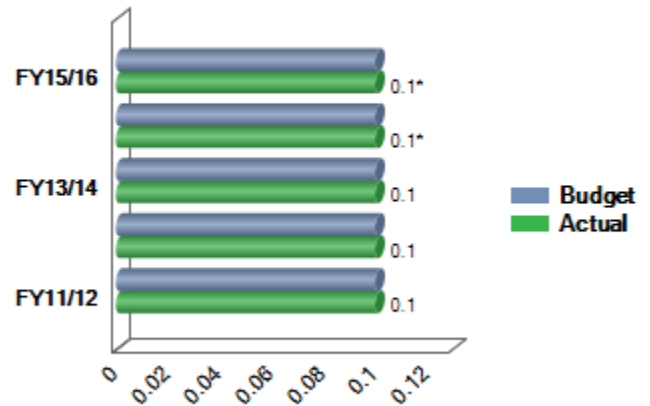
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 commodities budget of approximately \$0.1 million remains consistent with the FY 2014/15 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)



Transfers-Out

Transfers-Out is the authorized movement of cash to other funds and capital projects. Transfers-out of \$5,400 are planned to help cover risk management share of the cost of general capital projects during FY 2015/16.

Risk Management Fund Balance

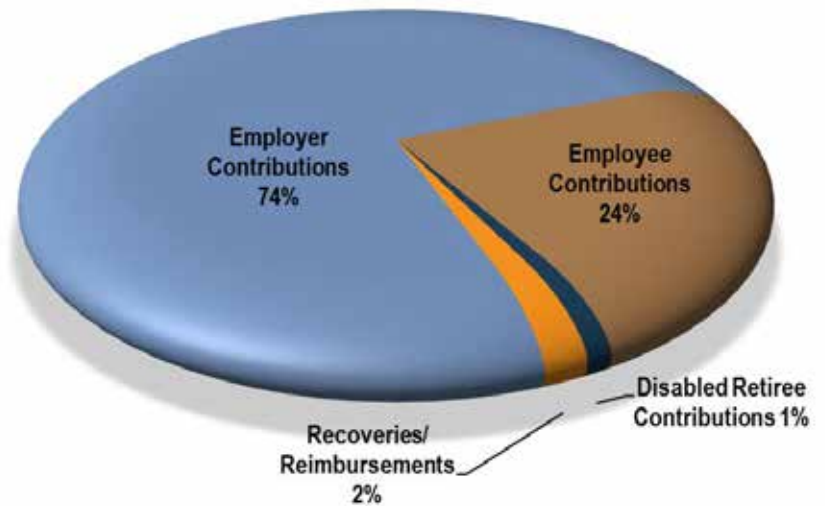
The Risk Management Fund balance is maintained to provide for coverage of unemployment, workers' compensation, and property and liability claims. The required fund balance is set by the Loss Trust Fund Board and has been determined to be 85 percent confidence level of the most recent actuarial assessment. Each year the projected balances are actuarially determined based on current actual losses and potential outstanding claims. The projected FY 2015/16 total ending fund balance is approximately \$17.4 million, which is an increase of \$2.6 million from the FY 2014/15 year-end forecast and meets the 85 percent confidence level.

Fund Purpose

The Healthcare Self-Insurance Fund is used to account for the city’s self-insured medical and dental benefits. Revenue to this fund is derived from premiums collected through charges (payroll deductions) to division programs, which consists of both city and employee components. Revenue is also collected through premium charges to disabled 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.

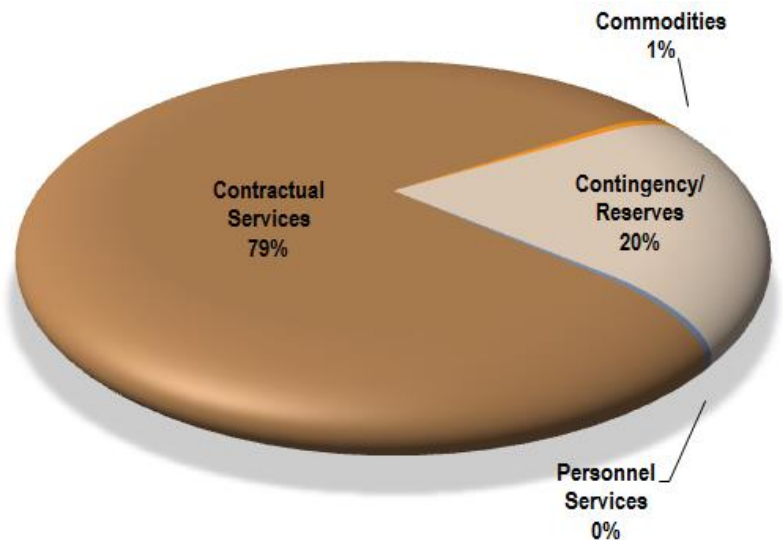
Healthcare Self-Insurance Fund Sources (in millions)

Employer Contributions	\$	21.5
Employee Contributions		6.6
Disabled Retiree Contributions		0.3
Recoveries/Reimbursements		0.5
Total Revenue	\$	28.9
Transfers In		-
Total Sources	\$	28.9



Healthcare Self-Insurance Fund Uses (in millions)

Personnel Services	\$	0.1
Contractual Services		28.3
Commodities		0.2
Capital Outlays		-
Contingency/ Reserves		7.0
Internal Service Offset		(21.5)
Adopted Budget	\$	14.1
Transfers Out		-
Total Uses	\$	14.1



Graph excludes the Internal Service Offset of (\$21.5) million

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

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Healthcare Claims Reserve	4,084,776	3,831,715	3,616,814	4,222,886
Total Beginning Fund Balance	5,441,734	6,331,715	6,116,814	6,722,886
Revenues and Other Sources				
Healthcare Premiums - COS	18,619,344	19,211,664	19,389,924	20,707,728
Healthcare Premiums- EE	5,785,772	6,206,016	5,496,336	5,870,676
Healthcare Premium Wellness Incentives	-	225,000	212,240	150,000
Healthcare Premiums - Disabled Retiree	479,116	260,208	239,052	255,288
Dental Premiums - COS	831,760	805,104	757,852	823,767
Dental Premiums - EE	797,697	772,248	735,288	732,025
Other - Recovery , Rebates, Interest (Active)	234,913	350,000	350,000	350,000
Other - Recovery , Rebates, Interest (Disabled Retiree)	143,415	10,000	10,000	10,000
Subtotal	26,892,017	27,840,240	27,190,692	28,899,484
Total Sources	26,892,017	27,840,240	27,190,692	28,899,484
Expenditures and Other Uses				
Healthcare - Medical/Behavioral Claims- Actives	21,473,035	22,905,607	22,885,136	24,785,242
Provider Administrative Expenses	1,142,260	764,010	454,265	436,191
Federal Re-Insurance Fee	-	305,643	377,111	266,000
Stop Loss Insurance	630,471	748,745	677,804	796,593
COS Administrative Expenses	244,771	434,256	438,260	216,031
Live Life Well Program (LLW)	124,450	-	-	-
Wellness Incentive	-	210,000	137,240	210,000
Citywide Pay Program / Citywide Pay Program Tail	-	2,980	-	3,184
Subtotal Active Employees	23,614,987	25,371,241	24,969,816	26,713,241
Healthcare - Medical/Behavioral Claims - Retirees/Disabled Retirees	1,030,475	403,092	311,154	275,670
Provider Administrative Expenses - Retirees/Disabled Retirees	30,500	12,203	12,447	4,406
Federal Re-Insurance Fee	-	3,655	4,291	4,000
Stop Loss Insurance - Retirees/Disabled Retirees	13,296	8,721	9,266	8,266
COS Administrative Expenses - Retirees/Disabled Retirees	31,967	1,574	1,574	1,704
Live Life Well Program (LLW) - Retirees/Disabled Retirees	3,392	-	-	-
(a) Subtotal Retirees/Disabled Retirees	1,109,630	429,245	338,732	294,046
Dental Claims	1,402,616	1,516,548	1,216,548	1,562,000
Dental Administrative Expenses	89,704	59,524	59,524	61,300
Subtotal Dental	1,492,320	1,576,072	1,276,072	1,623,300
TOTAL OPERATING BUDGET	26,216,937	27,376,558	26,584,620	28,630,587
Total Uses	26,216,937	27,376,558	26,584,620	28,630,587
Sources Over/(Under) Uses	675,080	463,682	606,072	268,897
Ending Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Healthcare Claims Reserve	3,616,814	4,295,397	4,222,886	4,491,783
Total Ending Fund Balance	6,116,814	6,795,397	6,722,886	6,991,783

(a) Beginning in FY 2014/15 retiree healthcare was no longer available through the city's self-insurance fund. The city continues to provide healthcare benefits to public safety disabled retirees.

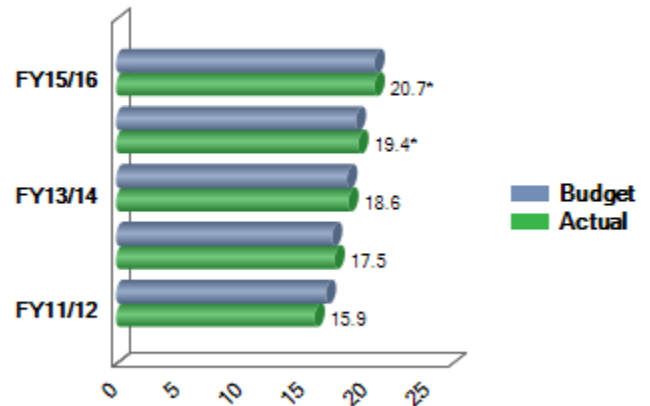
	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Healthcare Claims Reserve	4,491,783	4,789,283	5,126,883	5,504,483
Total Beginning Fund Balance	6,991,783	7,289,283	7,626,883	8,004,483
Revenues and Other Sources				
Healthcare Premiums - COS	22,364,300	24,153,500	26,085,900	28,172,600
Healthcare Premiums- EE	6,340,200	6,847,600	7,395,400	7,986,900
Healthcare Premium Wellness Incentives	150,000	150,000	150,000	150,000
Healthcare Premiums - Disabled Retiree	275,700	297,700	321,600	347,300
Dental Premiums - COS	848,500	873,900	900,200	927,200
Dental Premiums - EE	754,000	776,600	799,900	823,900
Other - Recovery , Rebates, Interest (Active)	350,000	350,000	350,000	350,000
Other - Recovery , Rebates, Interest (Disabled Retiree)	10,000	10,000	10,000	10,000
Subtotal	31,092,700	33,459,300	36,013,000	38,767,900
Total Sources	31,092,700	33,459,300	36,013,000	38,767,900
Expenditures and Other Uses				
Healthcare - Medical/Behavioral Claims- Actives	26,767,900	28,909,600	31,222,200	33,720,200
Provider Administrative Expenses	471,100	508,600	549,400	593,500
Federal Re-Insurance Fee	266,000	266,000	266,000	266,000
Stop Loss Insurance	860,400	929,100	1,003,600	1,083,800
COS Administrative Expenses	223,900	224,200	228,100	232,400
Live Life Well Program (LLW)	-	-	-	-
Wellness Incentive	210,000	210,000	210,000	210,000
Citywide Pay Program / Citywide Pay Program Tail	6,700	9,900	13,100	15,700
Subtotal Active Employees	28,806,000	31,057,400	33,492,400	36,121,600
Healthcare - Medical/Behavioral Claims - Retirees/Disabled Retirees	297,700	321,500	347,200	375,000
Provider Administrative Expenses - Retirees/Disabled Retirees	4,800	5,200	5,600	6,000
Federal Re-Insurance Fee	4,000	4,000	4,000	4,000
Stop Loss Insurance - Retirees/Disabled Retirees	8,900	9,600	10,400	11,200
COS Administrative Expenses - Retirees/Disabled Retirees	1,800	1,900	2,000	2,100
Live Life Well Program (LLW) - Retirees/Disabled Retirees	-	-	-	-
(a) Subtotal Retirees/Disabled Retirees	317,200	342,200	369,200	398,300
Dental Claims	1,608,900	1,657,100	1,706,800	1,758,000
Dental Administrative Expenses	63,100	65,000	67,000	69,000
Subtotal Dental	1,672,000	1,722,100	1,773,800	1,827,000
TOTAL OPERATING BUDGET	30,795,200	33,121,700	35,635,400	38,346,900
Total Uses	30,795,200	33,121,700	35,635,400	38,346,900
Sources Over/(Under) Uses	297,500	337,600	377,600	421,000
Ending Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Healthcare Claims Reserve	4,789,283	5,126,883	5,504,483	5,925,483
Total Ending Fund Balance	7,289,283	7,626,883	8,004,483	8,425,483

(a) Beginning in FY 2014/15 retiree healthcare was no longer available through the city's self-insurance fund. The city continues to provide healthcare benefits to public safety disabled retirees.

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.

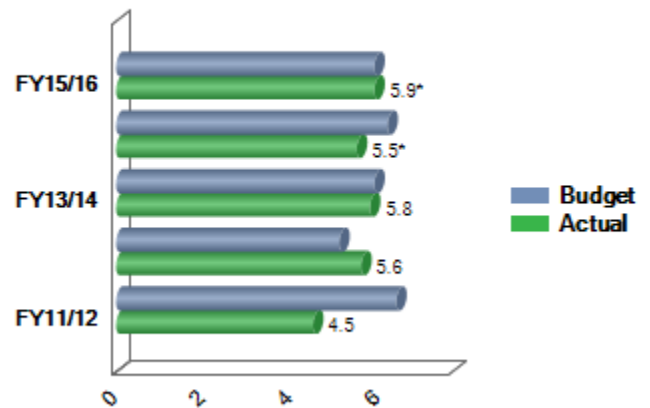
Adopted Budget to Actual/Forecast* (in millions)



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/disabled retiree portion of premiums was included in with the employee amounts. Effective with FY 2012/13 retirees/disabled retirees are accounted for separately.

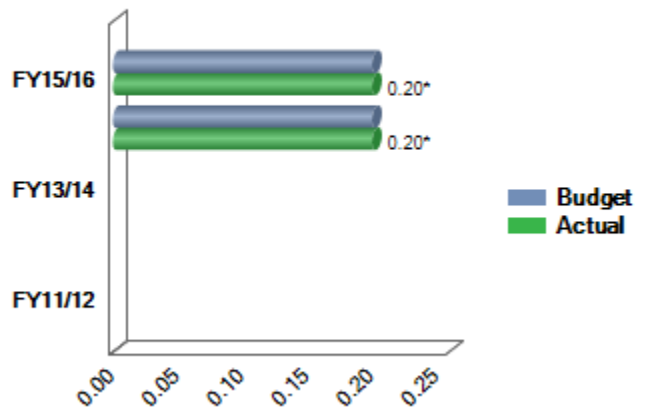
Adopted Budget to Actual/Forecast* (in millions)



Healthcare Premium Wellness Incentive

Wellness Incentives are revenue received from Cigna to be used in ways to encourage employee involvement in healthy lifestyle choices and activities throughout the year. In FY 2015/16 this revenue will total \$0.2 million which will remain flat with the FY 2014/15 year-end forecast.

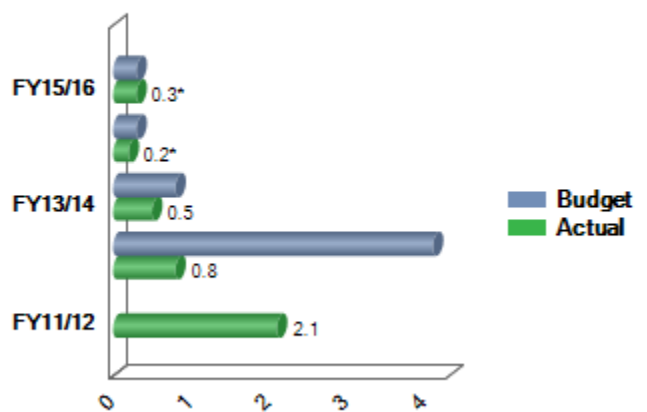
Adopted Budget to Actual/Forecast* (in millions)



Healthcare Premiums - Retiree/Disabled Retiree

This revenue captures the retiree/disabled retiree healthcare premiums collected through direct collections as well as state retirement subsidies. Beginning in FY 2014/15 retiree healthcare was no longer available through the city's Self-Insurance Fund. The city continues to provide healthcare benefits to public safety disabled retirees at the same rate as an active employee. Prior to FY 2012/13 the retiree portion of premiums was included in with the employee amounts. Effective with FY 2012/13, retirees are budgeted separately.

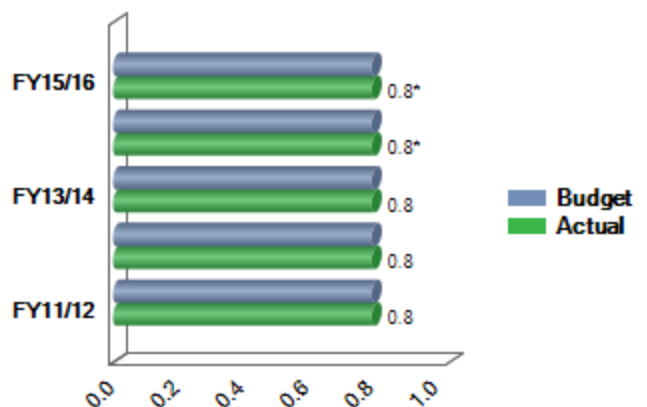
Adopted Budget to Actual/Forecast* (in millions)



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 cost.

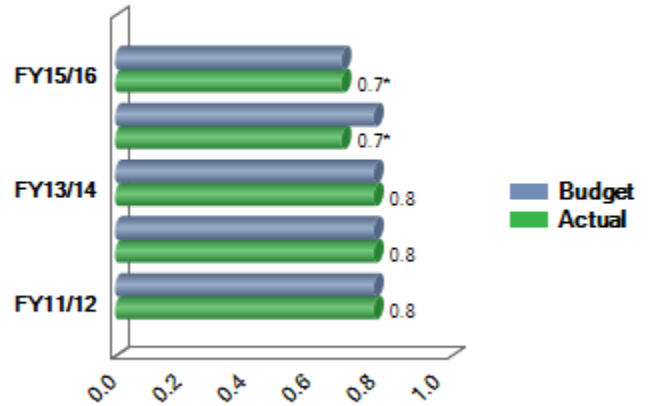
Adopted Budget to Actual/Forecast* (in millions)



Dental Premiums – Employee

This revenue captures the employee portion of dental premiums collected through payroll deductions, as well as COBRA elections.

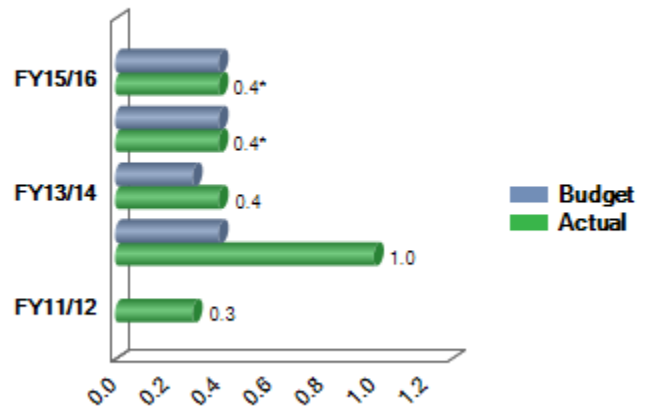
Adopted Budget to Actual/Forecast* (in millions)



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)



Transfers-In

Transfers-In may be used to address unanticipated claim costs. In FY 2015/16, there are no transfers-in budgeted for the Healthcare Self-Insurance Fund.

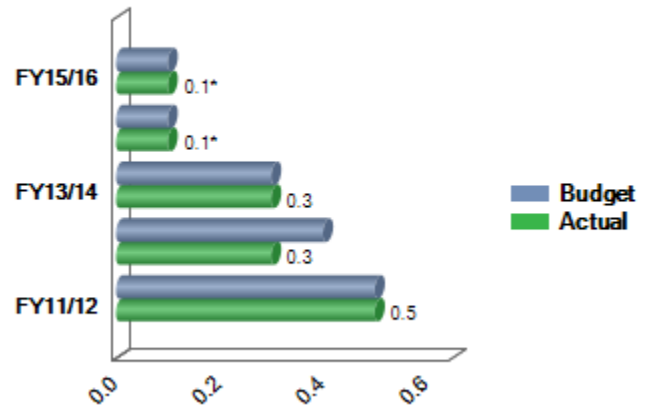
Healthcare Self-Insurance Fund Expenditures By Category

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 2015/16 adopted budget of approximately \$0.1 million is equal to the FY 2014/15 year-end forecast due to a prior year reduction in applicable work order credits to align position expenditures with work performed.

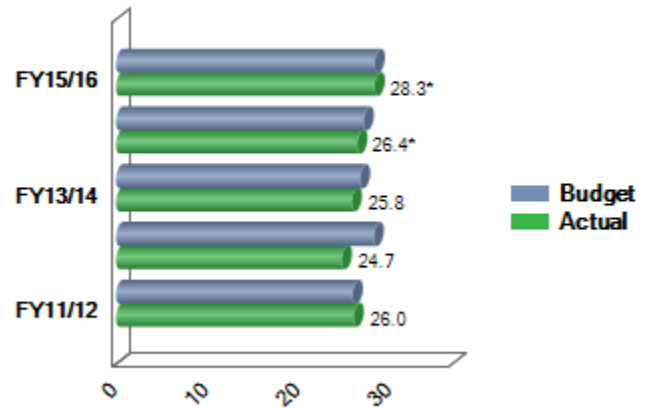
Adopted Budget to Actual/Forecast* (in millions)



Contractual Services

Contractual Services include expenditures for services performed by firms, individuals, or other city departments. The budget of \$28.3 million represents approximately 99 percent of the FY 2015/16 Healthcare Self-Insurance Fund operating budget. The contractual services budget includes \$28.0 million for health and dental claims and administration.

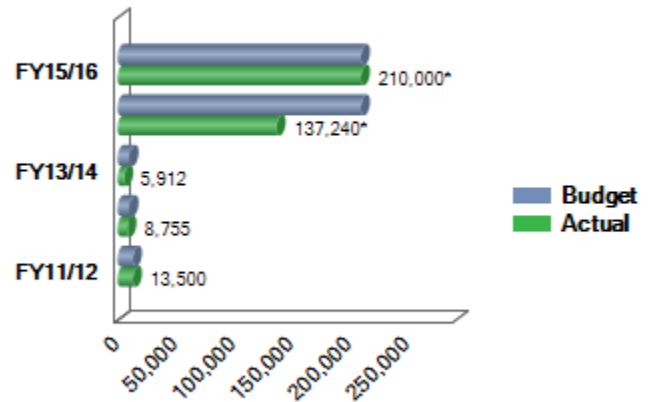
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 commodities budget totals approximately \$210,000. This includes the employee wellness incentive being accounted for separately as an expenditure whereas in previous years this was recognized as a reduction in employee contributions.

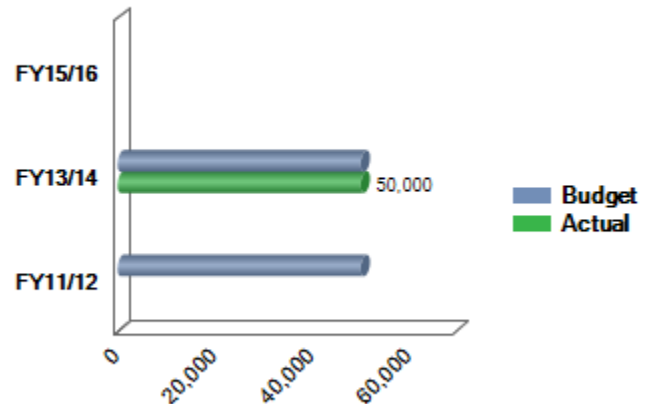
Adopted Budget to Actual/Forecast*



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 is no capital outlay expenditures budgeted for FY 2015/16.

Adopted Budget to Actual/Forecast*

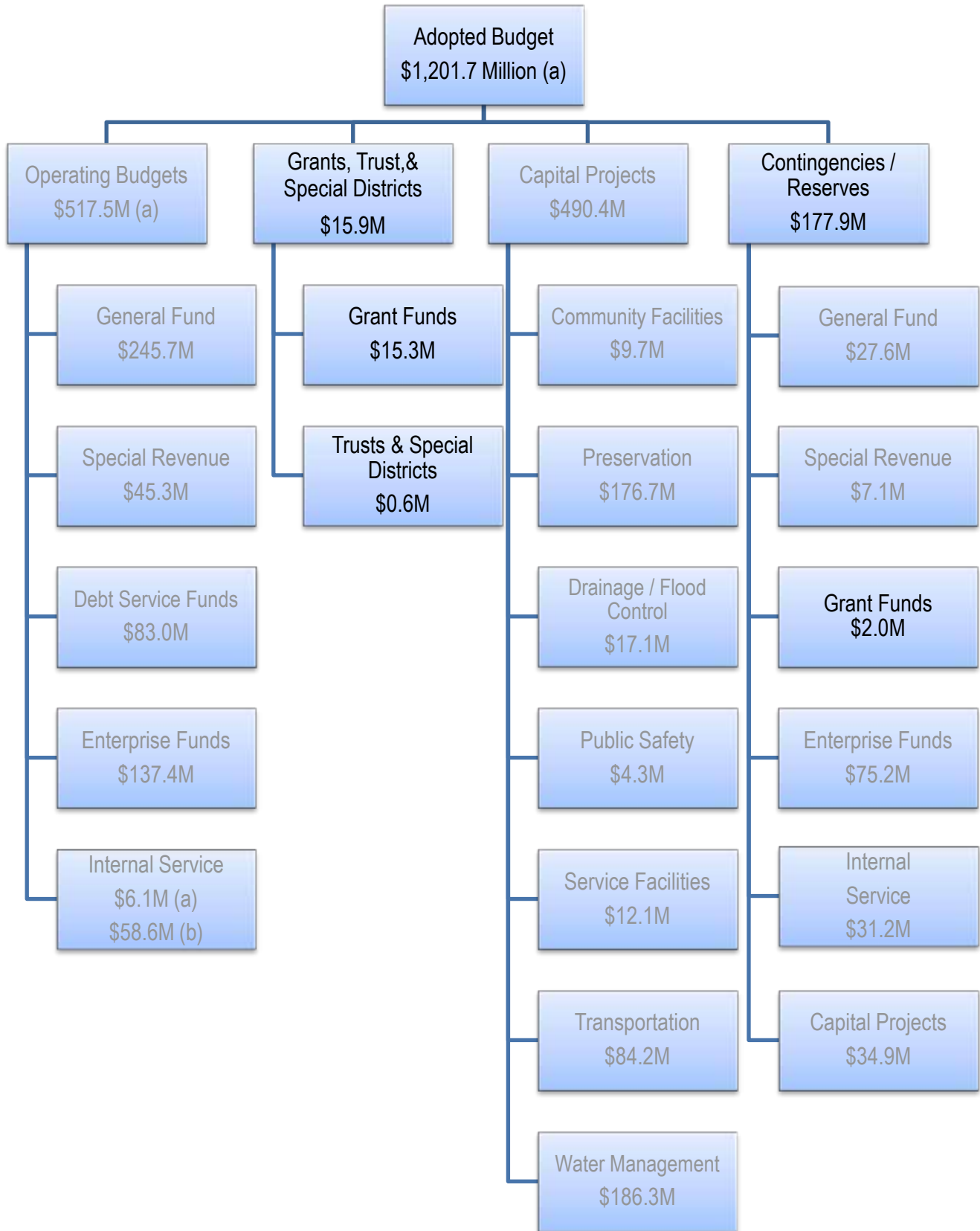


Transfers-Out

Transfers-Out is the authorized movement of cash to other funds, divisions, departments, and capital projects. The adopted FY 2015/16 budget has no transfers-out planned in the Healthcare Self-Insurance Fund.

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 2015/16 total ending fund balance is approximately \$7.0 million, which is an increase of \$0.3 million from the FY 2014/15 year-end forecast and is within actuary recommendations.



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$52.5M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$52.5M

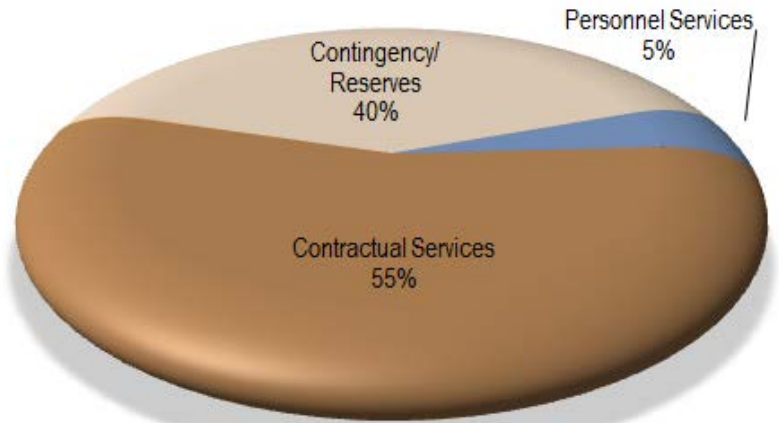
Note: Amounts are rounded in millions; therefore, differences may occur.

Grant Funds

The Grant Funds receive and expend the city's federal, state, and local grants. 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
Contractual Services		9.6
Commodities		0.0
Contingency/Reserves		6.9
Adopted Budget	\$	17.3
Transfers Outs		-
Total Uses	\$	17.3



Trust Fund

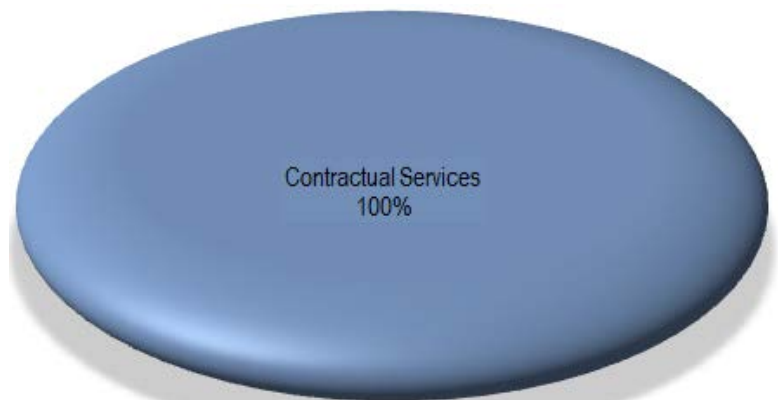
This fund is used to account for assets "held in trust" by the city. The city holds the funds in a trustee capacity as defined by the Governmental Accounting Standards Board (GASB) Statement No. 34.

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
Adopted Budget	\$	0.6
Transfers Out		-
Total Uses	\$	0.6



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

GRANT FUND SUMMARY

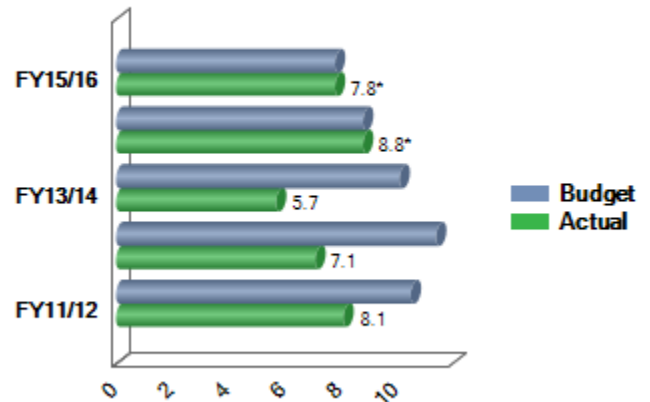
Grant Description	Adopted FY 2015/16
CDBG	1,389,329
CDBG REHAB	426,344
HOME	702,788
SECTION 8	5,998,314
BELLEVIEW RENTAL OPERATIONS	29,508
CAN-DO-FUND	54,000
DEA TASK FORCE	120,000
DIGITAL MEDIA CENTER	30,000
FT MCDOWELL REV SHARING FY 12/13	500
FT MCDOWELL REV SHARING FY 11/12	1,157
FY14 EDWARD BYRNE MEMORIAL JAG	20,764
FY15 FULL SERV FORENSIC CRIME LAB	112,966
FY15 GOHS DUI ENFORCEMENT	20,000
GILA RIVER FY14/15 HILDENBRAND	14,700
GIVE KIDS WHAT THEY WANT	25,000
SRP-MIC FY 2012/13	168,510
SRP-MIC FY 2013/14	486,224
SRP-MIC FY 2014/15	768,000
SRP-MIC LOCAL REV SHARING 2007/08	10,000
SRP-MIC LOCAL REV SHARING 2009/10	2,000
SRP-MIC LOCAL REV SHARING 2011/12	5,000
STATE GRANT-IN-AID 01A19	23,000
Subtotal: Grants	10,408,104
GRANTS ANTICIPATED FY 2015/16	4,879,245
GRANT CONTINGENCY	2,016,802
Subtotal: Future Grants	6,896,047
Total Grants	17,304,151

The city determinedly seeks grant funding to leverage city funds to address priority program and service needs. The major areas of the grant revenue budget are noted below:

Community Development Block Grant (CDBG) and Housing Choice Voucher (Section 8)

CDBG and Section 8 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 2015/16 to be \$1.8 million and \$6.0 million respectively for a total of \$7.8 million.

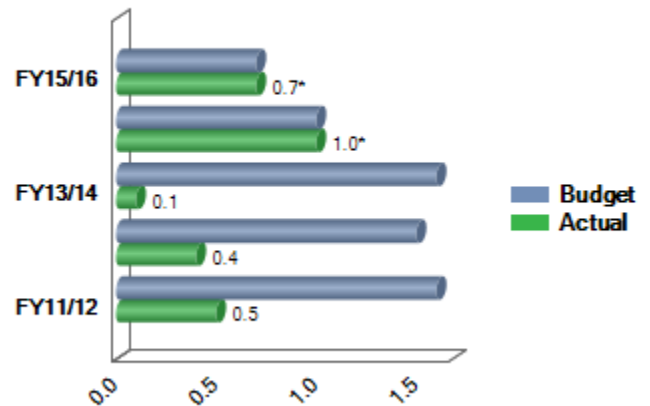
Adopted Budget to Actual/Forecast* (in millions)



HOME Funds

HOME funds are received through the Maricopa County Home Consortium. Staff estimates the HOME allocation and prior year’s carryover for FY 2015/16 to total \$0.7 million.

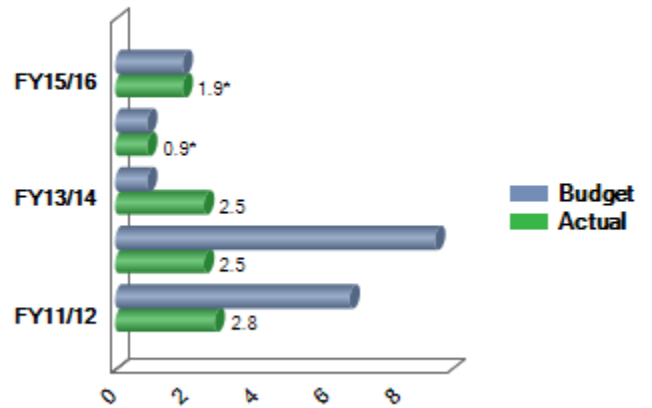
Adopted Budget to Actual/Forecast* (in millions)



Miscellaneous Federal, State and Local Grants

Miscellaneous Federal, State and Local Grants include grants for law enforcement, fire services, community services, transportation and preservation projects. The budget for these grants is estimated to total \$1.9 million for FY 2015/16, which is \$1.0 million more than the FY 2014/15 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)



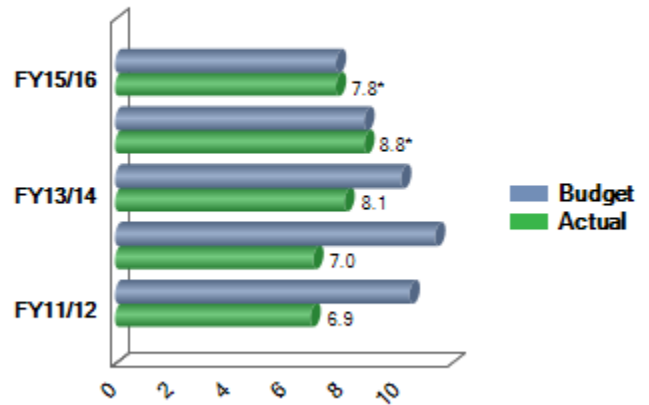
Grant Fund Expenditures By Grant

The city determinedly 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)

CDBG and Section 8 funds are used for social and housing services for the elderly, disabled and low-income families. The FY 2015/16 combined adopted budget is \$7.8 million.

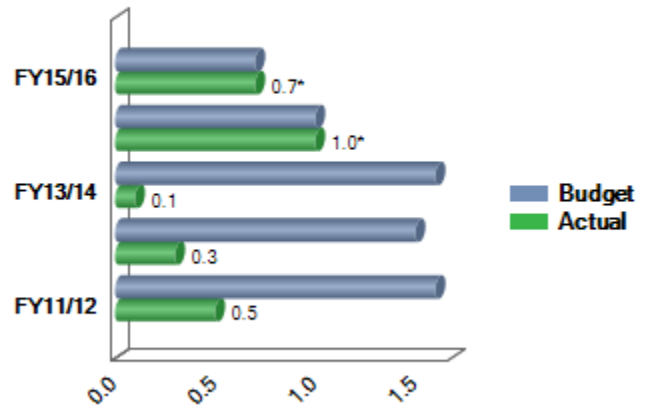
Adopted Budget to Actual/Forecast* (in millions)



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 2015/16 adopted budget is \$0.7 million, reflecting a decrease of \$0.3 million from FY 2014/15 year-end forecast.

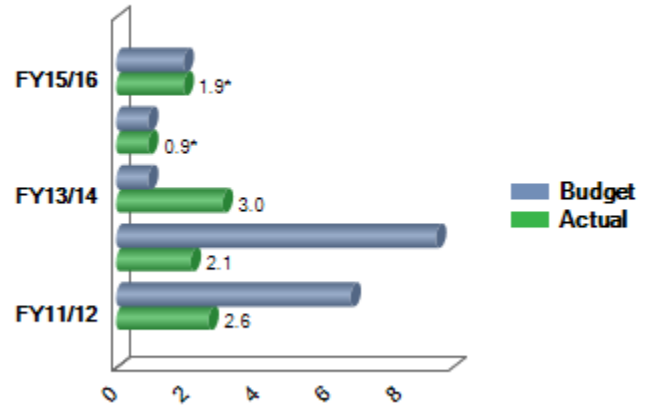
Adopted Budget to Actual/Forecast* (in millions)



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 and preservation projects. The FY 2015/16 adopted budget of \$8.8 million reflects a slight increase of \$0.1 million from the FY 2014/15 year-end forecast.

Adopted Budget to Actual/Forecast* (in millions)



Grant Fund Contingency

Grant Fund Future Grant Contingency totals \$6.9 million for FY 2015/16. This includes an Operating Contingency of \$2.0 million for unforeseen expenses that may occur throughout the year while conducting operations. The remaining \$4.9 million is Anticipated Grants which is additional authority for grants that occur throughout the year.

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:

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 2015/16 adopted budget for this trust fund is \$6,000 and will be distributed to individuals in accordance with the program guidelines.

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.

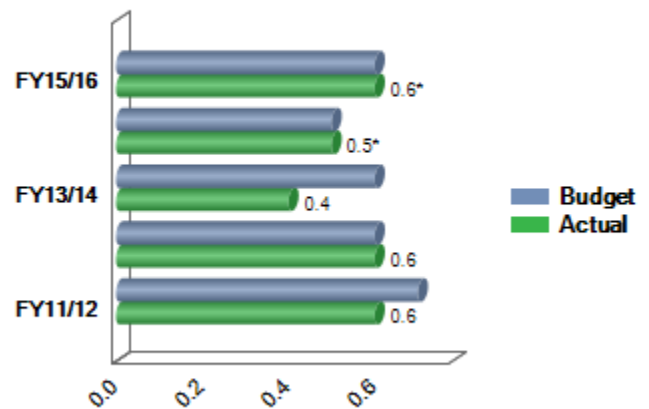
Special District Fund Revenues

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 2015/16 revenue budget is \$0.6 million.

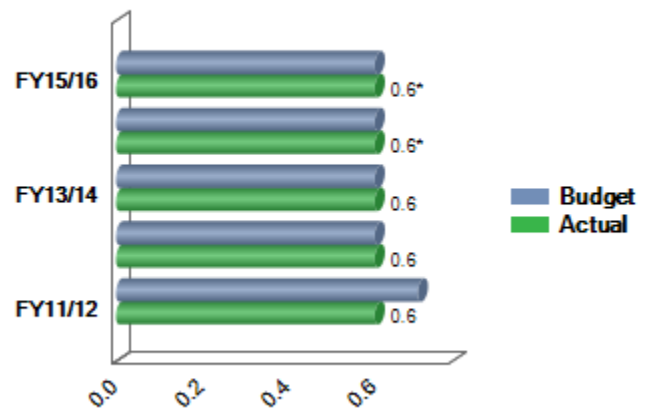
Adopted Budget to Actual/Forecast* (in millions)



Special Districts Fund Expenditures by District

Streetlight District adopted FY 2015/16 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.

Adopted Budget to Actual/Forecast* (in millions)



Special Districts Fund Balance

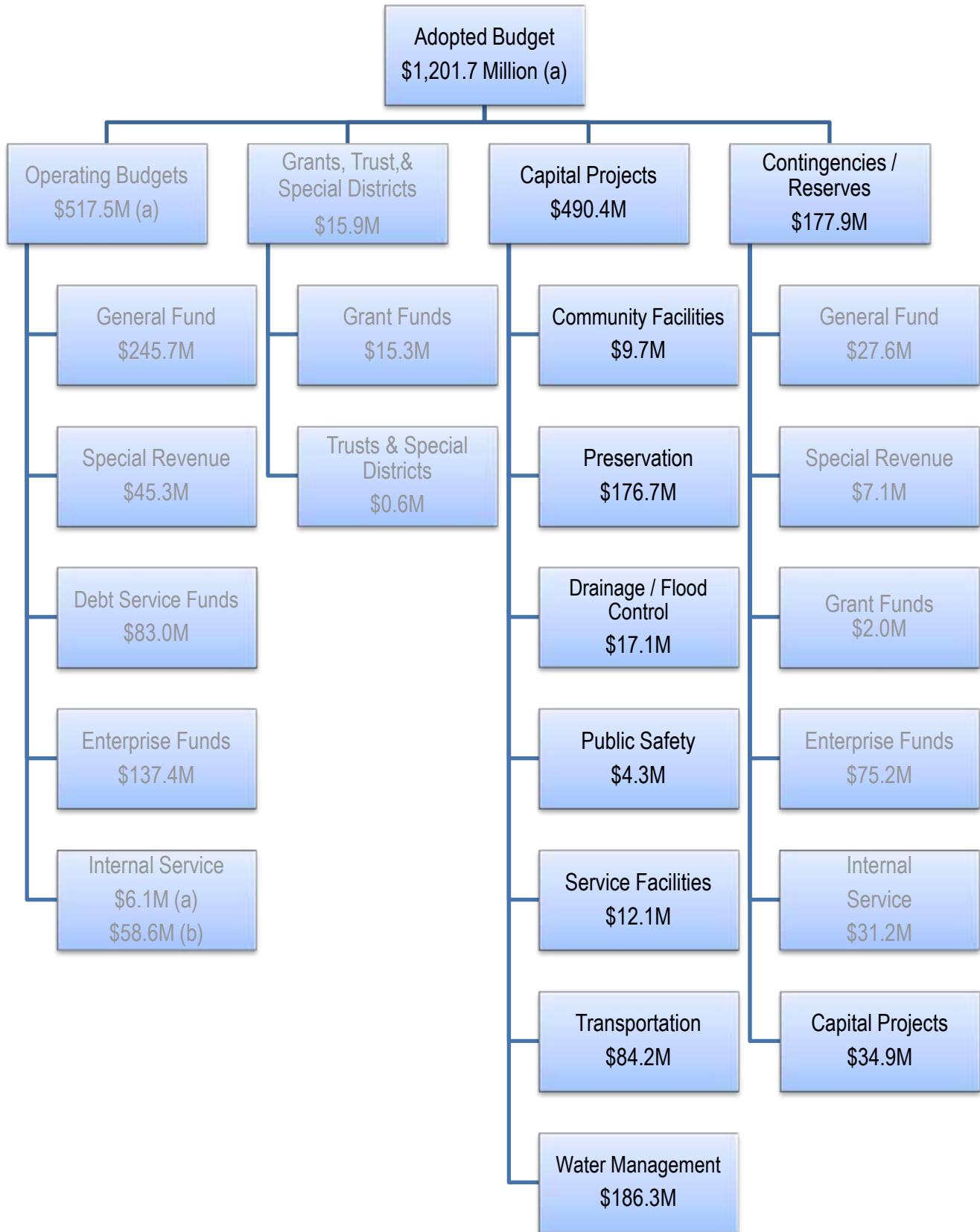
The FY 2015/16 Special Districts ending fund balance is projected to be \$0.0. The reduction in fund balance in prior years was done to match current revenues with expenses and ultimately reduce the existing reserve to a \$0.0 balance.

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance				
Streetlight Districts	252,001	68,314	75,852	31,944
Total Beginning Fund Balance	252,001	68,314	75,852	31,944
Revenues				
Streetlight Districts	400,369	533,043	533,043	579,624
<i>Subtotal</i>	400,369	533,043	533,043	579,624
Total Sources	400,369	533,043	533,043	579,624
Expenditures				
Operating				
Streetlight Districts	576,518	599,654	576,951	611,568
<i>Subtotal</i>	576,518	599,654	576,951	611,568
TOTAL OPERATING BUDGET	576,518	599,654	576,951	611,568
Total Uses	576,518	599,654	576,951	611,568
Sources Over/(Under) Uses	(176,149)	(66,611)	(43,908)	(31,944)
Ending Fund Balance				
Streetlight Districts	75,852	1,703	31,944	-
Total Ending Fund Balance	75,852	1,703	31,944	-

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance				
Streetlight Districts	-	-	-	-
Total Beginning Fund Balance	-	-	-	-
Revenues				
Streetlight Districts	636,000	661,500	687,900	715,400
Subtotal	636,000	661,500	687,900	715,400
Total Sources	636,000	661,500	687,900	715,400
Expenditures				
Operating				
Streetlight Districts	636,000	661,500	687,900	715,400
Subtotal	636,000	661,500	687,900	715,400
TOTAL OPERATING BUDGET	636,000	661,500	687,900	715,400
Total Uses	636,000	661,500	687,900	715,400
Sources Over/(Under) Uses	-	-	-	-
Ending Fund Balance				
Streetlight Districts	-	-	-	-
Total Ending Fund Balance	-	-	-	-



FY 2015/16 Adopted Budget



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of \$52.5M

(b) Internal Service Funds Budget prior to Internal Service Funds offsets of \$52.5M

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

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Beginning Fund Balance ^(a)	179,037.9	150,181.2	177,699.7	172,123.8
Revenues				
Bonds/Contracts				
General Obligation Preserve	13,739.4	100,000.0	-	100,000.0
Municipal Properties Corporation	-	18,045.0	27,883.2	9,600.0
Municipal Properties Corporation-Water Reclamation	-	-	14,604.9	5,800.0
Pay-As-You-Go				
Water & Water Reclamation Development Fees	15,139.9	162.2	5,300.0	3,100.0
Regional Transportation Sales Tax (Prop 400)	11,675.6	12,361.6	3,027.1	6,423.0
Grants	12,364.7	6,766.2	9,220.4	19,146.6
Intergovernmental	1,525.1	400.0	3,278.0	2,587.0
In-Lieu Fees	101.4	110.0	120.0	120.0
Other Contributions	216.1	134.8	847.3	372.3
Interest Earnings	753.0	652.7	305.3	290.3
Miscellaneous	11,543.3	-	3,397.0	3,397.0
Subtotal	67,058.4	138,632.5	67,983.1	150,836.2
Transfers In				
General Fund	5,893.0	13,116.0	12,874.8	6,157.2
General Fund CIP	345.6	-	-	150.0
Transportation Fund CIP	8.8	-	-	-
Transportation Fund	9,096.4	9,256.1	9,525.4	13,558.8
CFD Fund	110.1	-	-	-
CIP In Lieu Stormwater Fund	84.0	-	-	-
CIP Bed Tax Fund	1,948.7	3,043.2	-	-
Preservation Privilege Tax Funds	2,712.8	2,000.0	6,029.6	4,280.0
Tourism Development	-	2,650.3	2,210.0	150.0
GO Bond	9,646.2	-	-	-
Special Programs Fund	4,563.6	584.7	2,119.5	225.7
Aviation Fund	1,111.3	133.0	1,666.0	7.4
Water & Water Reclamation Fund	391.5	47,353.5	49,198.7	55,350.1
CIP Water Reclamation Bonds	51,543.4	8,800.0	-	-
MPC Fund	10,619.5	-	-	-
Debt Service Fund	125.0	-	-	-
Solid Waste Fund	3,932.1	303.6	108.6	2,091.0
Fleet Fund	14.2	609.4	609.4	786.3
Internal Service Funds	2.8	4.5	4.5	5.4
Subtotal	102,149.0	87,854.3	84,346.6	82,761.9
Total Sources	169,207.4	226,486.8	152,329.7	233,598.0

(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.

Note: Rounded in thousands.

	Actual 2013/14	Adopted 2014/15	Forecast 2014/15	Adopted 2015/16
Use of Funds:				
Expenditures				
Program				
Community Facilities	38,302.4	40,596.0	24,449.3	9,720.6
Preservation	23,660.4	174,906.3	6,057.5	176,671.6
Drainage/Flood Control	6,452.3	13,158.6	11,914.9	17,078.7
Public Safety	7,232.8	9,640.7	5,875.4	4,344.1
Service Facilities	2,994.1	13,001.5	5,718.1	12,096.5
Transportation	21,672.2	114,268.3	35,853.0	84,220.8
Water Management	20,623.1	140,538.7	49,198.2	186,315.7
Prior Year Unexpended ^(a)	-	-	-	-
Subtotal	120,937.3	506,110.1	139,066.4	490,448.0
Less: Estimated Capital Improvement Expenditures	-	(232,138.1)	-	(254,622.1)
Subtotal: Unexpended at Year End	-	273,972.0	-	235,825.9
Transfers Out				
CIP General Fund	10,691.4	3,043.2	-	-
To Debt Service Fund	501.2	-	-	-
To MPC Bond Fund	884.4	-	-	-
To GO Bond CIP Fund	159.4	-	-	-
To CIP Water & Water Reclamation Funds	2,484.1	-	2,754.2	15,071.3
CIP Bed Tax Fund	10,805.8	-	-	150.0
Bed Tax Fund	-	-	32.1	-
Preservation Privilege Tax Funds	881.6	-	-	-
CIP Transportation Fund	492.0	-	-	-
Aviation Operating	1,124.3	430.0	-	113.5
Development Fees Transfer for Debt Service	16,608.0	15,101.4	16,001.4	16,091.4
RWDS	-	900.0	-	-
Solid Waste Fund	3,062.4	-	-	1,875.0
To Special Programs Fund	246.0	-	-	-
Subtotal	47,940.5	19,474.6	18,787.7	33,301.2
Total Uses	168,877.8	251,612.8	157,854.1	287,923.4
Other GAAP Adjustments ^(b)	(1,667.8)	-	(51.4)	-
Ending Fund Balance				
Capital Grant Contingency ^(c)	1,970.1	5,000.0	-	5,000.0
Capital Airport Grant Contingency ^(c)	-	5,750.0	-	3,850.1
Capital General Contingency ^(c)	5,261.0	4,500.0	-	26,000.0
Reserved:				
Reserved Fund Balance	177,699.7	125,055.3	172,123.8	117,798.4
Total Ending Fund Balance	177,699.7	125,055.3	172,123.8	117,798.4

(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.

Note: Rounded in thousands.

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Beginning Fund Balance ^(a)	117,798.4	67,614.6	56,561.8	33,379.7
Revenues				
Bonds/Contracts				
Municipal Properties Corporation-Water	-	30,000.0	-	-
Municipal Properties Corporation-Water Reclamation	-	13,000.0	-	-
Pay-As-You-Go				
Water & Water Development Fees	3,100.0	3,100.0	3,100.0	3,100.0
Regional Transportation Sales Tax (Prop 400)	16,868.7	12,950.7	14,672.0	2,788.0
Grants	19,328.2	2,655.4	324.0	3,790.0
Intergovernmental	5,046.4	1,248.0	1,712.0	28,160.4
In-Lieu Fees	120.0	120.0	120.0	120.0
Other Contributions	134.8	329.2	2,373.7	134.8
Interest Earnings	253.8	170.7	211.2	(95.3)
Miscellaneous	3,397.0	3,397.0	3,397.0	3,397.0
Subtotal	48,248.9	66,971.0	25,909.9	41,394.9
Transfers In				
General Fund	2,692.7	3,503.5	3,717.9	3,861.9
Transportation Fund	9,890.2	10,191.8	10,583.6	10,923.3
Preservation Privilege Tax Funds	3,280.0	3,280.0	2,280.0	-
Special Programs Fund	359.4	21.0	23.2	22.1
Aviation Fund	716.7	108.8	153.4	21.1
Water & Water Reclamation Fund	56,614.6	45,767.2	39,894.6	40,200.7
Solid Waste Fund	46.1	18.1	54.2	36.7
Fleet Fund	22.4	8.7	26.1	17.7
Internal Service Funds	6.0	2.6	7.6	5.2
Subtotal	73,628.2	62,901.7	56,740.6	55,088.7
Total Sources	121,877.1	129,872.7	82,650.5	96,483.6

(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.

Note: Rounded in thousands.

	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
Use of Funds:				
Expenditures				
Program				
Community Facilities	202.2	202.2	202.2	202.2
Preservation	3,280.0	3,280.0	2,280.0	-
Drainage/Flood Control	5,121.4	1,323.0	1,787.0	28,560.4
Public Safety	1,934.8	1,536.1	1,628.8	1,237.5
Service Facilities	2,704.4	2,814.3	4,168.2	3,302.2
Transportation	47,593.7	21,104.5	12,484.1	9,500.0
Water Management	45,917.5	33,858.9	25,993.0	17,455.5
Prior Year Unexpended ^(a)	235,825.9	204,046.2	152,005.9	113,420.3
Subtotal	342,579.9	268,165.2	200,549.2	173,678.1
Less: Estimated Capital Improvement Expenditures	(138,533.6)	(116,159.4)	(87,128.8)	(74,968.3)
Subtotal: Unexpended at Year End	204,046.2	152,005.9	113,420.3	98,709.8
Transfers Out				
To CIP Water & Water Reclamation Funds	16,882.6	7,996.6	1,860.3	3,272.8
Development Fees Transfer for Debt Service	16,644.7	16,769.6	16,843.4	16,947.0
Subtotal	33,527.3	24,766.2	18,703.7	20,219.8
Total Uses	172,061.0	140,925.5	105,832.6	95,188.1
Other GAAP Adjustments ^(b)	-	-	-	-
Ending Fund Balance				
Capital Grant Contingency ^(c)	5,000.0	5,000.0	5,000.0	5,000.0
Capital Airport Grant Contingency ^(c)	-	-	-	-
Capital General Contingency ^(c)	4,500.0	4,500.0	4,500.0	4,500.0
Reserved:				
Reserved Fund Balance	67,614.6	56,561.8	33,379.7	34,675.2
Total Ending Fund Balance	67,614.6	56,561.8	33,379.7	34,675.2

(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.

Note: Rounded in thousands.



FY 2015/16 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, boosts small business and high-growth entrepreneurship start-ups, formulates partnerships and supports 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.
- 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 2014/15 Achievements

Describes major achievements from the prior fiscal year.

- Doubled Wi-Fi capacity at all libraries to 200 megabits per second, and purchased a subscription for IndieFlix offering customers the ability to stream over 5,000 independent films.
- Successfully migrated to Polaris integrated library system.
- Winner of the Outstanding Achievement Award in Local Government Innovation: "Eureka: Using Libraries to Create Innovation Hot Spots" from the Alliance for Innovation / Transforming Local Government 2015.
- Hosted public event with other city departments showcasing city technology. "Gadgets, STEAM and Science of the City" was held February 21, 2015 in conjunction with the Arizona SciTech Festival, an annual statewide celebration of science, technology, engineering, arts and math (STEAM).

FY 2015/16 Objectives

Indicates specifically what the program would like to accomplish in the new fiscal year.

- Increase the number of library card holders 5% by working with City departments to increase library awareness and usage.
- Recruit 5-6 new volunteers to assist in enhancing the library's capacity to serve the community.

Community Services | Library Systems

Summarizes the full-time equivalents by program and shows the percent of city's FTEs.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	118.30	116.93	115.92	-1.01
% of City's FTEs			4.68 %	

Highlights the specific revenue source(s) associated with the given program

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	8,639,287	9,035,502	8,954,323	-81,179
Grant Funds	223,970	58,000	182,724	124,724
Special Programs Fund	238,960	489,037	321,191	-167,846
Total Budget	9,102,217	9,582,539	9,458,238	-124,301

See Glossary in Appendix for a description of the expenditure types.

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	7,135,427	7,308,583	7,199,793	-108,790
Contractual Services	808,934	927,186	1,063,974	136,788
Commodities	1,157,102	1,346,770	1,194,471	-152,299
Capital Outlays	754	0	0	0
Subtotal Operating Budget	9,102,217	9,582,539	9,458,238	-124,301
Operating Projects	0	0	0	0
Total Budget	9,102,217	9,582,539	9,458,238	-124,301

Budget Notes and Changes

Describes the significant changes to the budget since last fiscal year.

- The decrease in FTE and Personnel Services is the result of transferring part-time hours from Library Systems to Human Services to reflect what is actually happening within the division.
- The increase in Grants Funds and Contractual Services is due to the allocation of new local revenue sharing grant dollars and by netting the increases and decreases in grant allocation and carryover amounts from year to year.
- The decrease in Special Programs Fund and Commodities is due to aligning budget expenditure authority with projected revenues from contributions and donations, and estimated available cash balance.

Measures the performance of the services provided by the program as a function of workload

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Participation in adult programs	16,000	23,000	16,000
Attendance at early literacy programs	50,000	55,600	41,000
<p>Note: Attendance rounded to the nearest thousand. Funding for these programs is enhanced by a \$165,000 grant from Arizona's First Things First 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. Attendance in FY 2015/16 is projected to decline due to loss of funding and staff.</p>			
Number of people accessing Wi-Fi at the city's 5 libraries annually	130,000	257,000	275,000
<p>Note: In FY 2013/14, a new Wi-Fi network was installed and bandwidth was increased to 100 Mbps to meet the increase in customer demand for wireless access. Estimates are based on growth in actual usage, file sizes and the increase in portable devices used by customers.</p> <p>Amounts rounded to the nearest thousand.</p>			
Efficiency			
Dollars spent on materials per check-out	\$0.37	\$0.31	\$0.29
<p>Note: This measure is calculated by dividing total expenditures on all materials by the number of check-outs (circulation).</p>			
Effectiveness			
Total registered borrowers as a percentage of total Scottsdale population	86%	90%	87%
<p>Note: FY 2014/15 Scottsdale population 225,700 (Source: Arizona Office of Employment & Population Statistics and the Maricopa Association of Governments).</p>			
Library check-out rates for physical items (books, CDs, DVDs) on a per resident basis	12.9	10.4	9.0
<p>Note: Physical material checkouts have been trending downward over the past few years with the shift to e-reading.</p>			
Library check-out rates for electronic materials (e-books, e-music, e-movies) on a per resident basis (Freegal e-music service not included)	1.63	2.21	2.50
<p>Note: E-material check-out rates are on an upward trend that are expected to continue but at a slower annual rate.</p>			
Annual check-outs per registered borrower	17	14	11
<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.	4.75	4.73	4.60
<p>Note: Customer satisfaction surveys are distributed, collected and tabulated after every adult services program throughout the year.</p>			

Volunteer Hours		# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
<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.	482	31,786	\$711,053	15.3
	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.	400	8,100	\$181,197	3.9
Total		782	39,886	\$892,250	19.2

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 Adopted Budget

	Actual FY 2013/14	Adopted FY 2014/15	Approved FY 2014/15	Change	Adopted FY 2015/16
MAYOR AND CITY COUNCIL					
Full Time	10.00	10.00	10.00	0.00	10.00
Total FTE	10.00	10.00	10.00	0.00	10.00
CITY ATTORNEY					
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
CITY AUDITOR					
Full Time	7.00	6.00	6.00	0.00	6.00
Total FTE	7.00	6.00	6.00	0.00	6.00
CITY CLERK					
Full Time	8.00	8.00	8.00	-1.00	7.00
Total FTE	8.00	8.00	8.00	-1.00	7.00
CITY COURT					
Full Time	55.00	55.00	55.00	1.00	56.00
Part Time	1.48	0.88	0.88	1.64	2.52
Total FTE	56.48	55.88	55.88	2.64	58.52
CITY MANAGER					
Full Time	8.00	6.00	6.00	1.00	7.00
Part Time	0.00	0.00	0.00	0.15	0.15
Total FTE	8.00	6.00	6.00	1.15	7.15
CITY TREASURER					
Full Time	92.00	89.00	88.00	-1.00	87.00
Part Time	1.00	1.00	2.00	0.75	2.75
Total FTE	93.00	90.00	90.00	-0.25	89.75
ADMINISTRATIVE SERVICES					
Full Time	122.00	119.00	119.00	4.00	123.00
Part Time	2.41	1.91	1.91	-0.81	1.10
Total FTE	124.41	120.91	120.91	3.19	124.10
COMMUNITY AND ECONOMIC DEVELOPMENT					
Full Time	189.00	186.00	186.00	3.00	189.00
Part Time	1.50	1.47	1.47	9.11	10.58
Total FTE	190.50	187.47	187.47	12.11	199.58
COMMUNITY SERVICES					
Full Time	270.00	268.00	268.00	0.00	268.00
Part Time	172.23	169.29	169.29	21.51	190.80
Grant	12.00	11.00	11.00	0.00	11.00
Total FTE	454.23	448.29	448.29	21.51	469.80
PUBLIC SAFETY - FIRE					
Full Time	265.00	267.00	267.00	11.00	278.00
Total FTE	265.00	267.00	267.00	11.00	278.00
PUBLIC SAFETY - POLICE					
Full Time	666.00	661.00	661.00	-3.00	658.00
Part Time	2.60	2.60	2.60	2.63	5.23
Grant	1.00	1.00	1.00	0.00	1.00
Total FTE	669.60	664.60	664.60	-0.37	664.23
PUBLIC WORKS					
Full Time	294.00	295.00	295.00	0.00	295.00
Part Time	0.00	0.00	0.00	1.59	1.59
Total FTE	294.00	295.00	295.00	1.59	296.59
WATER RESOURCES					
Full Time	204.00	205.00	205.00	4.00	209.00
Part Time	0.00	0.00	0.00	2.28	2.28
Total FTE	204.00	205.00	205.00	6.28	211.28
Total Full-time Position FTE	2,242.00	2,227.00	2,226.00	19.00	2,245.00
Total Part-time Position FTE	182.72	178.65	179.65	38.85	218.50
Total Grant Funded Position FTE	13.00	12.00	12.00	0.00	12.00
Total Citywide Position FTE	2,437.72	2,417.65	2,417.65	57.85	2,475.50

NOTE:
 To increase transparency, the budget includes short term or seasonal positions that have not previously been included in the full-time equivalent (FTE) position counts. Due to this change, an additional 32.2 FTE representing 283 positions is included; there is no fiscal impact to this change.

Ongoing changes include:

Temporary Workers-are slots used when the work circumstances necessitate a temporary assignment or reassignment of an employee. Divisions manage these 15 slots. No funding is included in the budget for these slots. Funding would typically come from within a division's accepted budget.

Below is a summary of the short-term or seasonal positions by division/department that will occur during FY 2015/16:

Community Services Recreation Specialists - up to 16.74 FTE (representing 212 positions) throughout various times of the year.

Police Department Pipeline Officers - are used for up to 2.63 FTE (representing 16 positions) while cadets are in the police academy or during the field training phases after the academy. These positions minimize the impact of police officer vacancies caused by attrition, transitional duty, military leave, and the extensive 9.5 month police officer training program.

City Court Pro-Tem Judges - are used to compensate up to .64 FTE (representing 24 positions) that serve on an "as needed" basis to support the City Judge and Associate City Judges.

WestWorld used to compensate up to 8.77 FTE (representing 14 positions) with 2 Custodial Workers, 4 Feed and Bedding Workers, 7 Maintenance Helpers and 1 Office Assistant.

Water Resources Pipeline – are used for up to 3.38 FTE (representing 5 positions) for high turn-over positions that require significant training.

Divisions

Authorized Personnel Positions - By Division & Fund

	General Fund	Transportation	Special Revenue	Enterprise	Internal Service	Adopted FY 2015/16
MAYOR AND CITY COUNCIL						
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
CITY ATTORNEY						
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
CITY AUDITOR						
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
CITY CLERK						
Full Time	7.00	0.00	0.00	0.00	0.00	7.00
Total FTE	7.00	0.00	0.00	0.00	0.00	7.00
CITY COURT						
Full Time	48.00	0.00	8.00	0.00	0.00	56.00
Part Time	0.64	0.00	1.88	0.00	0.00	2.52
Total FTE	48.64	0.00	9.88	0.00	0.00	58.52
CITY MANAGER						
Full Time	7.00	0.00	0.00	0.00	0.00	7.00
Part Time	0.15	0.00	0.00	0.00	0.00	0.15
Total FTE	7.15	0.00	0.00	0.00	0.00	7.15
CITY TREASURER						
Full Time	68.00	0.00	0.00	11.00	8.00	87.00
Part Time	2.75	0.00	0.00	0.00	0.00	2.75
Total FTE	70.75	0.00	0.00	11.00	8.00	89.75
ADMINISTRATIVE SERVICES						
Full Time	123.00	0.00	0.00	0.00	0.00	123.00
Part Time	1.10	0.00	0.00	0.00	0.00	1.10
Total FTE	124.10	0.00	0.00	0.00	0.00	124.10
COMMUNITY AND ECONOMIC DEVELOPMENT						
Full Time	151.00	22.00	2.00	14.00	0.00	189.00
Part Time	10.11	0.00	0.00	0.47	0.00	10.58
Total FTE	161.11	22.00	2.00	14.47	0.00	199.58
COMMUNITY SERVICES						
Full Time	266.00	0.00	2.00	0.00	0.00	268.00
Part Time	175.14	0.00	15.66	0.00	0.00	190.80
Grant	0.00	0.00	11.00	0.00	0.00	11.00
Total FTE	441.14	0.00	28.66	0.00	0.00	469.80
PUBLIC SAFETY - FIRE						
Full Time	278.00	0.00	0.00	0.00	0.00	278.00
Total FTE	278.00	0.00	0.00	0.00	0.00	278.00
PUBLIC SAFETY - POLICE						
Full Time	654.00	0.00	4.00	0.00	0.00	658.00
Part Time	5.23	0.00	0.00	0.00	0.00	5.23
Grant	0.00	0.00	1.00	0.00	0.00	1.00
Total FTE	659.23	0.00	5.00	0.00	0.00	664.23
PUBLIC WORKS						
Full Time	99.00	60.00	0.00	90.00	46.00	295.00
Part Time	0.75	0.00	0.00	0.84	0.00	1.59
Total FTE	99.75	60.00	0.00	90.84	46.00	296.59
WATER RESOURCES						
Full Time	0.00	0.00	0.00	209.00	0.00	209.00
Part Time	0.00	0.00	0.00	2.28	0.00	2.28
Total FTE	0.00	0.00	0.00	211.28	0.00	211.28
Total Full-time Position FTE	1,769.00	82.00	16.00	324.00	54.00	2,245.00
Total Part-time Position FTE	197.37	0.00	17.54	3.59	0.00	218.50
Total Grant Funded Position FTE	0.00	0.00	12.00	0.00	0.00	12.00
Total Citywide Position FTE	1,966.37	82.00	45.54	327.59	54.00	2,475.50

See Note on previous page

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
MAYOR AND CITY COUNCIL			
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
Total	10.00	10.00	0.00
TOTAL MAYOR AND CITY COUNCIL	10.00	10.00	0.00
CIVIL			
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	2.00	2.00	0.00
City Attorney, Asst, Sr II	5.00	5.00	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
Total	22.50	22.00	0.50
PROSECUTION			
City Prosecutor	1.00	1.00	0.00
City Prosecutor, Assistant I	4.00	4.00	0.00
City Prosecutor, Assistant II	5.00	5.00	0.00
City Prosecutor, Assistant, Sr	2.00	2.00	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
Total	26.00	26.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
VICTIM SERVICES			
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
Total	5.00	4.00	1.00
TOTAL CITY ATTORNEY	53.50	52.00	1.50
CITY AUDITOR			
Auditor, Sr.	5.00	5.00	0.00
City Auditor	1.00	1.00	0.00
Total	6.00	6.00	0.00
TOTAL CITY AUDITOR	6.00	6.00	0.00
CITY CLERK			
City Clerk	1.00	1.00	0.00
City Clerk Assistant	1.00	1.00	0.00
City Clerk, Deputy	1.00	1.00	0.00
Executive Secretary	1.00	1.00	0.00
Management Analyst	1.00	1.00	0.00
Management Asst to City Clerk	1.00	1.00	0.00
Technology Specialist	1.00	1.00	0.00
Total	7.00	7.00	0.00
TOTAL CITY CLERK	7.00	7.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
CITY COURT			
City Judge	1.00	1.00	0.00
City Judge, Associate	3.00	3.00	0.00
Court Administrator	1.00	1.00	0.00
Court Administrator, Deputy	2.00	2.00	0.00
Court Interpreter	1.00	1.00	0.00
Court Services Rep	28.00	28.00	0.00
Court Services Rep, Sr.	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	2.00	2.00	0.00
Municipal Security Guard, Lead	1.00	1.00	0.00
Pro-Tem Judge	0.64	0.00	0.64
Security Guard	1.88	0.00	1.88
Software Engineer	2.00	2.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Technology Coordinator	1.00	1.00	0.00
Total	58.52	56.00	2.52
TOTAL CITY COURT	58.52	56.00	2.52
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
Emergency Manager	1.00	1.00	0.00
Government Relations Director	1.00	1.00	0.00
Intern	0.15	0.00	0.15
Management Asst to City Mgr	1.00	1.00	0.00
Total	7.15	7.00	0.15
TOTAL CITY MANAGER	7.15	7.00	0.15

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
CITY TREASURER - ACCOUNTING			
Account Specialist	4.00	4.00	0.00
Account Specialist, Lead	1.00	1.00	0.00
Accountant I	2.00	2.00	0.00
Accountant II	1.00	1.00	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
Total	25.00	25.00	0.00
CITY TREASURER - BUDGET			
Budget Analyst, Sr.	4.00	4.00	0.00
Budget Director	1.00	1.00	0.00
Systems Integrator	0.75	0.00	0.75
Total	5.75	5.00	0.75
CITY TREASURER - BUSINESS SERVICES			
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	16.00	16.00	0.00
License Inspector	2.00	2.00	0.00
Revenue Collector	5.00	5.00	0.00
Revenue Collector, Sr.	1.00	1.00	0.00
Support Assistant	2.00	0.00	2.00
Systems Integrator	2.00	2.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Tax Auditor	1.00	1.00	0.00
Tax Auditor, Sr.	3.00	3.00	0.00
Technology Specialist	2.00	2.00	0.00
Total	45.00	43.00	2.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
CITY TREASURER - CITY TREASURER AND FINANCE			
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.	2.00	2.00	0.00
Finance Director	1.00	1.00	0.00
Total	6.00	6.00	0.00
CITY TREASURER - RISK MANAGEMENT			
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
Total	8.00	8.00	0.00
TOTAL CITY TREASURER	89.75	87.00	2.75
ADMINISTRATIVE SERVICES - COMMUNICATIONS			
Account Specialist	1.00	1.00	0.00
Communicatns & Pub Affairs Dir	1.00	1.00	0.00
Public Affairs Manager	1.00	1.00	0.00
Public Information Officer	1.50	1.00	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
Total	8.10	7.00	1.10

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
ADMINISTRATIVE SERVICES - HUMAN RESOURCES			
Benefits Analyst, Sr.	1.00	1.00	0.00
Human Resources Analyst	5.00	5.00	0.00
Human Resources Analyst, Lead	1.00	1.00	0.00
Human Resources Analyst, Sr.	9.00	9.00	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
Management Analyst	1.00	1.00	0.00
Public Safety Personnel Mgr	1.00	1.00	0.00
Systems Integrator	1.00	1.00	0.00
Total	22.00	22.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
ADMINISTRATIVE SERVICES - INFORMATION TECHNOLOGY			
Application Development Mgr	1.00	1.00	0.00
Business Intelligence Manager	1.00	1.00	0.00
Chief Info Security Officer	1.00	1.00	0.00
Chief Information Officer	1.00	1.00	0.00
Communications Director	1.00	1.00	0.00
Communications Systems Analyst	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 Communications Spec	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	6.00	6.00	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	2.00	2.00	0.00
Office Manager	1.00	1.00	0.00
Radio Communications Tech, Sr	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
Software Engineer	4.00	4.00	0.00
Software Engineer, Sr	4.00	4.00	0.00
Systems Integrator	1.00	1.00	0.00
Telecom Policy Coordinator	1.00	1.00	0.00
Web & Design Services Manager	1.00	1.00	0.00
Web Services Engineer	2.00	2.00	0.00
Total	71.00	71.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
ADMINISTRATIVE SERVICES - PURCHASING			
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
Total	23.00	23.00	0.00
TOTAL ADMINISTRATIVE SERVICES	124.10	123.00	1.10

COMMUNITY AND 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.	2.00	2.00	0.00
Airport Operations Technician	5.00	5.00	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
Total	14.47	14.00	0.47

COMMUNITY AND ECONOMIC DEVELOPMENT - ECONOMIC DEVELOPMENT

Administrative Assistant	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 Specialist	1.00	1.00	0.00
Total	6.00	6.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY AND ECONOMIC DEVELOPMENT - PLANNING AND DEVELOPMENT			
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 I	1.00	1.00	0.00
Code Inspector II	9.00	9.00	0.00
Code Inspector, Sr	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 I	5.00	5.00	0.00
Development Services Rep II	5.00	5.00	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 I	1.00	1.00	0.00
Inspector II	12.00	12.00	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	6.00	6.00	0.00
Planner, Associate	3.00	3.00	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	3.00	3.00	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

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PNT Manager	4.00	4.00	0.00
Project Coordination Liaison	3.00	3.00	0.00
Secretary	3.50	3.00	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
Total	121.50	121.00	0.50

COMMUNITY AND ECONOMIC DEVELOPMENT - TOURISM AND EVENTS

Administrative Assistant	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	0.00
Economic Development Manager	1.00	1.00	0.00
Economic Developmnt Specialist	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
Total	6.50	6.00	0.50

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY AND ECONOMIC DEVELOPMENT - TRANSPORTATION			
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	1.00	1.00	0.00
Traffic Engineer, Principal	2.00	2.00	0.00
Traffic Engineering & Ops Mgr	1.00	1.00	0.00
Traffic Engineering Analyst	2.00	2.00	0.00
Traffic Engineering Tech, Sr.	2.00	2.00	0.00
Traffic Engineering Technician	1.00	1.00	0.00
Traffic Engrng Technician Lead	1.00	1.00	0.00
Trans Plan & Transit Prog Mgr	1.00	1.00	0.00
Transit Operations Coordinator	1.00	1.00	0.00
Transit Planner, Principal	1.00	1.00	0.00
Transportation Director	1.00	1.00	0.00
Transportation Planner	1.00	1.00	0.00
Transportation Planner, Sr.	2.00	2.00	0.00
Transportation Rep, Sr.	2.00	2.00	0.00
Total	22.00	22.00	0.00
COMMUNITY AND ECONOMIC DEVELOPMENT - WESTWORLD			
Custodial Worker	2.05	0.00	2.05
Customer Service Rep	1.00	1.00	0.00
Customer Support Rep, Sr.	1.00	1.00	0.00
Events Contract Coordinator	1.00	1.00	0.00
Facilities Manager	1.00	1.00	0.00
Feed & Bedding Store Supervisr	1.00	1.00	0.00
Feed & Bedding Worker	2.05	0.00	2.05
GM WestWorld	1.00	1.00	0.00
Maintenance Helper	4.10	0.00	4.10
Maintenance Worker II - CDL	2.00	2.00	0.00
Maintenance Worker III	9.41	9.00	0.41
Management Analyst	1.00	1.00	0.00
Office Assistant	0.50	0.00	0.50
WestWorld Business Manager	1.00	1.00	0.00
WestWorld Director	1.00	1.00	0.00
Total	29.11	20.00	9.11
TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT	199.58	189.00	10.58

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
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
Management Analyst, Sr	1.00	1.00	0.00
Office Manager	1.00	1.00	0.00
Total	4.00	4.00	0.00
COMMUNITY SERVICES - HUMAN SERVICES			
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
Community Grants Specialist	2.00	2.00	0.00
Grant Program Specialist	3.00	3.00	0.00
Grant Program Specialist, Sr.	2.00	2.00	0.00
Grants Accountant	1.00	1.00	0.00
Housing Coordinator	1.00	1.00	0.00
Housing Rehab Specialist	1.00	1.00	0.00
Human Services Coordinator	4.00	4.00	0.00
Human Services Director	1.00	1.00	0.00
Human Services Manager	3.00	3.00	0.00
Human Services Rep	8.00	8.00	0.00
Human Services Specialist	10.20	9.00	1.20
Occupancy Specialist	1.00	1.00	0.00
Parks & Rec Operation Supervsr	1.00	1.00	0.00
Recreation Coordinator	2.00	2.00	0.00
Recreation Leader II	17.73	1.00	16.73
Recreation Leader III	3.00	3.00	0.00
Service Support Worker	1.00	1.00	0.00
Total	64.93	47.00	17.93

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY SERVICES - LIBRARY SYSTEMS			
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	18.00	13.00	5.00
Librarian II	6.00	6.00	0.00
Librarian III	6.00	6.00	0.00
Librarian IV	3.00	3.00	0.00
Library Aide	20.22	9.00	11.22
Library Assistant	21.11	10.00	11.11
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	8.00	8.00	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
Total	115.92	71.00	44.92

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY SERVICES - PARKS & RECREATION			
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 Manager	1.00	1.00	0.00
Human Services Rep	1.00	1.00	0.00
Human Services Specialist	2.00	2.00	0.00
Irrigation Systems Supervisor	1.00	1.00	0.00
Irrigation Technician	9.00	9.00	0.00
Job Preparation Specialist	1.00	1.00	0.00
Lifeguard/Instructor/Cashier	20.02	0.00	20.02
Maintenance Supv, Aquatics	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	1.00	1.00	0.00
Maintenance Worker I	26.50	25.00	1.50
Maintenance Worker II	35.00	35.00	0.00
Maintenance Worker II - CDL	4.00	4.00	0.00
Maintenance Worker III	7.00	7.00	0.00
Natural Resources Coordinator	1.00	1.00	0.00
Parks & Rec Operation Supervsr	13.00	13.00	0.00
Parks & Recreation Director	1.00	1.00	0.00
Parks & Recreation Manager	5.00	5.00	0.00
Personnel Specialist	1.00	1.00	0.00
Pool Manager	4.22	4.00	0.22
Pool Manager, Assistant	11.02	0.00	11.02
Railroad & Mechanical Ops Spec	2.00	2.00	0.00
Recreation Coordinator	5.00	5.00	0.00
Recreation Leader I	14.59	0.00	14.59
Recreation Leader II	61.98	1.00	60.98
Recreation Leader III	21.00	21.00	0.00
Recreation Specialist	19.62	0.00	19.62
Stadium Supervisor	1.00	1.00	0.00
Technology Coordinator	2.00	2.00	0.00
Total	281.95	154.00	127.95

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY SERVICES - PRESERVE MANAGEMENT			
Natural Resources Coordinator	2.00	2.00	0.00
Planner, Sr.	1.00	1.00	0.00
Total	3.00	3.00	0.00
TOTAL COMMUNITY SERVICES	469.80	279.00	190.80
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 Review Coordinator	1.00	1.00	0.00
Plans Examiner, Sr.	2.00	2.00	0.00
Total	15.00	15.00	0.00
PUBLIC SAFETY - FIRE - OFFICE OF THE FIRE CHIEF			
Administrative Secretary	1.00	1.00	0.00
Fire Chief	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
Office Manager	1.00	1.00	0.00
Total	5.00	5.00	0.00
PUBLIC SAFETY - FIRE - OPERATIONS			
Administrative Secretary	1.00	1.00	0.00
Fire Battalion Chief (56)	6.00	6.00	0.00
Fire Captain (56)	57.00	57.00	0.00
Fire Chief, Deputy	1.00	1.00	0.00
Fire Division Chief	2.00	2.00	0.00
Fire Engineer (56)	58.00	58.00	0.00
Firefighter (56)	118.00	118.00	0.00
Public Education Officer	1.00	1.00	0.00
Total	244.00	244.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - FIRE - PROFESSIONAL SERVICES			
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, Assistant	1.00	1.00	0.00
Fire Division Chief	3.00	3.00	0.00
Safety Fitness Wellness Coord	1.00	1.00	0.00
Systems Integrator	2.00	2.00	0.00
Total	14.00	14.00	0.00
TOTAL PUBLIC SAFETY - FIRE	278.00	278.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - POLICE - INVESTIGATIVE SERVICES			
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	7.00	7.00	0.00
Forensic Scientist Supervisor	2.00	2.00	0.00
Latent Print Examiner	1.00	1.00	0.00
Pawn Specialist	1.00	1.00	0.00
Personnel Specialist	2.00	2.00	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 Analyst	2.00	2.00	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	100.00	100.00	0.00
Police Sergeant	18.00	18.00	0.00
Polygraph Examiner	1.00	1.00	0.00
Property / Evidence Tech, Lead	2.00	2.00	0.00
Property / Evidence Technician	3.50	3.00	0.50
Records Specialist	2.00	2.00	0.00
Total	185.50	185.00	0.50

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - POLICE - OFFICE OF THE POLICE CHIEF			
Administrative Secretary	1.00	1.00	0.00
Executive Secretary	1.00	1.00	0.00
Police Analyst II	1.00	1.00	0.00
Police Budget Manager	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	1.00	1.00	0.00
Public Education Officer	1.00	1.00	0.00
Total	11.00	11.00	0.00
PUBLIC SAFETY - POLICE - OPERATIONAL SUPPORT			
Account Specialist	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	0.00
Communications Dispatcher	39.00	39.00	0.00
Communications Supervisor	6.00	6.00	0.00
Communications Technician	2.00	2.00	0.00
Crime Analysis Unit Supervisor	1.00	1.00	0.00
Logistics Technician	4.00	4.00	0.00
Municipal Security Manager	1.00	1.00	0.00
Police Analyst	3.00	3.00	0.00
Police Analyst II	2.00	2.00	0.00
Police Comm Systems Mgr	1.00	1.00	0.00
Police Communications Op Mgr	1.00	1.00	0.00
Police Op Support Dir	1.00	1.00	0.00
Police Plng Rsrch & Accred Dir	1.00	1.00	0.00
Police Records Supervisor	4.00	4.00	0.00
Police Resource Mngr	1.00	1.00	0.00
Police Tech & Records Director	1.00	1.00	0.00
Records Manager	1.00	1.00	0.00
Records Specialist	14.00	14.00	0.00
Records Specialist, Senior	8.00	8.00	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
Total	104.00	104.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - POLICE - POLICE UNIFORMED SERVICES			
Administrative Secretary	2.00	2.00	0.00
Detention Manager	1.00	1.00	0.00
Detention Officer	24.00	24.00	0.00
Detention Supervisor	7.00	7.00	0.00
Parking Control Checker	1.00	1.00	0.00
Photo Enforcement Program Mgr	1.00	1.00	0.00
Police Aide	36.00	36.00	0.00
Police Commander	5.00	5.00	0.00
Police Lieutenant	13.00	13.00	0.00
Police Officer	227.00	227.00	0.00
Police Officer, Pipeline	2.63	0.00	2.63
Police Rangemaster	2.00	2.00	0.00
Police Sergeant	39.00	39.00	0.00
Records Specialist	1.00	1.00	0.00
Wrangler	2.10	0.00	2.10
Total	363.73	359.00	4.73
TOTAL PUBLIC SAFETY - POLICE	664.23	659.00	5.23

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC WORKS - CAPITAL PROJECT MANAGEMENT			
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, Principal	1.00	1.00	0.00
Civil Engineer, Sr.	3.00	3.00	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, 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 Information Officer	0.75	0.00	0.75
Public Works Director	1.00	1.00	0.00
Public Works Inspector I	2.00	2.00	0.00
Public Works Inspector II	5.00	5.00	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	3.00	3.00	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
Total	45.75	45.00	0.75

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC WORKS - FACILITIES MANAGEMENT			
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 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	1.00	1.00	0.00
Service Area Manager	2.00	2.00	0.00
Space Planning Analyst	1.00	1.00	0.00
Technology Specialist	1.00	1.00	0.00
Total	54.00	54.00	0.00
PUBLIC WORKS - FLEET MANAGEMENT			
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 I	3.00	3.00	0.00
Fleet Technician II	8.00	8.00	0.00
Fleet Technician III	15.00	15.00	0.00
Fleet Technician, Lead	3.00	3.00	0.00
Total	46.00	46.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC WORKS - SOLID WASTE MANAGEMENT			
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	12.84	12.00	0.84
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
Total	90.84	90.00	0.84

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC WORKS - STREET OPERATIONS			
Citizen Services Rep	2.00	2.00	0.00
Dept Director - Public Works	1.00	1.00	0.00
Engineer In Training	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 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
ITS Traffic Engineer	1.00	1.00	0.00
Maintenance Manager	1.00	1.00	0.00
Maintenance Supervisor	3.00	3.00	0.00
Maintenance Tech II - Non-CDL	1.00	1.00	0.00
Maintenance Tech II - Streets	2.00	2.00	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
Total	60.00	60.00	0.00
TOTAL PUBLIC WORKS	296.59	295.00	1.59

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
WATER RESOURCES - WATER PLANNING AND ENGINEERING			
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 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
Total	19.00	19.00	0.00
WATER RESOURCES - WATER QUALITY			
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	6.00	6.00	0.00
Water Quality Specialist, Sr	2.00	2.00	0.00
Water Quality Technician	2.00	2.00	0.00
Total	23.00	23.00	0.00
WATER RESOURCES - WATER RECLAMATION SERVICES			
WWW Maintenance Tech III	5.00	5.00	0.00
WWW 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 Supervisor	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
Total	28.00	28.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
WATER RESOURCES - WATER SERVICES			
WWW Maintenance Tech III	1.00	1.00	0.00
WWW Treatment Plant Op III	2.00	2.00	0.00
Water Audit Technician	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 Services Director	1.00	1.00	0.00
Water Wastewater Main Tech IV	1.00	1.00	0.00
Water/Wastewater Main Tech II	3.00	3.00	0.00
Water/Wastewater Ops Supervisor	3.00	3.00	0.00
Water/Wastewater Srvcs Wkr I	3.00	3.00	0.00
Water/Wastewater Srvcs Wkr II	11.00	11.00	0.00
Water/Wastewater Srvcs Wkr III	6.00	6.00	0.00
Water/Wastewater Srvcs Wkr IV	8.00	8.00	0.00
Water/Wastewater Srvcs Wkr V	2.00	2.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper II	17.00	17.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper IV	3.00	3.00	0.00
Total	76.00	76.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
WATER RESOURCES - WATER TECHNOLOGY & ADMIN			
Administrative Secretary	2.00	2.00	0.00
Citizen Services Rep	5.00	5.00	0.00
GIS Technician	2.00	2.00	0.00
HVAC Technician	1.00	1.00	0.00
Office Coordinator	1.00	1.00	0.00
Office Manager	1.00	1.00	0.00
SCADA Systems Specialist	3.00	3.00	0.00
SCADA Systems Specialist, Lead	1.00	1.00	0.00
SCADA Systems Specialist, Sr.	1.00	1.00	0.00
Systems Integrator	2.00	2.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Technology Coordinator	2.00	2.00	0.00
Trng, Safety & Security Coord	2.00	2.00	0.00
Utility Technology Supervisor	1.00	1.00	0.00
WWW Electronic Technician I	1.00	1.00	0.00
WWW Electronic Technician II	9.00	9.00	0.00
WWW Electronic Technician III	2.00	2.00	0.00
WWW Maintenance Tech III	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 Resources Pipeline	6.28	4.00	2.28
Water Systems Advisor	1.00	1.00	0.00
Water Systems Analyst	5.00	5.00	0.00
Water Systems Supervisor	1.00	1.00	0.00
Water/Wastewater Main Tech II	9.00	9.00	0.00
Water/Wastewater Ops Supervisor	1.00	1.00	0.00
Total	65.28	63.00	2.28
TOTAL WATER RESOURCES	211.28	209.00	2.28
Grand Total	2,475.50	2,257.00	218.50

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
0509	Account Specialist	6.00	\$15.44	\$22.39	\$32,115.20	\$46,571.20
0508	Account Specialist, Lead	1.00	\$20.70	\$30.01	\$43,056.00	\$62,420.80
0510	Account Specialist, Sr.	3.00	\$16.22	\$23.51	\$33,737.60	\$48,900.80
1445	Accountant I	2.00	\$20.70	\$30.01	\$43,056.00	\$62,420.80
2272	Accountant II	2.00	\$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	22.00	\$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
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.	2.00	\$18.77	\$27.22	\$39,041.60	\$56,617.60
0460	Airport Operations Technician	5.00	\$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
1994	Assistant 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.	5.00	\$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
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.	5.00	\$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

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
0014	Buyer Aide	1.00	\$17.88	\$25.92	\$37,190.40	\$53,913.60
2310	Chief Info Security Officer	1.00	\$40.98	\$59.42	\$85,238.40	\$123,593.60
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	11.00	\$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	\$94.09	\$94.09	\$195,707.20	\$195,707.20
1014	City Attorney, Assistant	1.50	\$40.98	\$59.42	\$85,238.40	\$123,593.60
2273	City Attorney, Asst, Sr I	2.00	\$43.02	\$62.39	\$89,481.60	\$129,771.20
2261	City Attorney, Asst, Sr II	5.00	\$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	\$68.34	\$68.34	\$142,147.20	\$142,147.20
1398	City Clerk	1.00	\$68.09	\$68.09	\$141,627.20	\$141,627.20
0598	City Clerk Assistant	1.00	\$17.88	\$25.92	\$37,190.40	\$53,913.60
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	\$81.62	\$81.62	\$169,769.60	\$169,769.60
1933	City Judge, Associate	3.00	\$74.91	\$74.91	\$155,812.80	\$155,812.80
1397	City Manager	1.00	\$101.52	\$101.52	\$211,161.60	\$211,161.60
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	5.00	\$39.02	\$56.59	\$81,161.60	\$117,707.20
2260	City Prosecutor, Assistant, Sr	2.00	\$40.98	\$59.42	\$85,238.40	\$123,593.60
2142	City Treasurer	1.00	\$69.33	\$69.33	\$144,206.40	\$144,206.40
1308	Civil Engineer	1.00	\$29.12	\$42.23	\$60,569.60	\$87,838.40
2086	Civil Engineer, Principal	-	\$35.40	\$51.33	\$73,632.00	\$106,766.40
1469	Civil Engineer, Sr.	7.00	\$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	1.00	\$21.73	\$31.51	\$45,198.40	\$65,540.80
0609	Code Inspector II	9.00	\$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
2319	Communications Systems Analyst	1.00	\$26.41	\$38.30	\$54,932.80	\$79,664.00
0380	Communications Technician	2.00	\$21.73	\$31.51	\$45,198.40	\$65,540.80
2274	Communicatns & Pub Affairs Dir	1.00	\$47.43	\$68.78	\$98,654.40	\$143,062.40
1561	Community Assistance Manager	1.00	\$32.11	\$46.55	\$66,788.80	\$96,824.00

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
2329	Community Grants Specialist	2.00	\$22.82	\$33.08	\$47,465.60	\$68,806.40
1632	Community Planner	-	\$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	28.00	\$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	2.05	\$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	18.00	\$15.44	\$22.39	\$32,115.20	\$46,571.20
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	24.00	\$17.88	\$25.92	\$37,190.40	\$53,913.60
0412	Detention Supervisor	7.00	\$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	5.00	\$16.22	\$23.51	\$33,737.60	\$48,900.80
0580	Development Services Rep II	5.00	\$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
0697	Digital Media Specialist	-	\$19.71	\$28.58	\$40,996.80	\$59,446.40
0583	Drainage Inspector	1.00	\$21.73	\$31.51	\$45,198.40	\$65,540.80
2300	Economic Development Asst Dir	-	\$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 Developmnt Specialist	2.00	\$26.41	\$38.30	\$54,932.80	\$79,664.00
2331	Emergency Manager	1.00	\$37.17	\$53.89	\$77,313.60	\$112,091.20
0574	Energy Management Control Spec	2.00	\$25.16	\$36.48	\$52,332.80	\$75,878.40

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
0489	Engineer In Training	2.00	\$23.96	\$34.74	\$49,836.80	\$72,259.20
0556	Engineering Associate	1.00	\$25.16	\$36.48	\$52,332.80	\$75,878.40
1711	Enterprise Communications Engr	3.00	\$37.17	\$53.89	\$77,313.60	\$112,091.20
2320	Enterprise Communications Spec	3.00	\$30.58	\$44.34	\$63,606.40	\$92,227.20
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	6.00	\$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	12.84	\$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	\$18.77	\$27.22	\$39,041.60	\$56,617.60
0517	Equipment Service Writer	2.00	\$20.70	\$30.01	\$43,056.00	\$62,420.80
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	5.00	\$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	-	\$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	2.05	\$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)	57.00	\$23.59	\$31.85	\$68,702.40	\$92,747.20

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
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)	58.00	\$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
0573	Fire Marshal, Senior Deputy	2.00	\$33.03	\$44.59	\$68,702.40	\$92,747.20
2326	Fire Plans Review Coordinator	1.00	\$32.11	\$46.55	\$66,788.80	\$96,824.00
0534	Firefighter (40)	-	\$23.47	\$31.69	\$48,817.60	\$65,915.20
0531	Firefighter (56)	118.00	\$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	-	\$0.00	\$0.00	\$0.00	\$0.00
1913	Fleet Maint Superintendent	1.00	\$29.12	\$42.23	\$60,569.60	\$87,838.40
1773	Fleet Systems Coordinator	1.00	\$29.12	\$42.23	\$60,569.60	\$87,838.40
2033	Fleet Technician Crew Chief	3.00	\$25.16	\$36.48	\$52,332.80	\$75,878.40
0563	Fleet Technician I	3.00	\$17.03	\$24.69	\$35,422.40	\$51,355.20
0561	Fleet Technician II	8.00	\$18.77	\$27.22	\$39,041.60	\$56,617.60
0557	Fleet Technician III	15.00	\$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
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	7.00	\$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	\$54.91	\$79.62	\$114,212.80	\$165,609.60
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.	2.00	\$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	1.00	\$26.41	\$38.30	\$54,932.80	\$79,664.00

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
2328	Housing Rehab Specialist	1.00	\$22.82	\$33.08	\$47,465.60	\$68,806.40
1905	Human Resources Analyst	5.00	\$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.	9.00	\$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
1569	Human Services Coordinator	5.00	\$26.41	\$38.30	\$54,932.80	\$79,664.00
1688	Human Services Director	1.00	\$40.98	\$59.42	\$85,238.40	\$123,593.60
1078	Human Services Manager	4.00	\$30.58	\$44.34	\$63,606.40	\$92,227.20
0428	Human Services Rep	9.00	\$14.71	\$21.33	\$30,596.80	\$44,366.40
1079	Human Services Specialist	12.20	\$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	1.00	\$21.73	\$31.51	\$45,198.40	\$65,540.80
0582	Inspector II	12.00	\$23.96	\$34.74	\$49,836.80	\$72,259.20
0386	Intern	0.62	\$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 Supervisor	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
0693	ITS Analyst, Assistant	1.00	\$23.96	\$34.74	\$49,836.80	\$72,259.20
2189	ITS Manager		\$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
2330	ITS Traffic Engineer	1.00	\$32.11	\$46.55	\$66,788.80	\$96,824.00
2050	Job Preparation Specialist	1.00	\$16.22	\$23.51	\$33,737.60	\$48,900.80
0606	Latent Print Examiner	1.00	\$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	18.00	\$21.73	\$31.51	\$45,198.40	\$65,540.80
2193	Librarian II	6.00	\$23.96	\$34.74	\$49,836.80	\$72,259.20
2165	Librarian III	6.00	\$26.41	\$38.30	\$54,932.80	\$79,664.00
2164	Librarian IV	3.00	\$29.12	\$42.23	\$60,569.60	\$87,838.40

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
0066	Library Aide	20.22	\$12.10	\$17.55	\$25,168.00	\$36,504.00
0607	Library Assistant	21.11	\$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	8.00	\$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	20.02	\$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
0602	Maintenance Helper	4.10	\$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
0615	Maintenance Supv, Aquatics	1.00	\$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 - Irgation	1.00	\$21.73	\$31.51	\$45,198.40	\$65,540.80
0698	Maintenance Tech II - Non-CDL	1.00	\$20.70	\$30.01	\$43,056.00	\$62,420.80
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	2.00	\$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	4.00	\$17.88	\$25.92	\$37,190.40	\$53,913.60
0327	Maintenance Worker I	27.50	\$13.34	\$19.34	\$27,747.20	\$40,227.20
0328	Maintenance Worker II	36.00	\$16.22	\$23.51	\$33,737.60	\$48,900.80
0519	Maintenance Worker II - CDL	10.00	\$17.03	\$24.69	\$35,422.40	\$51,355.20
0355	Maintenance Worker III	17.41	\$19.71	\$28.58	\$40,996.80	\$59,446.40
1918	Management Analyst	7.00	\$26.41	\$38.30	\$54,932.80	\$79,664.00
2018	Management Analyst, Sr	7.00	\$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
2323	Management Asst to City Clerk	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	\$0.00	\$0.00	\$36,000.00	\$36,000.00

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
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
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
2327	Natural Resources Coordinator	3.00	\$22.82	\$33.08	\$47,465.60	\$68,806.40
2147	Neighborhood Resource Supv	1.00	\$29.12	\$42.23	\$60,569.60	\$87,838.40
1788	Network Security Engineer	2.00	\$32.11	\$46.55	\$66,788.80	\$96,824.00
0318	Occupancy Specialist	1.00	\$17.88	\$25.92	\$37,190.40	\$53,913.60
0603	Office Assistant	0.50	\$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	5.00	\$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
2256	Parks & Rec Operations Supv	14.00	\$25.16	\$36.48	\$52,332.80	\$75,878.40
1942	Parks & Recreation Director	1.00	\$45.18	\$65.51	\$93,974.40	\$136,260.80
1945	Parks & Recreation Manager	5.00	\$30.58	\$44.34	\$63,606.40	\$92,227.20
0082	Parks Laborer	-	\$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	3.00	\$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	6.00	\$25.16	\$36.48	\$52,332.80	\$75,878.40
1321	Planner, Associate	3.00	\$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	\$29.12	\$42.23	\$60,569.60	\$87,838.40
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	3.00	\$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	3.00	\$25.16	\$36.48	\$52,332.80	\$75,878.40
1806	Plans Examiner, Sr.	8.00	\$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	39.00	\$18.77	\$27.22	\$39,041.60	\$56,617.60
1450	Police Analyst	5.00	\$25.16	\$36.48	\$52,332.80	\$75,878.40
1815	Police Analyst II	3.00	\$27.73	\$40.21	\$57,678.40	\$83,636.80
2225	Police Budget Manager	1.00	\$35.40	\$51.33	\$73,632.00	\$106,766.40

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
1109	Police Chief	1.00	\$63.57	\$92.17	\$132,225.60	\$191,713.60
2223	Police Chief, Assistant	1.00	\$54.91	\$79.62	\$114,212.80	\$165,609.60
2058	Police Chief, Assistant	2.00	\$54.91	\$79.62	\$114,212.80	\$165,609.60
2242	Police Comm Systems Mgr	1.00	\$30.58	\$44.34	\$63,606.40	\$92,227.20
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	2.63	\$0.00	\$0.00	\$0.00	\$0.00
2222	Police Op Support Dir	1.00	\$40.98	\$59.42	\$85,238.40	\$123,593.60
2224	Police Plng Rsrch & Accred Dir	1.00	\$35.40	\$51.33	\$73,632.00	\$106,766.40
0597	Police Rangemaster	2.00	\$20.70	\$30.01	\$43,056.00	\$62,420.80
0599	Police Records Supervisor	4.00	\$21.73	\$31.51	\$45,198.40	\$65,540.80
2290	Police Resource Mgr	1.00	\$29.12	\$42.23	\$60,569.60	\$87,838.40
0339	Police Sergeant	58.00	\$35.40	\$51.33	\$73,632.00	\$106,766.40
2221	Police Tech & Records Director	1.00	\$43.02	\$62.39	\$89,481.60	\$129,771.20
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	11.02	\$13.34	\$19.34	\$27,747.20	\$40,227.20
2140	Pro-Tem Judge	0.64	\$52.30	\$75.83	\$108,784.00	\$157,726.40
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
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	-	\$22.82	\$33.08	\$47,465.60	\$68,806.40
0612	Property / Evidence Tech, Lead	2.00	\$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
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	3.25	\$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
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	2.00	\$22.82	\$33.08	\$47,465.60	\$68,806.40
0594	Public Works Inspector II	8.00	\$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

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
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
0610	Radio Communications Tech, Sr	1.00	\$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	3.00	\$27.73	\$40.21	\$57,678.40	\$83,636.80
1130	Records Manager	1.00	\$29.12	\$42.23	\$60,569.60	\$87,838.40
0588	Records Specialist	17.00	\$16.22	\$23.51	\$33,737.60	\$48,900.80
0589	Records Specialist, Senior	8.00	\$17.88	\$25.92	\$37,190.40	\$53,913.60
1333	Recreation Coordinator	7.00	\$22.82	\$33.08	\$47,465.60	\$68,806.40
0111	Recreation Leader I	14.59	\$8.60	\$12.47	\$17,888.00	\$25,937.60
0112	Recreation Leader II	79.71	\$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	19.62	\$0.00	\$0.00	\$0.00	\$0.00
0115	Revenue Collector	5.00	\$18.77	\$27.22	\$39,041.60	\$56,617.60
0223	Revenue Collector, Sr.	1.00	\$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	\$27.73	\$40.21	\$57,678.40	\$83,636.80
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
0695	SCADA Systems Specialist	3.00	\$27.73	\$40.21	\$57,678.40	\$83,636.80
2324	SCADA Systems Specialist, Lead	1.00	\$33.71	\$48.88	\$70,116.80	\$101,670.40
0696	SCADA Systems Specialist, Sr.	1.00	\$30.58	\$44.34	\$63,606.40	\$92,227.20
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
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	5.50	\$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

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
0427	Security Screener	-	\$15.44	\$22.39	\$32,115.20	\$46,571.20
1651	Service Area Manager	2.00	\$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	6.00	\$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
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
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	-	\$8.05	\$11.31	\$16,744.00	\$23,524.80
0687	Support Assistant	2.00	\$8.05	\$11.31	\$16,744.00	\$23,524.80
1612	Systems Integrator	23.75	\$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	1.00	\$21.73	\$31.51	\$45,198.40	\$65,540.80
1442	Tax Auditor, Sr.	3.00	\$25.16	\$36.48	\$52,332.80	\$75,878.40
0499	Technology Coordinator	9.00	\$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
0138	Temporary Worker	-	\$0.00	\$0.00	\$0.00	\$0.00
2311	Tourism & Events Director	1.00	\$40.98	\$59.42	\$85,238.40	\$123,593.60
1966	Traffic Engineer	1.00	\$29.12	\$42.23	\$60,569.60	\$87,838.40
1964	Traffic Engineer, Principal	2.00	\$37.17	\$53.89	\$77,313.60	\$112,091.20
1965	Traffic Engineer, Sr.	-	\$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	2.00	\$23.96	\$34.74	\$49,836.80	\$72,259.20
0526	Traffic Engineering Tech, Sr.	2.00	\$22.82	\$33.08	\$47,465.60	\$68,806.40
0175	Traffic Engineering Technician	1.00	\$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
2322	Trans Plan & Transit Prog Mgr	1.00	\$39.02	\$56.59	\$81,161.60	\$117,707.20

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
2325	Transit Operations Coordinator	1.00	\$29.12	\$42.23	\$60,569.60	\$87,838.40
2309	Transit Planner, Principal	1.00	\$35.40	\$51.33	\$73,632.00	\$106,766.40
2317	Transportation Director	1.00	\$43.02	\$62.39	\$89,481.60	\$129,771.20
1962	Transportation Planner	1.00	\$25.16	\$36.48	\$52,332.80	\$75,878.40
1961	Transportation Planner, Sr.	2.00	\$29.12	\$42.23	\$60,569.60	\$87,838.40
1960	Transportation Plnr, Principal	-	\$35.40	\$51.33	\$73,632.00	\$106,766.40
0516	Transportation Rep	-	\$17.88	\$25.92	\$37,190.40	\$53,913.60
0525	Transportation Rep, Sr.	2.00	\$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	\$20.70	\$30.01	\$43,056.00	\$62,420.80
0626	W/WW Electronic Technician II	9.00	\$22.82	\$33.08	\$47,465.60	\$68,806.40
0627	W/WW Electronic Technician III	2.00	\$25.16	\$36.48	\$52,332.80	\$75,878.40
0658	W/WW Maintenance Tech III	7.00	\$20.70	\$30.01	\$43,056.00	\$62,420.80
0694	W/WW Treat Plant Op Apprentice	-	\$15.20	\$17.60	\$31,616.00	\$36,608.00
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
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

Divisions

Classification/Compensation Schedule

Job Code	Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
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	6.28	\$0.00	\$0.00	\$0.00	\$0.00
2008	Water Resources Plng & 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	1.00	\$37.17	\$53.89	\$77,313.60	\$112,091.20
0620	Water Systems Analyst	5.00	\$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	-	\$17.03	\$24.69	\$35,422.40	\$51,355.20
0657	Water/Wastewater Main Tech II	15.00	\$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	3.00	\$14.71	\$21.33	\$30,596.80	\$44,366.40
0629	Water/Wastewater Srvcs Wkr II	11.00	\$16.22	\$23.51	\$33,737.60	\$48,900.80
0665	Water/Wastewater Srvcs Wkr III	6.00	\$17.88	\$25.92	\$37,190.40	\$53,913.60
0666	Water/Wastewater Srvcs Wkr IV	8.00	\$20.70	\$30.01	\$43,056.00	\$62,420.80
0632	Water/Wastewater Srvcs Wkr V	2.00	\$22.82	\$33.08	\$47,465.60	\$68,806.40
2188	Web & Design Services Manager	1.00	\$39.02	\$56.59	\$81,161.60	\$117,707.20
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	6.00	\$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
Total		2,475.50				



FY 2015/16 Adopted Budget

The following matrix provides a summary of the total adopted FY 2015/16 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) by department and division.

Division/Department	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2015/16 Total
MAYOR AND CITY COUNCIL							
MAYOR AND CITY COUNCIL	10.00	502,891	426,305	21,800	0	0	950,996
TOTAL MAYOR AND CITY COUNCIL	10.00	502,891	426,305	21,800	0	0	950,996
CITY ATTORNEY							
CIVIL	22.50	2,880,011	254,722	55,157	103,000	0	3,292,890
PROSECUTION	26.00	2,425,781	164,380	18,288	1,500	0	2,609,949
VICTIM SERVICES	5.00	423,357	23,025	3,994	0	0	450,376
TOTAL CITY ATTORNEY	53.50	5,729,149	442,127	77,439	104,500	0	6,353,215
CITY AUDITOR							
CITY AUDITOR	6.00	636,759	234,315	2,250	0	0	873,324
TOTAL CITY AUDITOR	6.00	636,759	234,315	2,250	0	0	873,324
CITY CLERK							
CITY CLERK	7.00	619,701	97,688	1,775	0	0	719,164
TOTAL CITY CLERK	7.00	619,701	97,688	1,775	0	0	719,164
CITY COURT							
CITY COURT	58.52	4,492,280	1,521,550	69,897	0	0	6,083,727
TOTAL CITY COURT	58.52	4,492,280	1,521,550	69,897	0	0	6,083,727
CITY MANAGER							
CITY MANAGER	7.15	955,652	291,435	32,337	0	0	1,279,424
TOTAL CITY MANAGER	7.15	955,652	291,435	32,337	0	0	1,279,424
CITY TREASURER							
CITY TREASURER AND FINANCE	6.00	663,432	266,418	1,586	0	0	931,436
ACCOUNTING	25.00	1,794,444	521,908	12,019	0	0	2,328,371
BUDGET	5.75	529,560	34,123	0	621	0	564,304
BUSINESS SERVICES	45.00	3,210,555	1,964,463	30,846	0	0	5,205,864
RISK MANAGEMENT	8.00	780,485	7,878,189	88,448	0	0	8,747,122
TOTAL CITY TREASURER	89.75	6,978,476	10,665,101	132,899	621	0	17,777,097
ADMINISTRATIVE SERVICES							
COMMUNICATIONS	8.10	771,400	47,654	8,522	0	0	827,576
HUMAN RESOURCES	22.00	2,051,790	28,905,590	280,434	0	0	31,237,814
INFORMATION TECHNOLOGY	71.00	7,884,744	1,841,909	167,658	840,941	228,854	10,964,106
PURCHASING	23.00	1,605,627	507,717	174,144	0	0	2,287,488
TOTAL ADMINISTRATIVE SERVICES	124.10	12,313,561	31,302,870	630,758	840,941	228,854	45,316,984
COMMUNITY AND ECONOMIC DEVELOPMENT							
AVIATION	14.47	1,128,375	882,202	81,455	15,000	0	2,107,032
ECONOMIC DEVELOPMENT	6.00	698,465	326,502	15,500	0	0	1,040,467
PLANNING AND DEVELOPMENT	121.50	11,308,688	1,733,325	311,722	15,874	0	13,369,609
TOURISM AND EVENTS	6.50	668,482	15,913,232	7,215	0	239,669	16,828,598
TRANSPORTATION	22.00	1,476,331	8,094,894	22,295	0	250,000	9,843,520
WESTWORLD	29.11	1,928,646	1,989,041	705,270	0	17,000	4,639,957
TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT	199.58	17,208,987	28,939,196	1,143,457	30,874	506,669	47,829,183

Division/Department	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2015/16 Total
COMMUNITY SERVICES							
COMMUNITY SERVICES PLANNING AND ADMIN	4.00	523,859	112,318	0	0	0	636,177
HUMAN SERVICES	64.93	4,266,406	9,677,668	191,130	0	0	14,135,204
LIBRARY SYSTEMS	115.92	7,199,793	1,063,974	1,194,471	0	0	9,458,238
PARKS & RECREATION	281.95	14,631,630	7,094,256	2,304,271	34,000	329,140	24,393,297
PRESERVE MANAGEMENT	3.00	205,869	155,080	23,555	0	0	384,504
TOTAL COMMUNITY SERVICES	469.80	26,827,557	18,103,296	3,713,427	34,000	329,140	49,007,420
PUBLIC SAFETY - FIRE							
OFFICE OF THE FIRE CHIEF OPERATIONS	5.00	614,764	52,621	8,300	0	0	675,685
PROFESSIONAL SERVICES	244.00	22,691,041	3,785,357	135,914	0	0	26,612,312
FIRE & LIFE SAFETY	14.00	1,635,319	2,020,760	1,000,875	0	0	4,656,954
	15.00	1,486,227	139,129	3,598	0	0	1,628,954
TOTAL PUBLIC SAFETY - FIRE	278.00	26,427,351	5,997,867	1,148,687	0	0	33,573,905
PUBLIC SAFETY - POLICE							
OFFICE OF THE POLICE CHIEF	11.00	1,671,111	102,748	31,815	0	0	1,805,674
POLICE UNIFORMED SERVICES	363.73	44,549,376	9,977,834	649,663	10,450	0	55,187,323
INVESTIGATIVE SERVICES	185.50	22,957,509	3,242,549	1,292,202	81,000	0	27,573,260
OPERATIONAL SUPPORT	104.00	8,148,196	3,990,285	612,610	0	0	12,751,091
TOTAL PUBLIC SAFETY - POLICE	664.23	77,326,192	17,313,416	2,586,290	91,450	0	97,317,348
PUBLIC WORKS							
CAPITAL PROJECT MANAGEMENT	45.75	523,008	372,241	6,657	0	0	901,906
FACILITIES MANAGEMENT	54.00	4,473,678	12,154,480	1,005,877	28,700	537,335	18,200,070
FLEET MANAGEMENT	46.00	3,574,265	1,570,641	7,786,653	7,527,000	0	20,458,559
SOLID WASTE MANAGEMENT	90.84	6,318,250	11,605,044	744,090	64,494	0	18,731,878
STREET OPERATIONS	60.00	4,503,347	8,528,829	830,768	220,300	0	14,083,244
TOTAL PUBLIC WORKS	296.59	19,392,548	34,231,235	10,374,045	7,840,494	537,335	72,375,657
WATER RESOURCES							
WATER QUALITY	23.00	2,090,710	695,494	408,210	0	0	3,194,414
WATER RECLAMATION SERVICES	28.00	2,922,377	12,905,581	7,450,250	25,000	0	23,303,208
WATER PLANNING AND ENGINEERING	19.00	1,061,926	1,109,929	565,500	0	0	2,737,355
WATER TECHNOLOGY & ADMIN	65.28	5,337,236	2,097,494	673,400	22,000	0	8,130,130
WATER SERVICES	76.00	6,016,627	13,103,058	18,493,106	12,500	0	37,625,291
TOTAL WATER RESOURCES	211.28	17,428,876	29,911,556	27,590,466	59,500	0	74,990,398
Grand Totals	2,475.50	216,839,980	179,477,957	47,525,527	9,002,380	1,601,998	454,447,842

The following matrix provides a summary of the total adopted FY 2015/16 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) by division and department.

Division/Department	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2015/16 Total
MAYOR AND CITY COUNCIL							
MAYOR AND CITY COUNCIL	10.00	759,996	75,000	110,000	0	6,000	950,996
TOTAL MAYOR AND CITY COUNCIL	10.00	759,996	75,000	110,000	0	6,000	950,996
CITY ATTORNEY							
CIVIL	22.50	3,292,890	0	0	0	0	3,292,890
PROSECUTION	26.00	2,609,949	0	0	0	0	2,609,949
VICTIM SERVICES	5.00	450,376	0	0	0	0	450,376
TOTAL CITY ATTORNEY	53.50	6,353,215	0	0	0	0	6,353,215
CITY AUDITOR							
CITY AUDITOR	6.00	873,324	0	0	0	0	873,324
TOTAL CITY AUDITOR	6.00	873,324	0	0	0	0	873,324
CITY CLERK							
CITY CLERK	7.00	719,164	0	0	0	0	719,164
TOTAL CITY CLERK	7.00	719,164	0	0	0	0	719,164
CITY COURT							
CITY COURT	58.52	4,327,911	1,755,816	0	0	0	6,083,727
TOTAL CITY COURT	58.52	4,327,911	1,755,816	0	0	0	6,083,727
CITY MANAGER							
CITY MANAGER	7.15	1,279,424	0	0	0	0	1,279,424
TOTAL CITY MANAGER	7.15	1,279,424	0	0	0	0	1,279,424
CITY TREASURER							
CITY TREASURER AND FINANCE	6.00	642,172	0	269,985	19,279	0	931,436
ACCOUNTING	25.00	2,319,189	0	0	9,182	0	2,328,371
BUDGET	5.75	542,390	0	0	21,914	0	564,304
BUSINESS SERVICES	45.00	2,395,257	0	2,810,607	0	0	5,205,864
RISK MANAGEMENT	8.00	0	0	0	8,747,122	0	8,747,122
TOTAL CITY TREASURER	89.75	5,899,008	0	3,080,592	8,797,497	0	17,777,097
ADMINISTRATIVE SERVICES							
COMMUNICATIONS	8.10	827,576	0	0	0	0	827,576
HUMAN RESOURCES	22.00	2,630,159	0	0	28,607,655	0	31,237,814
INFORMATION TECHNOLOGY	71.00	10,148,165	0	0	815,941	0	10,964,106
PURCHASING	23.00	2,287,488	0	0	0	0	2,287,488
TOTAL ADMINISTRATIVE SERVICES	124.10	15,893,388	0	0	29,423,596	0	45,316,984
COMMUNITY AND ECONOMIC DEVELOPMENT							
AVIATION	14.47	0	0	2,107,032	0	0	2,107,032
ECONOMIC DEVELOPMENT	6.00	1,020,467	20,000	0	0	0	1,040,467
PLANNING AND DEVELOPMENT	121.50	13,263,802	105,807	0	0	0	13,369,609
TOURISM AND EVENTS	6.50	5,392,580	11,436,018	0	0	0	16,828,598
TRANSPORTATION	22.00	0	9,843,520	0	0	0	9,843,520
WESTWORLD	29.11	4,539,957	100,000	0	0	0	4,639,957
TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT	199.58	24,216,806	21,505,345	2,107,032	0	0	47,829,183

Division/Department	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2015/16 Total
COMMUNITY SERVICES							
COMMUNITY SERVICES PLANNING AND ADMIN	4.00	636,177	0	0	0	0	636,177
HUMAN SERVICES	64.93	4,256,872	329,432	0	0	9,548,900	14,135,204
LIBRARY SYSTEMS	115.92	8,954,323	321,191	0	0	182,724	9,458,238
PARKS & RECREATION	281.95	20,892,290	3,184,457	0	0	316,550	24,393,297
PRESERVE MANAGEMENT	3.00	298,304	0	0	0	86,200	384,504
TOTAL COMMUNITY SERVICES	469.80	35,037,966	3,835,080	0	0	10,134,374	49,007,420
PUBLIC SAFETY - FIRE							
OFFICE OF THE FIRE CHIEF	5.00	668,385	7,300	0	0	0	675,685
OPERATIONS	244.00	26,612,312	0	0	0	0	26,612,312
PROFESSIONAL SERVICES	14.00	4,656,954	0	0	0	0	4,656,954
FIRE & LIFE SAFETY	15.00	1,628,954	0	0	0	0	1,628,954
TOTAL PUBLIC SAFETY - FIRE	278.00	33,566,605	7,300	0	0	0	33,573,905
PUBLIC SAFETY - POLICE							
OFFICE OF THE POLICE CHIEF	11.00	1,785,937	19,737	0	0	0	1,805,674
POLICE UNIFORMED SERVICES	363.73	54,641,790	525,533	0	0	20,000	55,187,323
INVESTIGATIVE SERVICES	185.50	25,263,535	2,055,995	0	0	253,730	27,573,260
OPERATIONAL SUPPORT	104.00	12,751,091	0	0	0	0	12,751,091
TOTAL PUBLIC SAFETY - POLICE	664.23	94,442,353	2,601,265	0	0	273,730	97,317,348
PUBLIC WORKS							
CAPITAL PROJECT MANAGEMENT	45.75	651,906	250,000	0	0	0	901,906
FACILITIES MANAGEMENT	54.00	17,607,770	592,300	0	0	0	18,200,070
FLEET MANAGEMENT	46.00	0	0	0	20,458,559	0	20,458,559
SOLID WASTE MANAGEMENT	90.84	0	0	18,731,878	0	0	18,731,878
STREET OPERATIONS	60.00	0	14,083,244	0	0	0	14,083,244
TOTAL PUBLIC WORKS	296.59	18,259,676	14,925,544	18,731,878	20,458,559	0	72,375,657
WATER RESOURCES							
WATER QUALITY	23.00	0	0	3,194,414	0	0	3,194,414
WATER RECLAMATION SERVICES	28.00	0	0	23,303,208	0	0	23,303,208
WATER PLANNING AND ENGINEERING	19.00	0	0	2,737,355	0	0	2,737,355
WATER TECHNOLOGY & ADMIN	65.28	0	0	8,130,130	0	0	8,130,130
WATER SERVICES	76.00	0	0	37,625,291	0	0	37,625,291
TOTAL WATER RESOURCES	211.28	0	0	74,990,398	0	0	74,990,398
TOTAL	2,475.50	241,628,836	44,705,350	99,019,900	58,679,652	10,414,104	454,447,842
NON-DIVISIONAL							
**FUTURE GRANTS		0	0	0	0	4,879,245	4,879,245
CITYWIDE PAY PROGRAM		3,094,557	187,807	649,433	100,397	16,802	4,048,996
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	7,414,340	0	0	7,414,340
TOURISM - UNSPECIFIED CAPITAL		0	500,000	0	0	0	500,000
SPECIAL DISTRICTS		0	611,568	0	0	0	611,568
LESS INTERNAL SERVICE FUND OFFSETS		0	0	0	-52,512,200	0	-52,512,200
GRAND TOTAL		242,823,393	45,286,757	107,083,673	6,101,549	15,921,719	417,217,091

** 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.

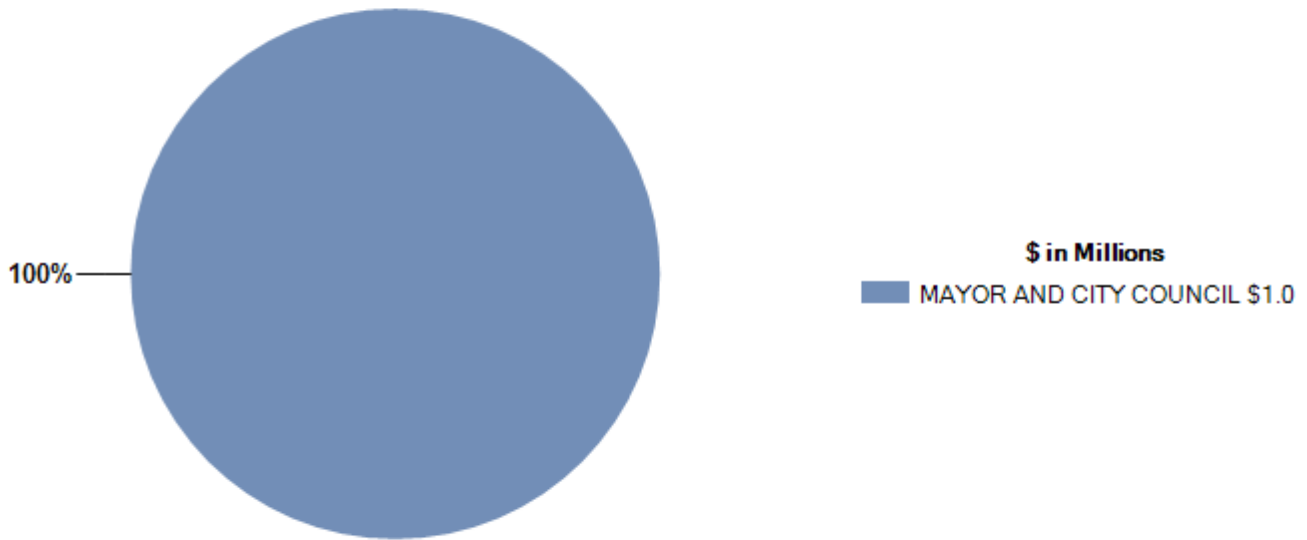
	Economic Vitality	Neighborhoods	Open Space	Sustainability	Transportation	Unique Lifestyle
MAYOR AND CITY COUNCIL						
MAYOR AND CITY COUNCIL	X	X	X	X	X	X
CITY ATTORNEY						
CIVIL				X		
PROSECUTION				X		
VICTIM SERVICES				X		
CITY AUDITOR						
CITY AUDITOR				X		
CITY CLERK						
CITY CLERK				X		
CITY COURT						
CITY COURT		X				
CITY MANAGER						
CITY MANAGER	X	X	X	X	X	X

	Economic Vitality	Neighborhoods	Open Space	Sustainability	Transportation	Unique Lifestyle
CITY TREASURER						
CITY TREASURER AND FINANCE	X			X		
ACCOUNTING	X			X		
BUDGET	X			X		
BUSINESS SERVICES	X			X		
RISK MANAGEMENT	X			X		
ADMINISTRATIVE SERVICES						
COMMUNICATIONS	X	X	X	X	X	X
HUMAN RESOURCES				X		
INFORMATION TECHNOLOGY				X		
PURCHASING				X		
COMMUNITY AND ECONOMIC DEVELOPMENT						
AVIATION	X				X	
ECONOMIC DEVELOPMENT	X					
PLANNING AND DEVELOPMENT		X		X		X
TOURISM AND EVENTS	X					X
TRANSPORTATION					X	
WESTWORLD	X					
COMMUNITY SERVICES						
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
PUBLIC SAFETY - FIRE						
OFFICE OF THE FIRE CHIEF		X				
OPERATIONS		X				
PROFESSIONAL SERVICES		X				
FIRE & LIFE SAFETY		X				
PUBLIC SAFETY - POLICE						
OFFICE OF THE POLICE CHIEF		X				
POLICE UNIFORMED SERVICES		X				
INVESTIGATIVE SERVICES		X				
OPERATIONAL SUPPORT		X		X		
PUBLIC WORKS						
CAPITAL PROJECT MANAGEMENT	X		X	X	X	
FACILITIES MANAGEMENT				X		
FLEET MANAGEMENT				X		
SOLID WASTE MANAGEMENT		X		X		
STREET OPERATIONS				X	X	X
WATER RESOURCES						
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 2015/16 Adopted Budget

FY 2015/16 Adopted Budget

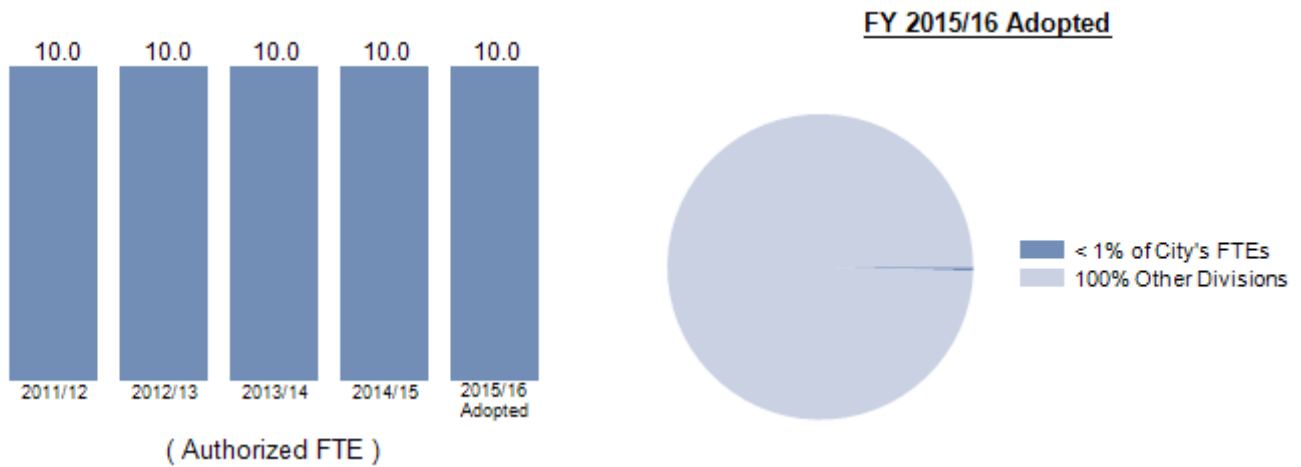


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
MAYOR AND CITY COUNCIL	934,748	916,148	950,996	34,848
Total Budget	934,748	916,148	950,996	34,848

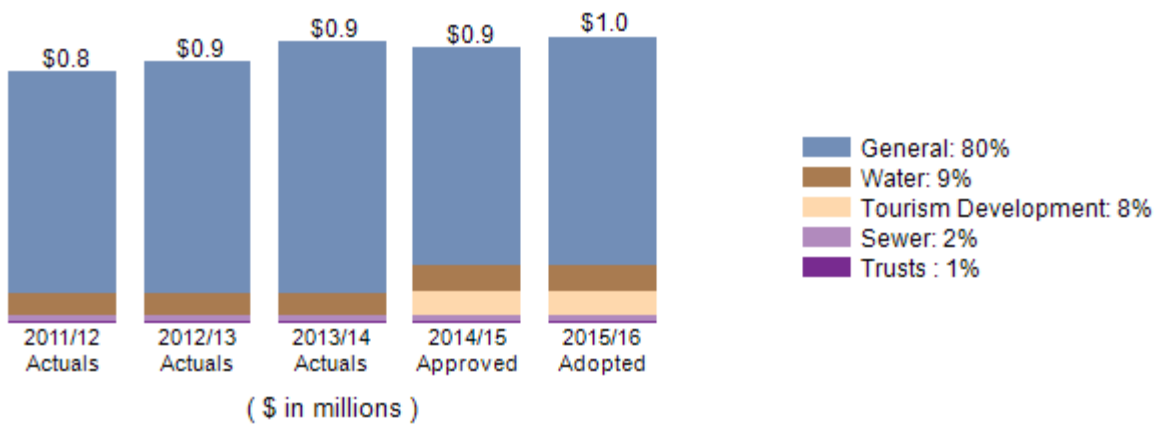


FY 2015/16 Adopted Budget

Staff Summary

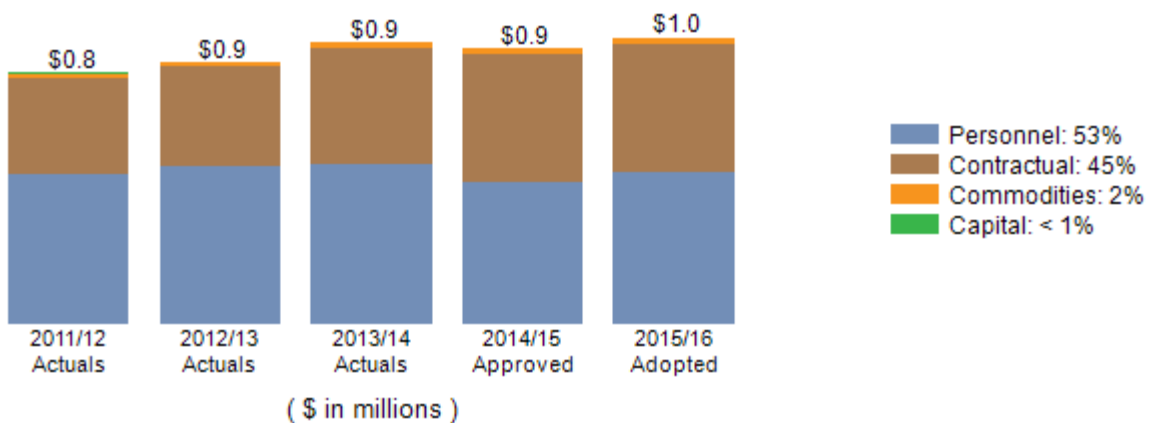


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 Adopted

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 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 2014/15 Achievements

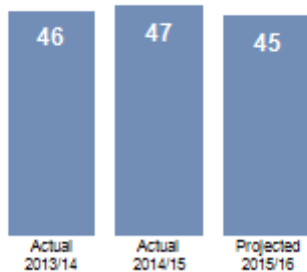
- Opening of Museum of the West.
- Tournament Player's Club renovations completed for 2015 Open.
- Authorized upgrades at Scottsdale Stadium for 2015 Spring Training.
- Adopted the Economic Development Strategic Plan and the 2015 Scottsdale Airport Master Plan.
- Signed the Unity Pledge to affirm the city's commitment to diversity and inclusion.

FY 2015/16 Objectives

- Provide strategic support for tourism and visitor events.
- 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

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	10.00	10.00	10.00	0.00
% of City's FTEs			0.40 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	833,962	725,148	759,996	34,848
Sewer Fund	24,116	23,500	23,500	0
Tourism Development	0	75,000	75,000	0
Trusts	4,500	6,000	6,000	0
Water Funds	72,170	86,500	86,500	0
Total Budget	934,748	916,148	950,996	34,848

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	532,840	472,791	502,891	30,100
Contractual Services	385,222	425,557	426,305	748
Commodities	16,685	17,800	21,800	4,000
Capital Outlays	0	0	0	0
Subtotal Operating Budget	934,748	916,148	950,996	34,848
Operating Projects	0	0	0	0
Total Budget	934,748	916,148	950,996	34,848

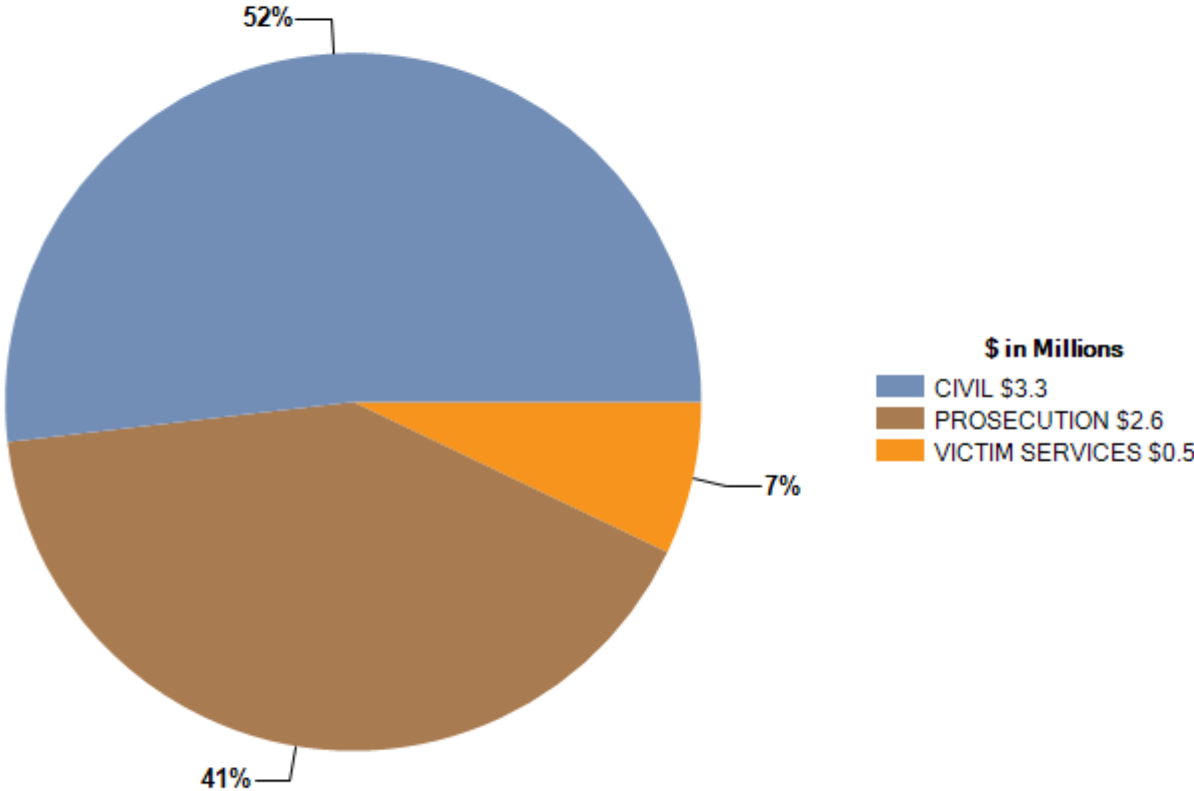
Budget Notes and Changes

- The increase in Personnel Services is mainly due to a vacant position and unpaid hours that occurred in FY 2014/15. The budget appears to have increased in FY 2015/16 when compared to the 'Approved FY 2014/15' as the budget for vacant positions and unpaid hours is swept thereby reducing the 'Approved FY 2014/15' budget.
- The increase in Commodities is related to a one-time budget package for replacement of office furniture.

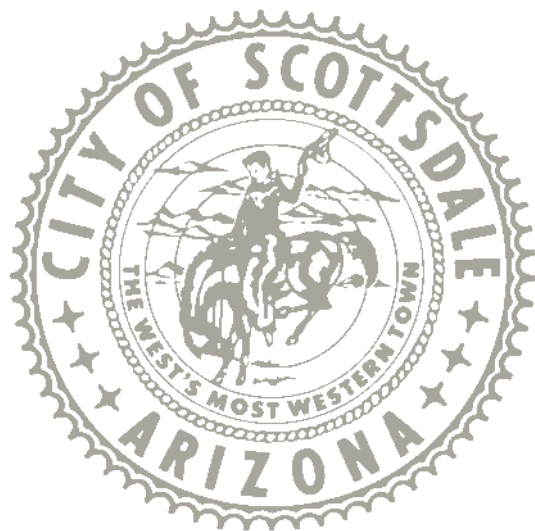
Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Mayor's Office volunteers support Mayor and Council staff with administrative tasks.	1	62	\$1,387	0.0
Total	1	62	\$1,387	0.0

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."

FY 2015/16 Adopted Budget

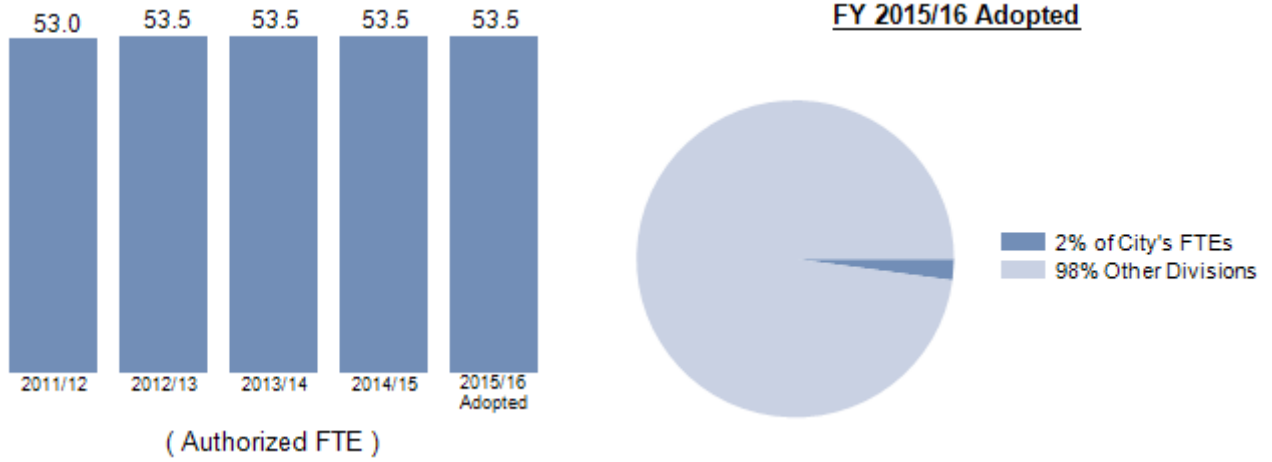


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
CIVIL	2,786,553	3,033,016	3,292,890	259,874
PROSECUTION	2,484,160	2,616,320	2,609,949	-6,371
VICTIM SERVICES	400,851	435,067	450,376	15,309
Total Budget	5,671,563	6,084,403	6,353,215	268,812

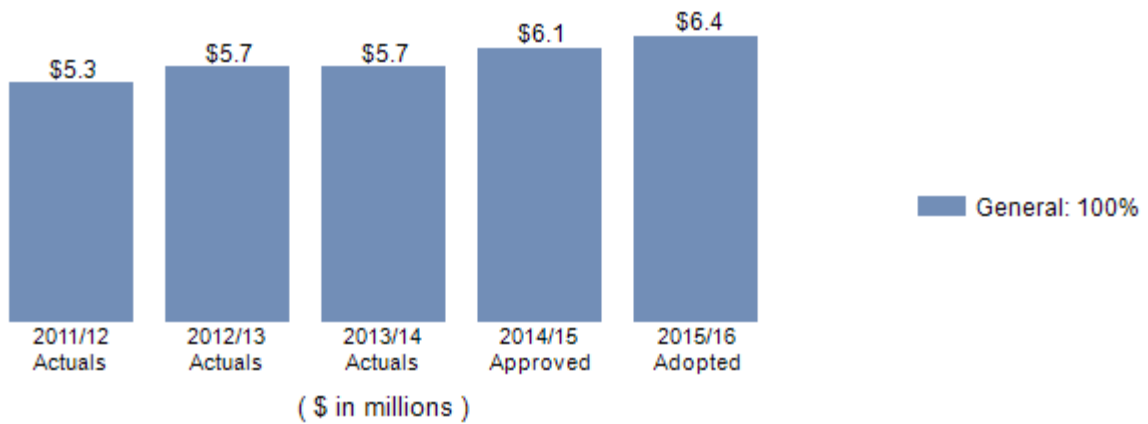


FY 2015/16 Adopted Budget

Staff Summary

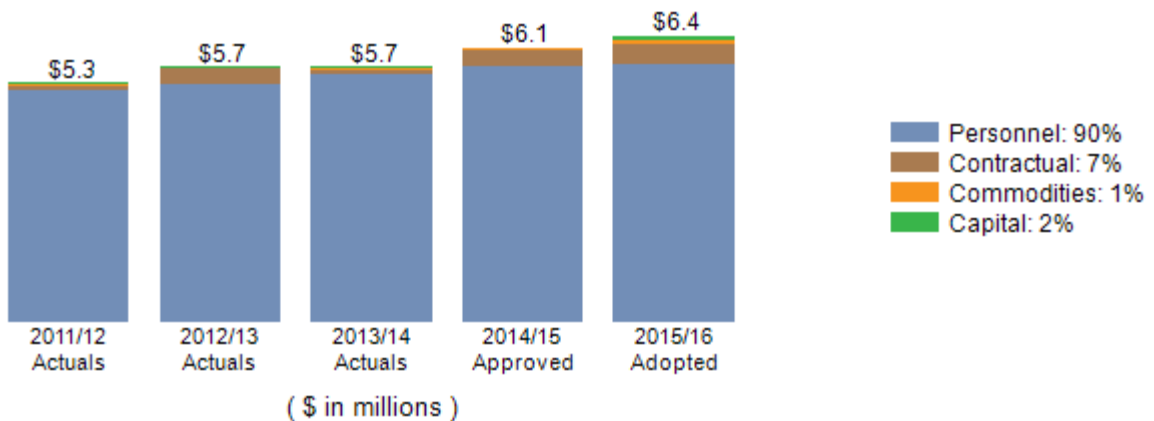


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 Adopted

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.

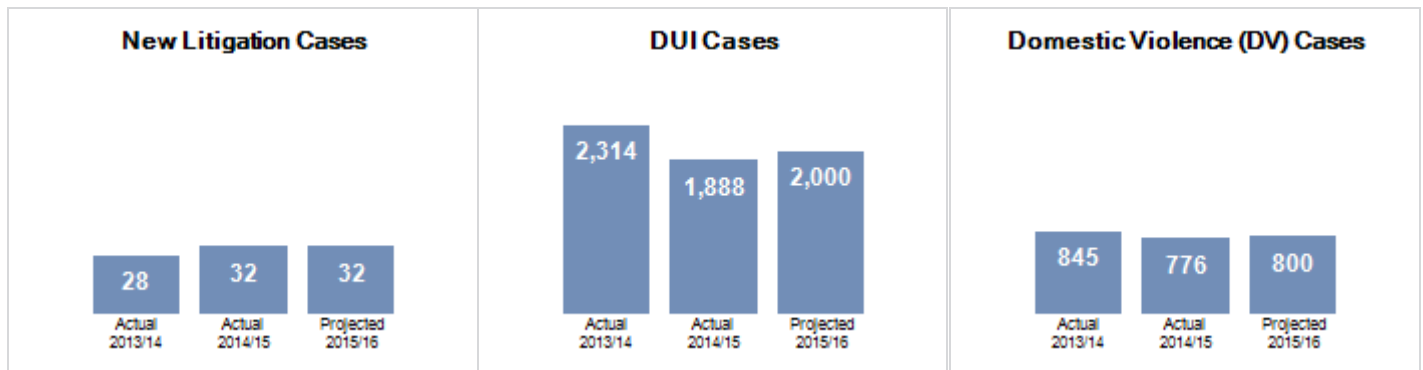
FY 2014/15 Achievements

- 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 2014/15, the city processed 14,425 public records requests, of which the City Attorney's office processed 495 requests.
- In FY 2014/15, Victim Services directly contacted over 6,200 victims either by phone or in person.

FY 2015/16 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



Number of new civil litigation cases
Workload

Number of driving under the influence (DUI) cases.
Workload

Number of domestic violence cases
Workload

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	53.50	53.50	53.50	0.00
% of City's FTEs			2.16 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	5,671,563	6,084,403	6,353,215	268,812
Total Budget	5,671,563	6,084,403	6,353,215	268,812

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	5,494,977	5,695,564	5,729,149	33,585
Contractual Services	99,952	311,934	442,127	130,193
Commodities	74,551	76,905	77,439	534
Capital Outlays	2,084	0	104,500	104,500
Subtotal Operating Budget	5,671,563	6,084,403	6,353,215	268,812
Operating Projects	0	0	0	0
Total Budget	5,671,563	6,084,403	6,353,215	268,812

Budget Notes and Changes

- The increase in Contractual Services reflects 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 Capital Outlays reflects a one-time purchase of civil case management system.

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 2014/15 Achievements

- The City Attorney's office resolved several major legal matters resulting in significant financial savings for the taxpayers.
- In FY 2014/15, the City Attorney's Office represented the city in 65 litigation cases, with 2 cases 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 2014/15, the office conducted several sessions of public records request training for 20 employees from 5 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 2014/15 resulted in negotiated settlements in the amount of \$419,757. Total payments received to-date amount to \$243,105.

FY 2015/16 Objectives

- Train city staff in support of the City Attorney's goal of seeking to prevent legal claims against the city.
- Procure and implement a case management system.
- Continue efforts to ensure that at least one person in each city division is trained to fully and promptly respond to public records requests.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	22.50	22.50	22.50	0.00
% of City's FTEs			0.91 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	2,786,553	3,033,016	3,292,890	259,874
Total Budget	2,786,553	3,033,016	3,292,890	259,874

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	2,772,314	2,867,287	2,880,011	12,724
Contractual Services	-39,760	112,606	254,722	142,116
Commodities	53,317	53,123	55,157	2,034
Capital Outlays	681	0	103,000	103,000
Subtotal Operating Budget	2,786,553	3,033,016	3,292,890	259,874
Operating Projects	0	0	0	0
Total Budget	2,786,553	3,033,016	3,292,890	259,874

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.
- Increase in Capital Outlays reflects one-time purchase of civil case management system.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Number of new civil litigation cases Note: This is a 14% increase from FY 2013/14.	28	32	31
Number of new cases sent to outside counsel	1	2	1
Efficiency			
Percentage of responses to public records requests which occurred within 15 days 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 within 15 days.	99%	99%	99%

Effectiveness			
Percentage of clients with an overall satisfaction rate of "Very Good" or better as indicated by the annual survey 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 "Very Good" or better from 95% of the clients. In January of 2015, the survey was sent to 281 individuals and 122 responded (about a 44% response rate). 100% of the respondents rated their overall satisfaction level at "Very Good" or better.	100%	100%	98%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers 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.	8	945	\$21,140	0.5
Total	8	945	\$21,140	0.5

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 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 Fire and Police departments.

FY 2014/15 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 39 percent of the cases to be resolved at the first contact. This provides 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 2015/16 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.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	26.00	26.00	26.00	0.00
% of City's FTEs			1.05 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	2,484,160	2,616,320	2,609,949	-6,371
Total Budget	2,484,160	2,616,320	2,609,949	-6,371

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	2,338,570	2,419,770	2,425,781	6,011
Contractual Services	125,302	176,762	164,380	-12,382
Commodities	18,885	19,788	18,288	-1,500
Capital Outlays	1,403	0	1,500	1,500
Subtotal Operating Budget	2,484,160	2,616,320	2,609,949	-6,371
Operating Projects	0	0	0	0
Total Budget	2,484,160	2,616,320	2,609,949	-6,371

Budget Notes and Changes

- No explanations necessary.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
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Workload

Number of driving under the influence (DUI) cases	2,314	1,896	2,000
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Note: The number of DUI cases has decreased by 18% from last year.



FY 2015/16 Adopted Budget

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 2014/15 Achievements

- Directly contacted over 6,100 victims either by phone or in person.
- Created and sent over 5,650 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 2015/16 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.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	5.00	5.00	5.00	0.00
% of City's FTEs			0.20 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	400,851	435,067	450,376	15,309
Total Budget	400,851	435,067	450,376	15,309

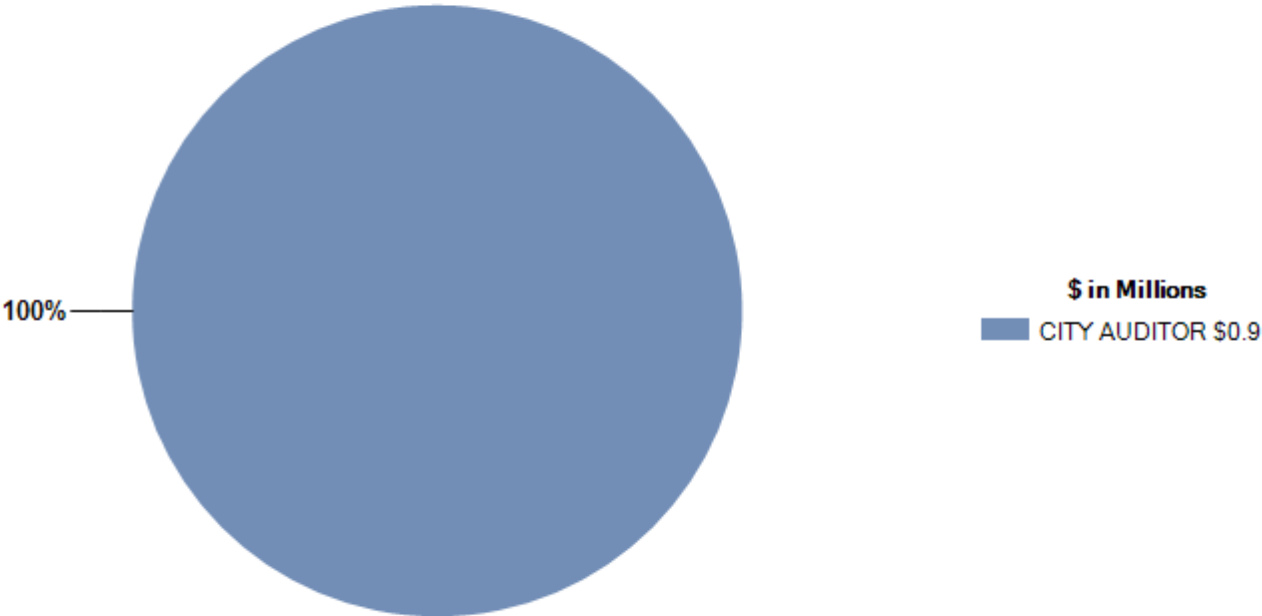
Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	384,093	408,507	423,357	14,850
Contractual Services	14,409	22,566	23,025	459
Commodities	2,349	3,994	3,994	0
Capital Outlays	0	0	0	0
Subtotal Operating Budget	400,851	435,067	450,376	15,309
Operating Projects	0	0	0	0
Total Budget	400,851	435,067	450,376	15,309

Budget Notes and Changes

- No explanations necessary.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Number of domestic violence (DV) cases Note: This is an 8% decrease from last year.	845	776	820
Effectiveness			
Percentage of clients satisfied with Victim Services as indicated by a survey distributed at the disposition of each criminal case. Note: FY 2014/15 survey response rate was 12%.	99%	99%	99%

FY 2015/16 Adopted Budget

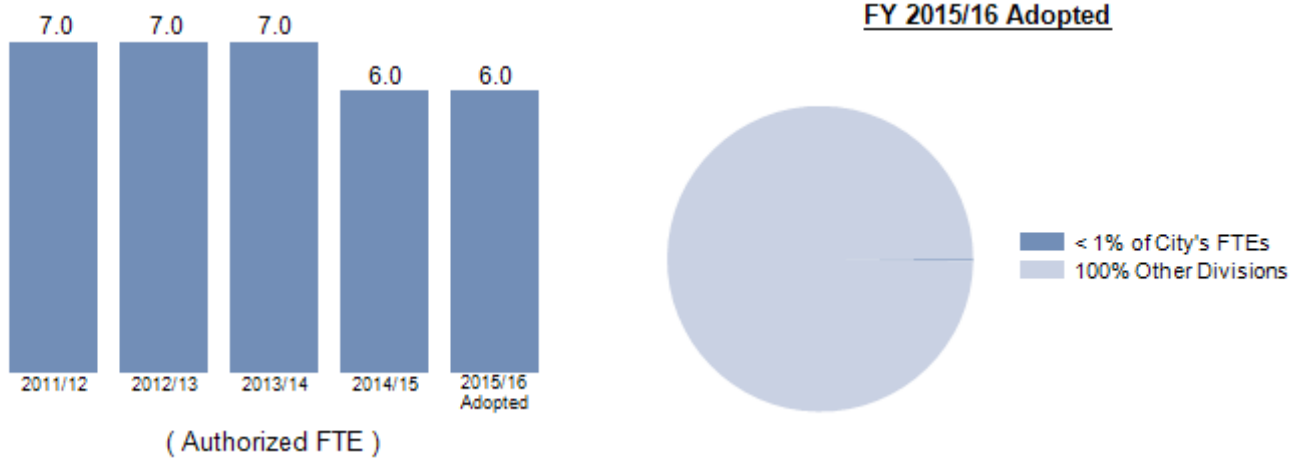


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
CITY AUDITOR	737,499	865,457	873,324	7,867
Total Budget	737,499	865,457	873,324	7,867

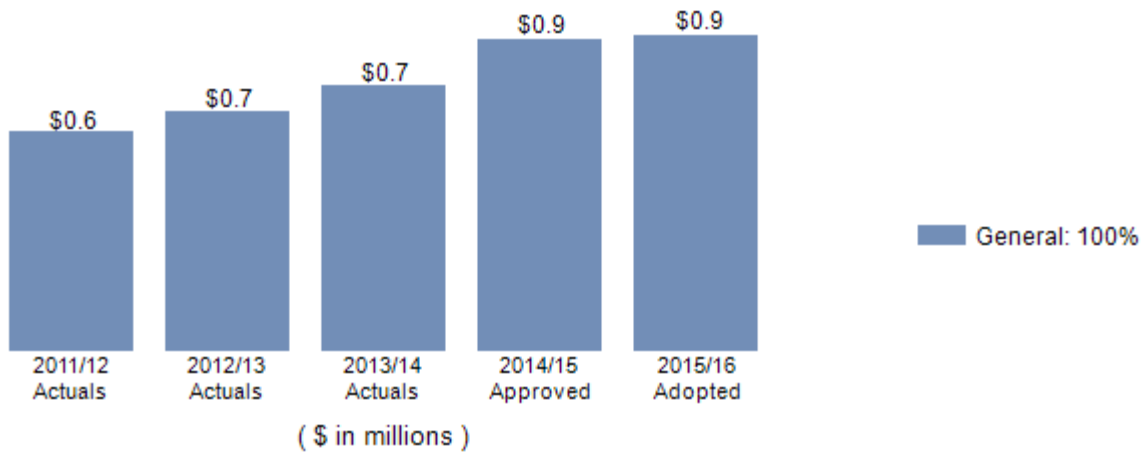


FY 2015/16 Adopted Budget

Staff Summary

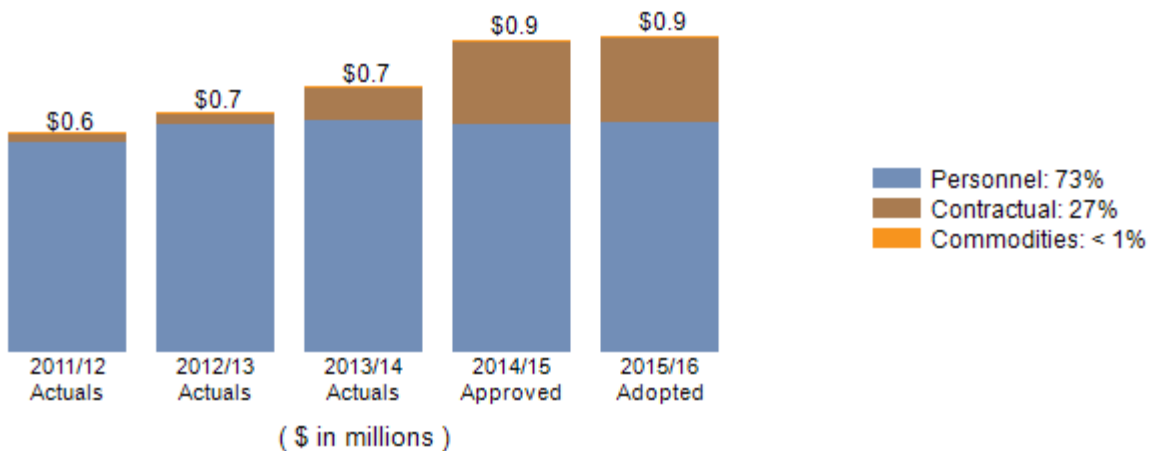


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 Adopted

Strategic Goal(s)



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 performs its 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.

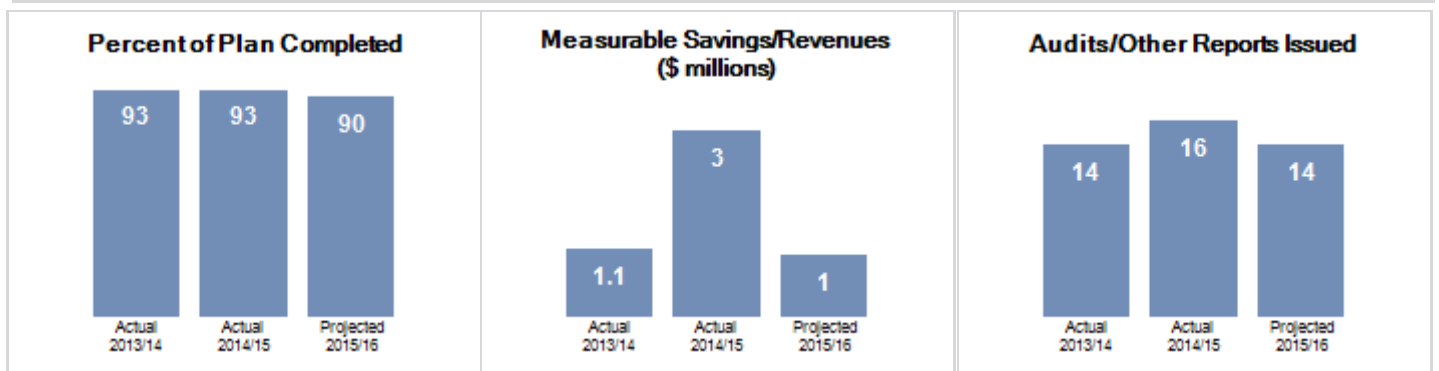
FY 2014/15 Achievements

- Achieved highest rating of full compliance in triennial review of City Auditor's office adherence to government auditing standards.
- Identified approximately \$3.0 million in financial enhancements, while making 99 recommendations for improved controls and/or operational efficiencies or effectiveness.
- Established Integrity Line for employees or the public to report potential fraud, waste or abuse, and received 5 reports.
- Completed 16 reports, and 93 percent of FY 2014/15 original audit plan.
- Maintained audit follow-up program providing quarterly reports on the status of audit recommendations issued during the past five years, which encompassed 450 recommendations.

FY 2015/16 Objectives

- Develop meaningful recommendations to help city divisions, offices, boards and agencies identify cost savings, revenue enhancements and operational efficiencies.
- Maintain an Integrity Line to receive and evaluate reported fraud, waste and abuse concerns.
- 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.
- Support the Audit Committee's sunset review process timely and effectively.
- Address taxpayer concerns and report on tax services' customer surveys timely.

Charted Performance Measures



Percentage of planned audits and other reports completed
Efficiency

Measurable financial impact identified through audits
Effectiveness

Number of audits and other reports issued
Workload

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	7.00	6.00	6.00	0.00
% of City's FTEs			0.24 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	737,499	865,457	873,324	7,867
Total Budget	737,499	865,457	873,324	7,867

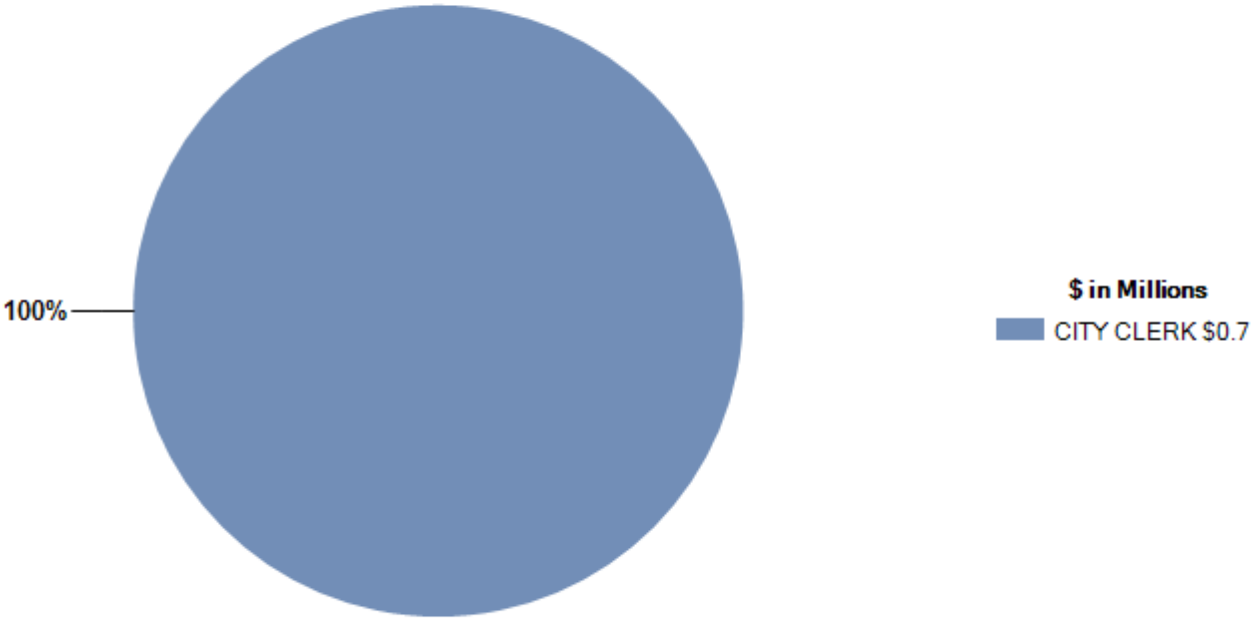
Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	644,555	630,822	636,759	5,937
Contractual Services	91,539	231,885	234,315	2,430
Commodities	1,405	2,750	2,250	-500
Capital Outlays	0	0	0	0
Subtotal Operating Budget	737,499	865,457	873,324	7,867
Operating Projects	0	0	0	0
Total Budget	737,499	865,457	873,324	7,867

Budget Notes and Changes

- No explanations necessary.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Number of audits and other reports issued	14	16	14
Efficiency			
Percent of reports on the approved audit plan completed	93%	93%	90%
Percent of scheduled sunset reviews completed	100%	100%	100%
Effectiveness			
Cost savings/revenue enhancements identified through audits (in millions)	\$1.1	\$3.0	\$1.0
<p>Note: Identified financial impact varies from year to year depending on the types of audits that are conducted.</p>			
Five year audit recommendation implementation rate	90%	91%	90%
<p>Note: The implementation rate reflects the 5 years tracked in the follow up program. There were 450 recommendations tracked in FY 2014/15 and 500 estimated for FY 2015/16.</p>			

FY 2015/16 Adopted Budget

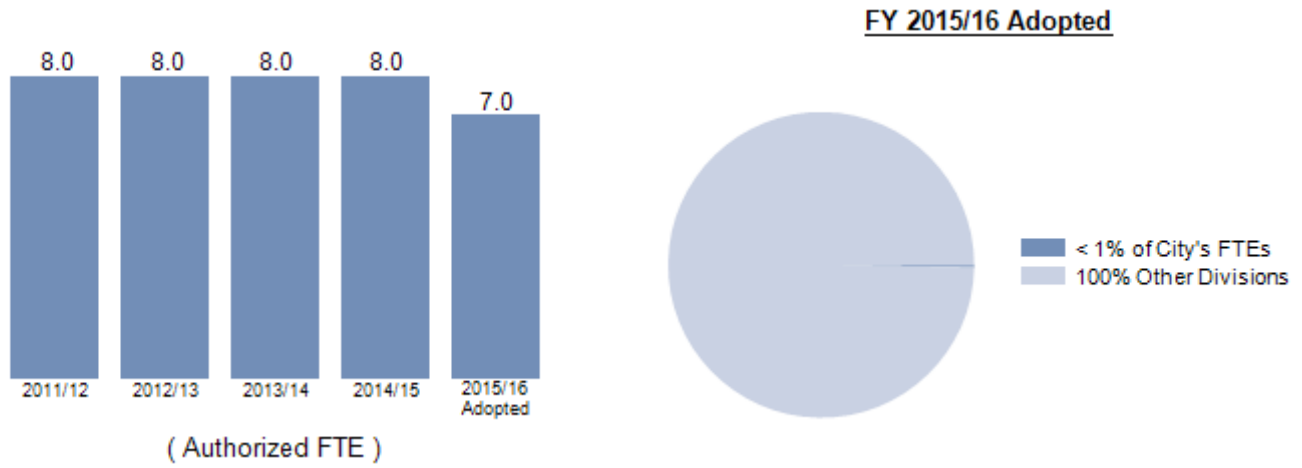


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
CITY CLERK	1,032,433	1,017,822	719,164	-298,658
Total Budget	1,032,433	1,017,822	719,164	-298,658

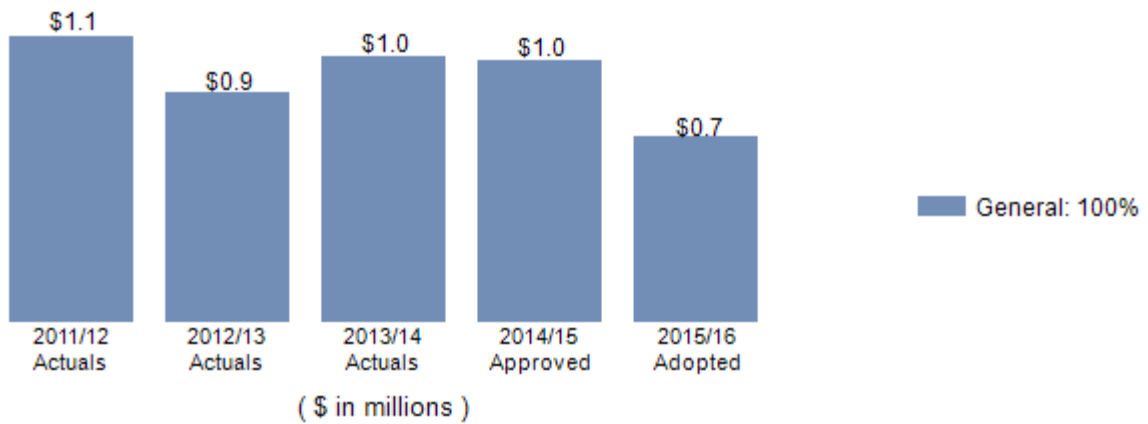


FY 2015/16 Adopted Budget

Staff Summary

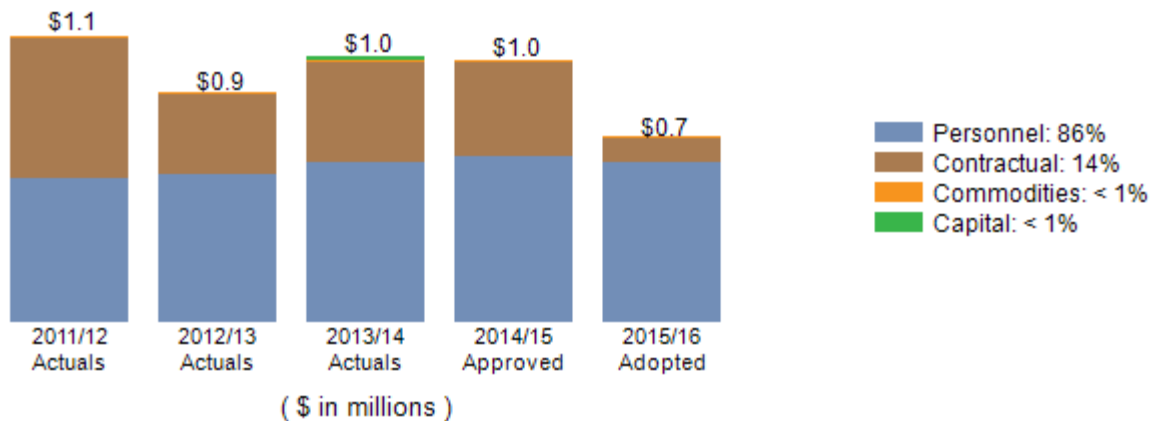


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 Adopted

Strategic Goal(s)

Seek
Sustainability

Description

The City Clerk conducts all local elections, gives notice of all City Council meetings, keeps the records 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.
- Ensures official actions, ordinances, resolutions, contracts, bonds, and other formal agreements are attested to and countersigned as required by the City Charter.

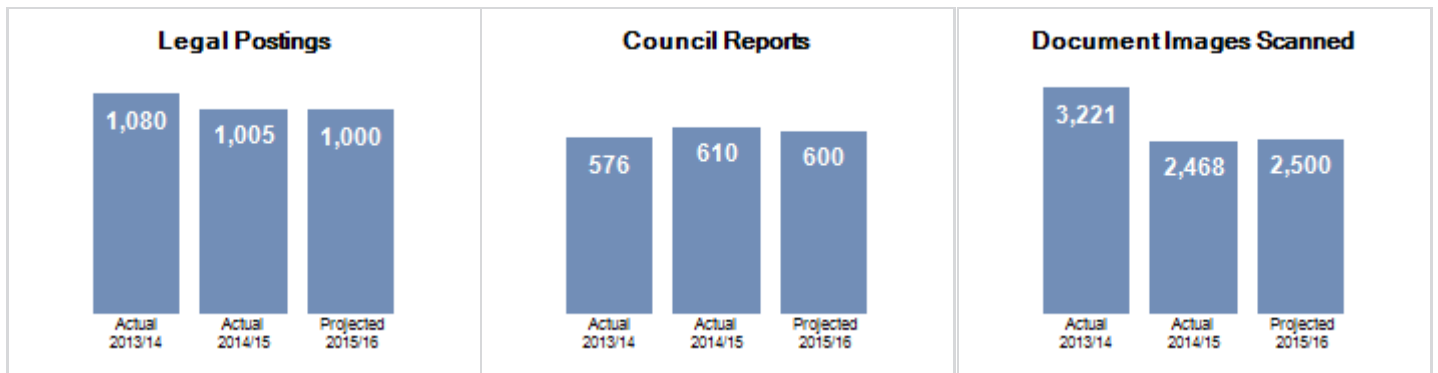
FY 2014/15 Achievements

- Met all statutory requirements for posting and providing meeting notices.
- Eliminated one full-time position, resulting in budget savings of approximately \$25,000.
- Switched from using an outside vendor for the production of Council meeting minutes to preparing the minutes in-house, resulting in savings in contractual services and production time.
- Collaborated with the City Attorney to update the Rules of Council Procedure, which were subsequently adopted by Council on April 14, 2015.
- Converted 225 historic Council Meeting VHS tapes (April 2001 through July 2006) to a digital format and posted them on the City's website.
- Conducted, without challenge, the August 26, 2014 Primary Election and the November 4, 2014 General Election to fill three Council seats.
- Mailed larger, easier-to-read, English versions of the candidate information pamphlets to every registered voter household.
- Placed Spanish-only versions of the candidate information pamphlets and election notices in locations where the highest number of Spanish-speaking voters could obtain information about the City's elections.
- Posted both English and Spanish versions of the candidate information pamphlets on the City's website.
- Began work on the November 3, 2015 Bond Election and 2016 Primary and General elections.
- Implemented four significant enhancements to the Records Management Program: (1) Every division, department, and office of the City is required to have a current (less than two years old) Records Inventory on file with the Clerk's Office by July 1, 2015. Currently, 76 percent compliance has been achieved; (2) In compliance with State law, every division, department, and office of the City is required to prepare and file an Essential Records list with the City Clerk's Office and to update it annually (100 percent compliance was achieved); (3) Prepared and released a new streamlined Records Management Manual; and (4) Prepared and executed a new records storage and shredding contract, which, based on current usage, will yield an estimated 50 percent in cost savings.
- Updated Administrative Regulation 121, Legal Postings, and Administrative Regulation 295, Citywide Records Management Program. Completed annual review of Administrative Regulation 150, Legislative Documents Preparation.

FY 2015/16 Objectives

- Support open and responsive government by ensuring: (1) Timely notice of all public meetings; (2) All required legal postings, including agendas, minutes, and marked agendas, are posted in compliance with state law and city policy; (3) Accurate accumulation, preservation, and accessibility of official city documents; (4) Accurate and timely preparation of the City Council meeting minutes; and (5) Timely provision of public records to meet customer expectations.
- Support open and responsive government by encouraging participation in the democratic process, preserving the integrity of election procedures, and fostering voter confidence.
- Seek continuous improvement, operational efficiency, and service delivery, while sustaining, or, when possible, increasing levels of service in support of the City Council’s goals and the city’s values.

Charted Performance Measures



Number of legal documents accepted, filed and posted
Workload

Number of City Council reports collected, reviewed, distributed and posted to the web
Workload

Number of documents scanned into the city's records management system
Workload

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	8.00	8.00	7.00	-1.00
% of City's FTEs			0.28 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	1,032,433	1,017,822	719,164	-298,658
Total Budget	1,032,433	1,017,822	719,164	-298,658

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	621,873	642,800	619,701	-23,099
Contractual Services	391,285	371,447	97,688	-273,759
Commodities	3,038	3,575	1,775	-1,800
Capital Outlays	16,237	0	0	0
Subtotal Operating Budget	1,032,433	1,017,822	719,164	-298,658
Operating Projects	0	0	0	0
Total Budget	1,032,433	1,017,822	719,164	-298,658

Budget Notes and Changes

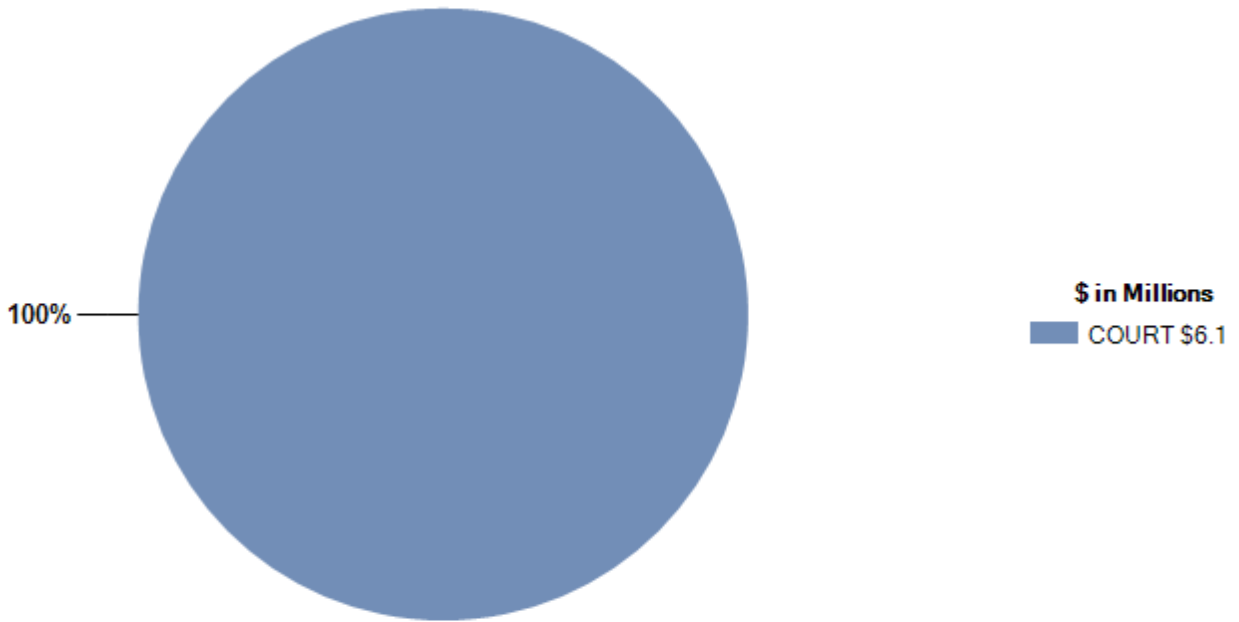
- Eliminated 1.00 FTE City Clerk Assistant position.
- The decrease in Contractual Services is due to no planned general or primary elections in FY 2015/16. In April 2015 City Council did authorize a November 2015 Special Bond Election. Because the decision on the Bond Election came late in the budget development process, contingency funds will be requested/used, if needed, to cover any election costs that cannot be absorbed within the City Clerk's Office.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Legal postings	1,080	1,005	1,000
City Council minutes prepared	65	57	60
City Council reports collected, reviewed, distributed and posted	576	610	600
Documents scanned	3,221	2,468	2,500
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	345	314	300
Appointed public bodies	30	29	30
Board and commission applications processed	76	102	100
Board, commission and task force appointments	52	49	50
Scottsdale registered voters	150,516	148,273	148,000
Publicity pamphlets/sample ballots mailed to registered voter households	88,837	188,500	89,000
Note: During FY 2013/14, one election was held; and in FY 2014/15, two elections were held. In FY 2015/16, one election will be held.			



FY 2015/16 Adopted Budget

FY 2015/16 Adopted Budget

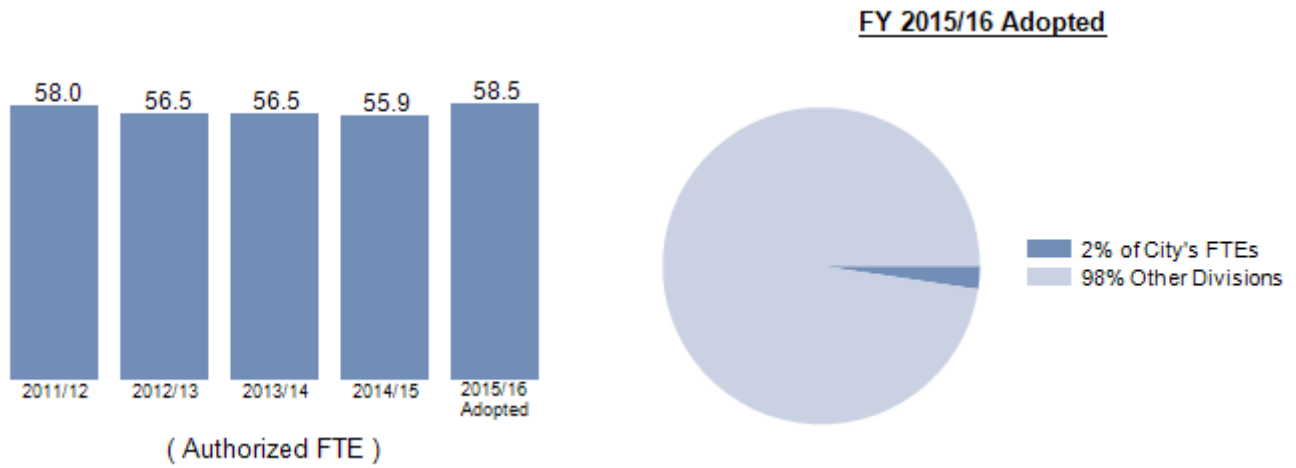


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
COURT	5,487,190	5,909,646	6,083,727	174,081
Total Budget	5,487,190	5,909,646	6,083,727	174,081

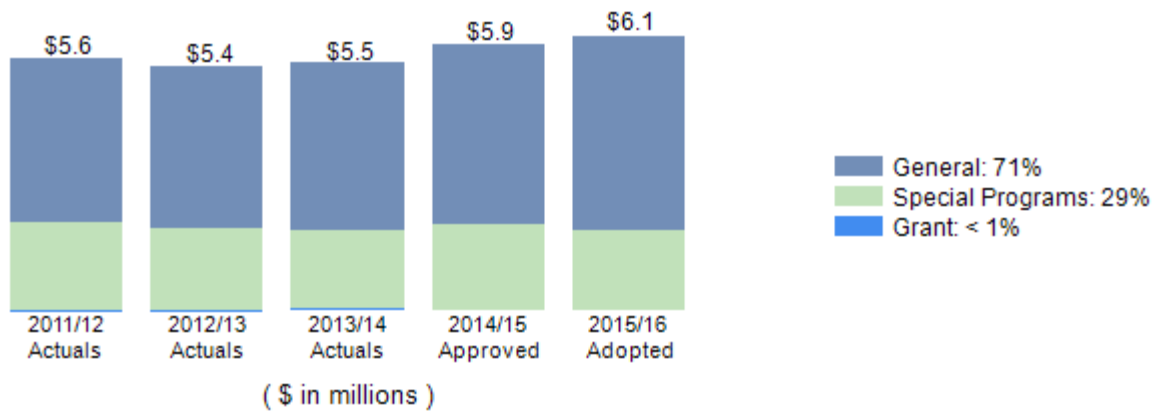


FY 2015/16 Adopted Budget

Staff Summary

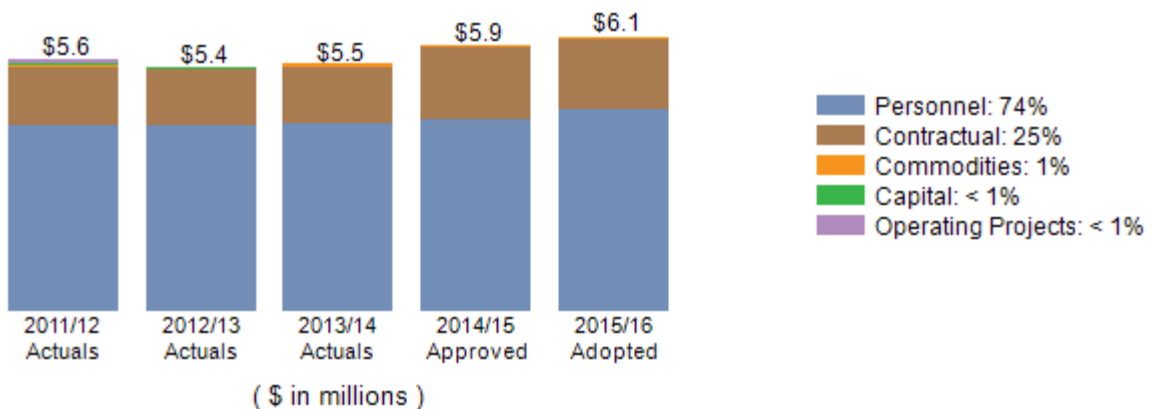


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 Adopted

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 84,000 cases and service over 125,000 customers annually.
- Enforces court-ordered financial sanctions through the collection of \$19.3 million in fines, fees and state surcharges annually.
- Manages non-financial sanctions for 27,594 cases with numerous programs including home detention/electronic monitoring, incarceration, treatment, diversion, defensive driving school, probation and community restitution.

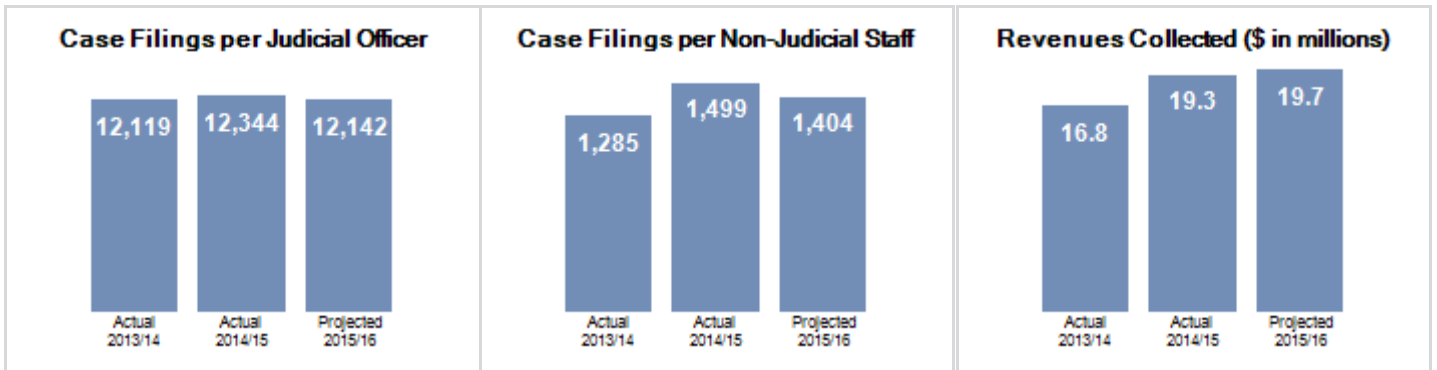
FY 2014/15 Achievements

- Partnered with Arizona Department of Transportation – Service Arizona to pilot a self-service MVD Kiosk, offering services to the public such as but not limited to real-time registration renewal including real time registration tab prints, licenses reinstatements, driving history reports, voter registration, and address changes.
- Established a self-sustaining Jury Donation Fund to provide jurors with refreshments during their summons and service, resulting in 94 percent of jurors satisfied with the physical comforts provided to them during their service.
- Partnered with the Arizona Department of Public Safety to electronically report all criminal dispositions by accessing their online reporting application instead of manually reporting via USPS mail.
- Implemented a case flow strategy that reduced the overall criminal case time to disposition by 5 percent and increased adjudication rate of pending cases by 4 percent.
- Underwent a triennial Minimum Accounting Standards audit required by the Arizona Supreme Court, which resulted in no exceptions noted.
- Expedited adjudication times for proof of insurance and driver's license violations, by authorizing window staff to adjudicate these offenses instead of referring these cases to a judicial officer.
- Reduced the failure to appear rate by 3 percent with the use of automated reminders to defendants.
- Published informational online videos to assist the general public regarding appearances for criminal citations, criminal case proceedings, parking and photo enforcement and how a trial is conducted.
- Ensured continued compliance with City Risk Management requirements including OSHA and ADA regulations.
- Reduced the number of pending Driving Under the Influence (DUI) cases over 180 days from 211 cases to 59 cases, a reduction of 72 percent.
- Established a comprehensive Standard Operating Procedure for Court Security.
- Ensured community restitution ordered defendants completed 6,083 hours of community service, of which 5,870 hours were performed in Scottsdale, translating to the equivalent of 2.8 FTE.
- Continued to offer defendants an automated recurring billing option for any outstanding fines, which secured \$73,944 with a total of 236 participants.
- Developed a comprehensive core-training curriculum for all positions in the court.

FY 2015/16 Objectives

- Improve customer relations by publishing online educational videos and providing electronic based services such as the ability for citizens to file court motions and forms online.
- Increase access to justice by extending additional services to financially disadvantaged litigants.
- Provide a safe environment for court customers by promoting safety awareness and training for staff.
- Expand staff knowledge through continuous training and education in the areas of customer service, court case processing, cash handling, internal controls, and legal mandates.

Charted Performance Measures



Total number of case filings per judicial officer on staff.
Efficiency

Total number of case filings per non-judicial court staff.
Efficiency

Total revenues collected by the court.
Workload

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	56.48	55.88	58.52	2.64
% of City's FTEs			2.36 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	3,693,924	4,012,592	4,327,911	315,319
Grant Funds	32,000	0	0	0
Special Programs Fund	1,761,266	1,897,054	1,755,816	-141,238
Total Budget	5,487,190	5,909,646	6,083,727	174,081

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	4,151,114	4,268,907	4,492,280	223,373
Contractual Services	1,268,605	1,571,495	1,521,550	-49,945
Commodities	67,471	69,244	69,897	653
Capital Outlays	0	0	0	0
Subtotal Operating Budget	5,487,190	5,909,646	6,083,727	174,081
Operating Projects	0	0	0	0
Total Budget	5,487,190	5,909,646	6,083,727	174,081

Budget Notes and Changes

- Of the 2.64 FTE increase, 0.64 FTE is due to the conversion of Pro-Tem Judges slots to part-time positions.
- The increase in FTEs is also due to the conversion of a temporary position to a 1.00 FTE Court Services Representative position. The Court has been utilizing Judicial Collection Enhancement Funds (JCEF) for several fiscal years to fund this position; therefore, converting the position to a permanent status will have a net \$0 impact. Additionally, 1.00 FTE Software Engineer position was added so the Court can reduce their high risk situation of only having one programmer to maintain their case management system.
- The change in 'Expenditures By Fund' is primarily driven by 2.00 FTE Deputy Court Administrator positions transferring from Special Programs Fund to General Fund.
- The increase in Personnel Services is due to adding the 1.00 FTE Software Engineer position and the vacant positions that occurred in FY 2014/15. The budget appears to have increased in FY 2015/16 when compared to the 'Approved FY 2014/15' as the budget for vacant positions is swept thereby reducing the 'Approved FY 2014/15' budget.

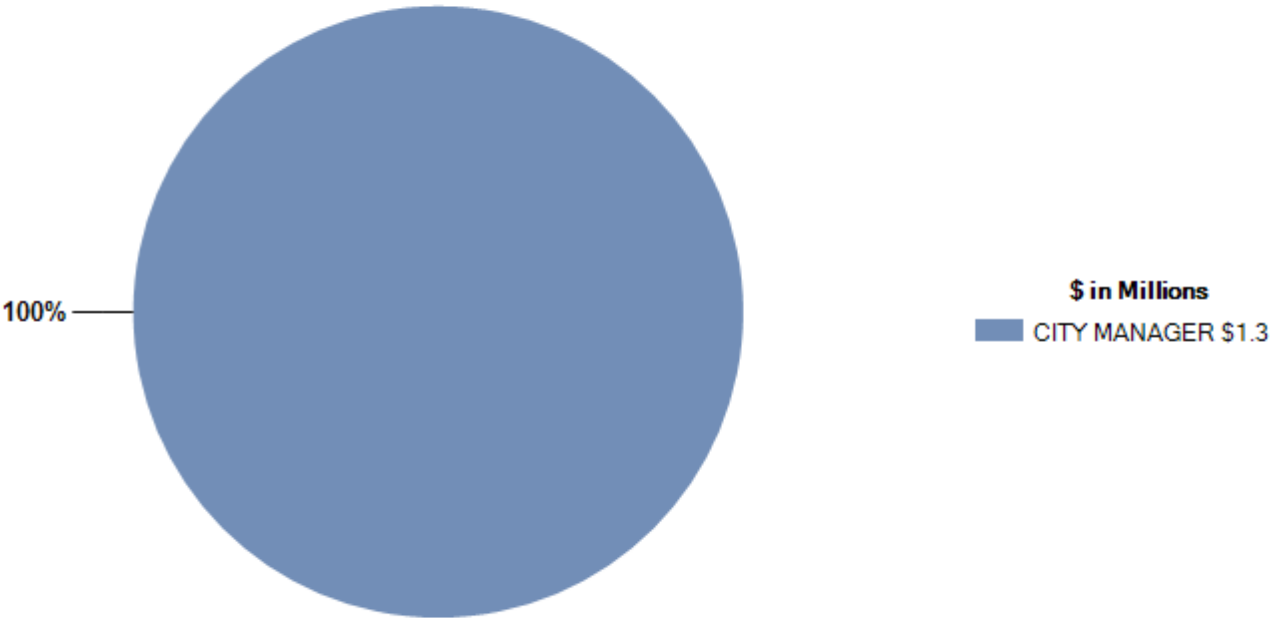
Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Efficiency			
Cost per case	\$66.43	\$65.47	\$67.14
Note: This measure is calculated by taking expenditures (less collections expenses) and dividing by cases filed.			
Effectiveness			
Access and fairness survey	N/A	86%	N/A
Note: This 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 and was last administered in FY 2014/15.			
Clearance rates for all cases	100%	113%	111%
Note: This measure indicates the number of outgoing cases as a percentage of the number of incoming cases. The rate may exceed 100% due to the timing of filing and disposition.			
Time to disposition for all cases	98%	99%	98%
Note: This measure indicates the percentage of cases disposed or otherwise resolved within established time frames. The goal is 93% for all criminal and civil cases to be processed within 180 days from date of filing.			
Age of active pending caseload	93%	97%	95%
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% of all cases to have an active pending date that is less than 180 days. In FY 2014/15, the median age of pending cases is 45 days.			
Trial date certainty	80%	78%	78%
Note: This measure indicates the number of times cases disposed by trial are scheduled for trial. In FY 2014/15, there were 349 trials (Bench and Jury) held.			
Collection monetary penalties	61%	60%	61%
Note: This measure indicates payments collected and distributed within established timelines, expressed as a percentage of total monetary penalties ordered in specific cases. In FY 2014/15, the court collected over \$19.3 million dollars including fines, fees, bonds, and restitution.			
Effective use of jurors	38%	40%	38%
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 FY 2014/15, there were a total of 14,163 jurors summoned and 5,621 were available to serve.			
Court employee satisfaction	90%	74%	82%
Note: This measure indicates the ratings of court employees assessing the quality of the work environment and relations between staff and management.			

These performance measures are from the National Center for State Courts CourTools ©.



FY 2015/16 Adopted Budget

FY 2015/16 Adopted Budget

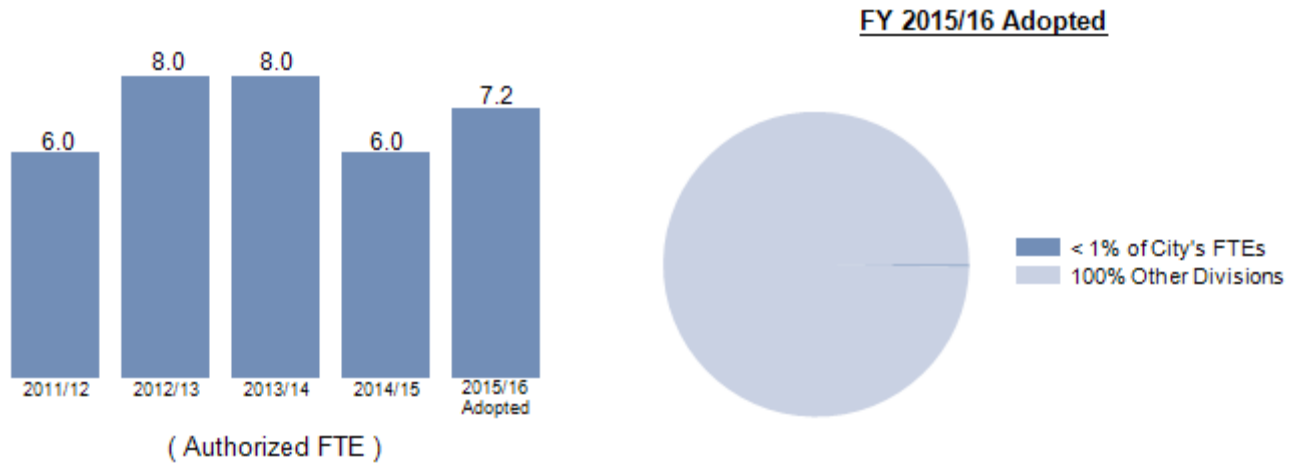


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
CITY MANAGER	989,563	1,056,016	1,279,424	223,408
Total Budget	989,563	1,056,016	1,279,424	223,408

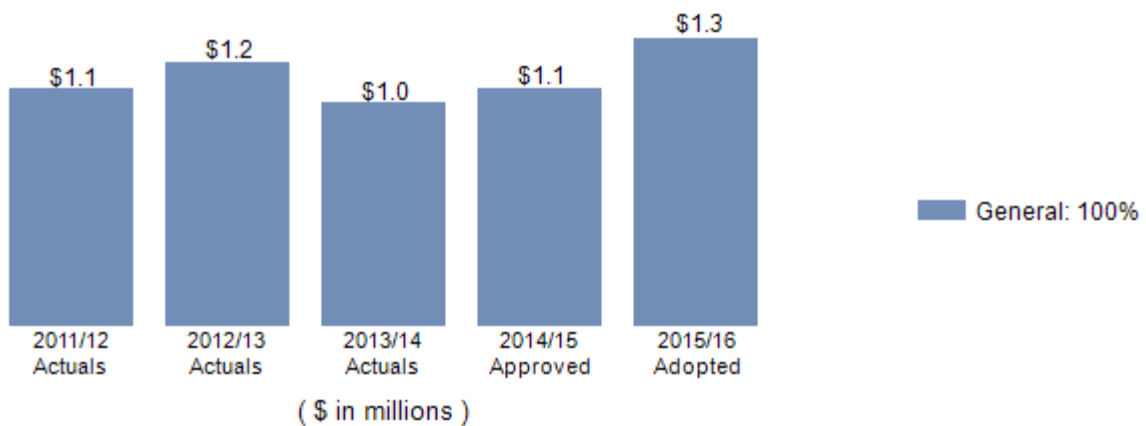


FY 2015/16 Adopted Budget

Staff Summary

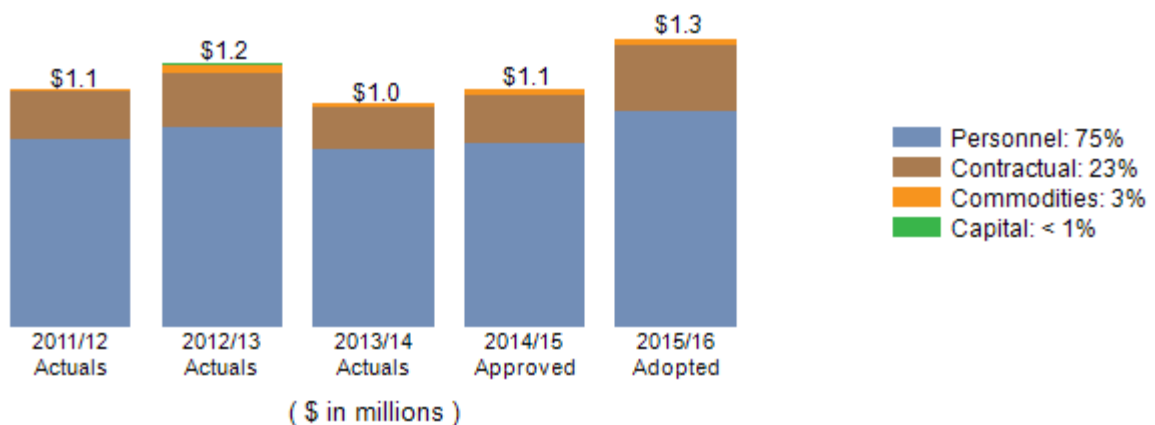


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 Adopted

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 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, fosters a diverse, inclusive organization and community and coordinates the citywide preparation and response to local disaster.

Services Provided

- The city manager provides executive leadership 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 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 office works to foster a diverse and inclusive organization and community through employee relations, community outreach and education.
- The office coordinates organization-wide strategic planning and performance management efforts.
- The office coordinates the citywide effort to reduce vulnerability to hazards and cope with local disasters.

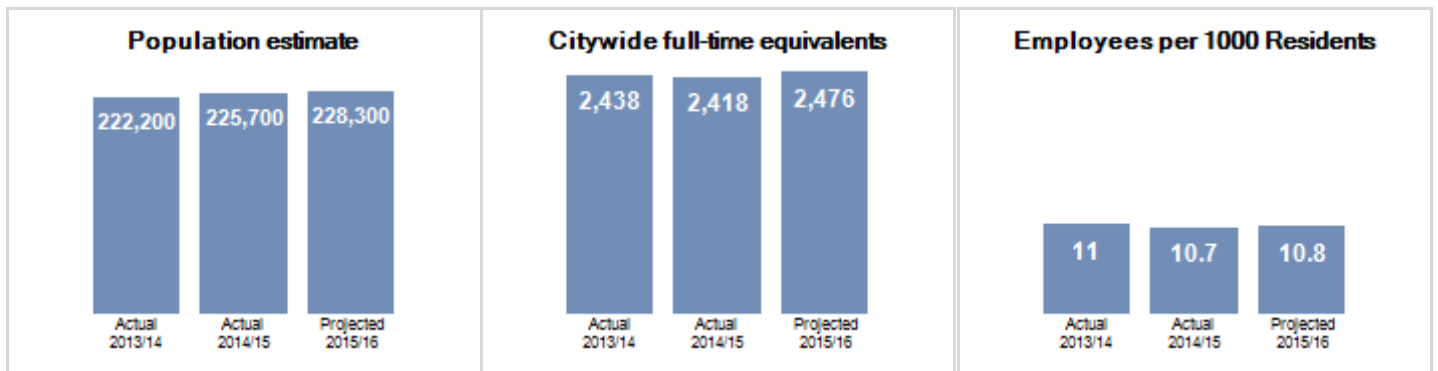
FY 2014/15 Achievements

- 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 \$97,025 from 676 employees in 2014, an increase in overall giving and participation over 2013.
- Reestablished the city's Office of Diversity and participated in dozens of community and employee diversity events, including working with the Human Relations Commission efforts to host four Civil Dialogues on various aspects of diversity, and producing three "Flavors of Scottsdale" programs on CityCable Channel 11.
- Worked to increase the city's municipal equality index score, and coordinated the city's adoption of the UNITY Pledge.
- 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 third straight year. Recognized for a fifth year in a row by the Association of Government Accountants with a Certificate of Excellence in Citizen-Centric Reporting.
- Conducted strategic planning workshop with the City Council to discuss and make changes to the organization strategic plan. Kept the City Council and community informed about progress on implementing the plan through quarterly status updates.
- Began providing quarterly performance reports to the City Council and community on the objectives and performance measures included in the adopted budget.

FY 2015/16 Objectives

- Work with each division to identify diversity needs and develop an action plan.
- Implement customer service standards based on respect, accuracy and responsiveness.
- Use process improvement methods to map and improve several key processes.
- Prepare and release a benchmark report on key services with other Valley cities.
- Coordinate the update of citywide emergency operations and business continuity plans.

Charted Performance Measures



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.

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. FY 2015/16 includes short-term or seasonal positions that have not previously been included in FTE position counts.

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.

Indicators

Workload

Efficiency

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	8.00	6.00	7.15	1.15
% of City's FTEs			0.29 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	989,563	1,056,016	1,279,424	223,408
Total Budget	989,563	1,056,016	1,279,424	223,408

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	790,599	818,665	955,652	136,987
Contractual Services	185,422	208,076	291,435	83,359
Commodities	13,541	29,275	32,337	3,062
Capital Outlays	0	0	0	0
Subtotal Operating Budget	989,563	1,056,016	1,279,424	223,408
Operating Projects	0	0	0	0
Total Budget	989,563	1,056,016	1,279,424	223,408

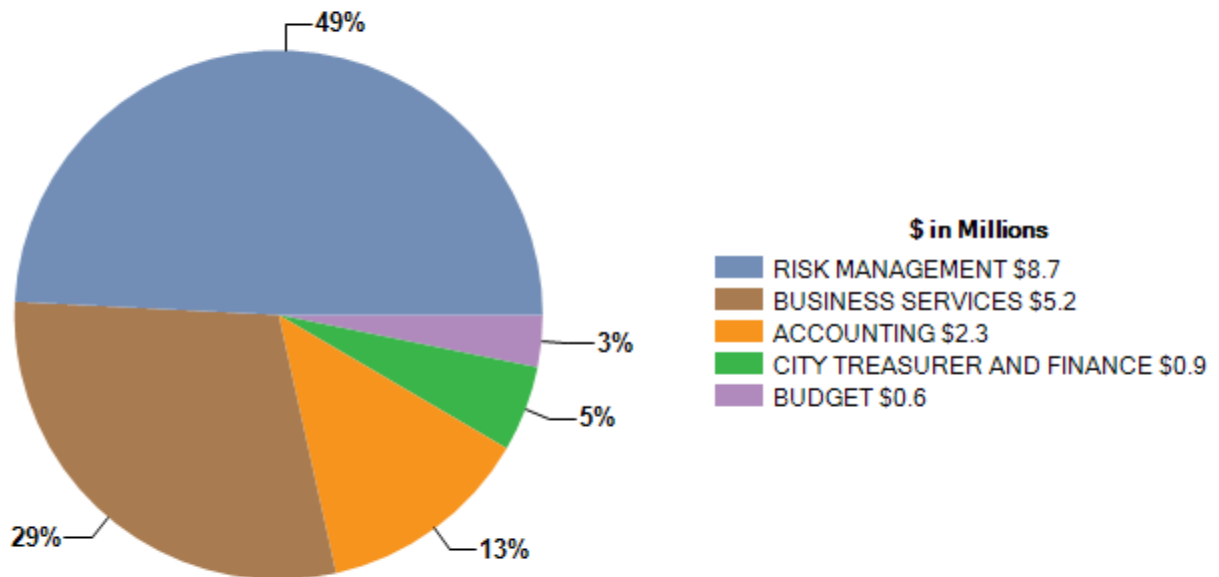
Budget Notes and Changes

- Of the 1.15 FTE increase, 0.15 FTE is due to a summer graduate internship position that will provide additional research and analytical support.
- A 1.00 FTE increase and the increase in Personnel Services is due to the Emergency Manager position transferring from Public Safety - Fire to the City Manager's Office.
- The increase in Contractual Services is primarily due to a one-time study to evaluate staffing levels within Public Safety - Police.

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The Human Relations Commission advocates and promotes all dimensions of diversity. The Commission acts as an advisory body to the Mayor, City Council and staff to make recommendations on ways to encourage mutual respect and understanding among people, to discourage prejudice and discrimination, and to work towards cultural awareness and unity. The Commission may also make recommendations regarding special events that will further its purpose as well as collaborate with the City's Diversity Advisory Committee in carrying out Citywide diversity initiatives. This will include developing educational programs and training for celebrating cultural programs and assisting with community outreach efforts.	7	210	\$4,698	0.1
Volunteers				
Research, analyze and consult on performance measures and process improvement methodologies.	1	155	\$3,467	0.1
Total	8	365	\$8,165	0.2

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."

FY 2015/16 Adopted Budget

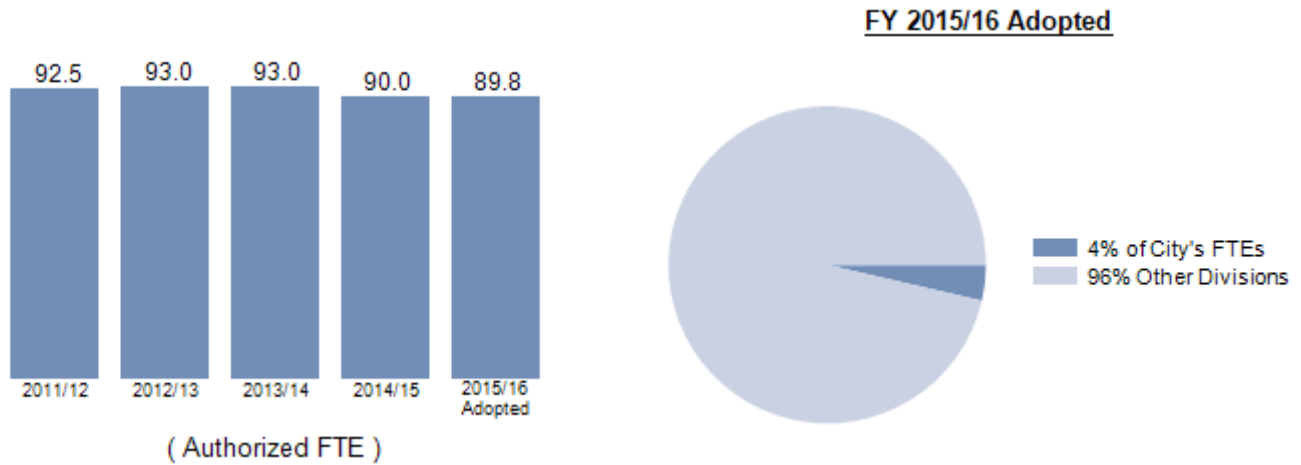


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
RISK MANAGEMENT	7,608,374	8,238,144	8,747,122	508,978
BUSINESS SERVICES	4,344,348	4,693,526	5,205,864	512,338
ACCOUNTING	2,102,510	2,371,454	2,328,371	-43,083
CITY TREASURER AND FINANCE	739,654	862,848	931,436	68,588
BUDGET	445,096	539,390	564,304	24,914
Total Budget	15,239,982	16,705,362	17,777,097	1,071,735

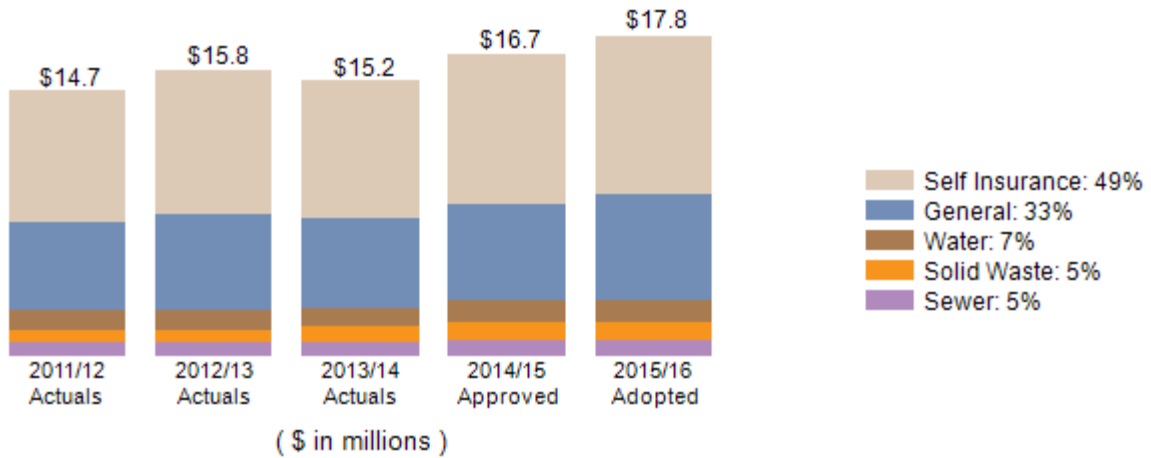


FY 2015/16 Adopted Budget

Staff Summary

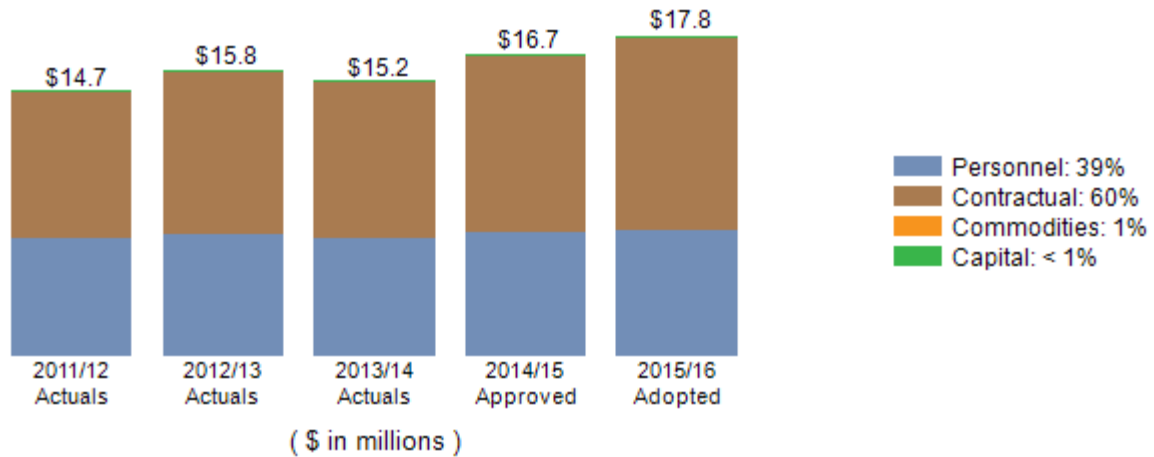


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 Adopted

Strategic Goal(s)

Seek
SustainabilitySupport
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.
- Manages and administers 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.

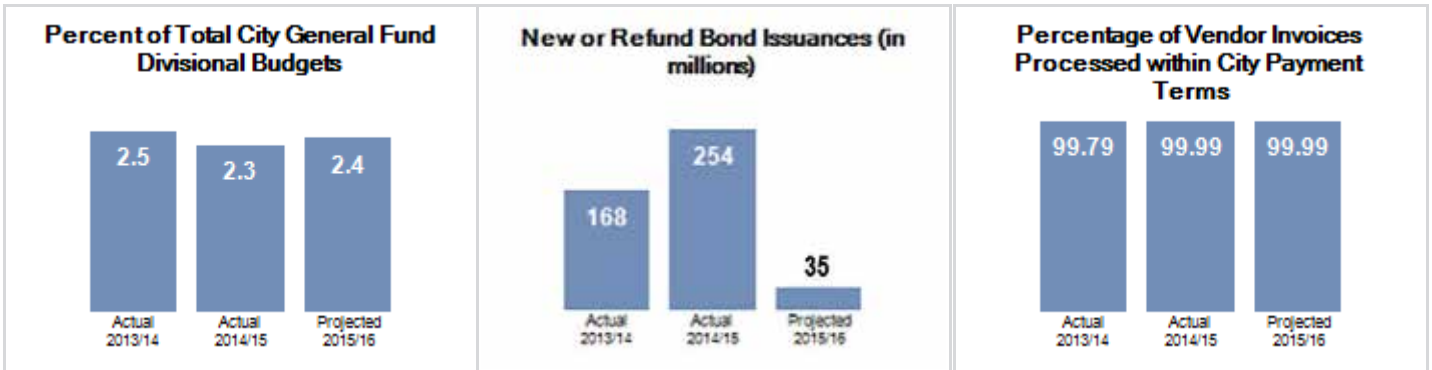
FY 2014/15 Achievements

- 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 2013/14 comprehensive annual financial report and the Government Finance Officers Association certificate of achievement for excellence in financial reporting.
- Supported the City Council's budget development process, providing citizens with several opportunities and methods of communicating their feedback and priorities to City Council.
- Maintained certification as a Passport Acceptance facility. Annual recertification required an on-site visit/audit by the U.S. Department of State.
- Completed all recommended corrections from the FY 2013/14 internal audit of risk management claims including production of claims manuals for adjusters and internal Risk Management System processes.

FY 2015/16 Objectives

- Prepare strategic forecasts and assist other divisions in developing long-term financial models to prudently manage assets and identify the city's capacity to fund future service and capital needs.
- 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.
- 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.
- Continue the development, testing and implementation elements of the Arizona State Transaction Privilege Tax Simplification Bill (HB 2111). Originally, full implementation was planned for January 1, 2015, however, this project has been extended to a later date to be determined by the State of Arizona.
- Complete a Request for Proposal (RFP) process for bill review contractor and pharmacy program.

Charted Performance Measures



City Treasurer's budget as a percentage of Citywide General Fund division budgets with a goal of 2.5 percent or less. Does not include transfers out.

Effectiveness

This is the principal amount of bonds issued or planned to be issued.

Effectiveness

Accounts Payable processes an average of 44,000 invoices annually. City payment terms are 25 days from date of invoice.

Effectiveness



Average number of business days to prepare the Monthly Financial Update and post to the city's website. The Scottsdale City Charter requires financial results be provided by the 15th business day.

Efficiency

During FY 2013/14 there was a rise in passport application processing services while in FY 2014/15 there was a slight reduction due to certain aspects of HB2111 that have impacted city services. In FY 2015/16 a slight increase is expected.

Workload

COR is an equation that measures the city's total cost of claims, insurance premiums and risk management administration expenses as a percentage of city's total adjusted operating cost in a given year.

Effectiveness

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	93.00	90.00	89.75	-0.25
% of City's FTEs			3.63 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	4,882,501	5,331,577	5,899,008	567,431
Self-Insurance Funds	7,632,389	8,289,398	8,797,497	508,099
Sewer Fund	813,622	924,309	928,126	3,817
Solid Waste Fund	818,323	921,206	915,202	-6,004
Water Funds	1,093,146	1,238,872	1,237,264	-1,608
Total Budget	15,239,982	16,705,362	17,777,097	1,071,735

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	6,561,310	6,870,425	6,978,476	108,051
Contractual Services	8,592,847	9,695,610	10,665,101	969,491
Commodities	85,336	138,227	132,899	-5,328
Capital Outlays	489	1,100	621	-479
Subtotal Operating Budget	15,239,982	16,705,362	17,777,097	1,071,735
Operating Projects	0	0	0	0
Total Budget	15,239,982	16,705,362	17,777,097	1,071,735

Budget Notes and Changes

- The 0.25 FTE decrease is the result of reducing a 1.00 FTE Systems Integrator position to a 0.75 FTE.
- The increase in Personnel Services is due to the reclassification of a Senior Tax Auditor position to a Senior Financial Analyst position. Additionally, the increase is due to two existing employees who accepted positions in the City Treasurer's Division - Accounting Department during FY 2014/15. The employees are more experienced than the previous incumbents resulting in an increase to the position budgets. These Personnel Services increases are partially offset by the reduction of the 0.25 FTE System Integrator position.
- The General Fund and Contractual Services increases are due to City of Scottsdale's allocated share of the cost of the Arizona Department of Revenue providing tax audit services. This is partially offset by a decrease related to merchant account fees charged for accepting credit cards. Historically, these citywide fees were paid by Accounting however beginning in FY 2015/16 these fees will be paid by the division incurring the charge.
- The increase in the Self Insurance Funds (Risk Management Fund) and Contractual Services is primarily due to increases in insurance premiums. The premiums increased across all lines of insurance in FY 2015/16. Additionally, the increase is for Risk Management to purchase for the first time cyber-insurance for the city to protect against malicious electronic attacks.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
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Workload

Number of Tax & License transactions per full-time equivalent	10,078	15,570	18,682
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Note: The notable increase of transactions per full-time equivalent stems from a calculated voluntary reduction of staff in late 2014 to prepare for the implementation of HB2111. The FY 2015/16 projections include a modest increase in licensing anticipated through the full implementation of HB2111.

Effectiveness

Investment portfolio earnings rate	0.41%	0.49%	0.68%
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Note: The earnings rate for invested cash.

Number of consecutive years awarded Certificate of Achievement for Excellence in Financial Reporting	41	42	43
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Note: This certificate is presented by the Government Finance Officers Association to governments whose comprehensive annual financial reports (CAFR) achieve the highest standards in government accounting and financial reporting.

Budget meets or exceeds all requirements and Government Finance Officers Association (GFOA) reporting excellence benchmarks	Yes	Yes	Yes
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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.

OSHA rate	5.44	6.10	5.40
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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.

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
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Boards/Commissions

Required by State Statute, the Loss Trust Fund Board makes recommendations to the City Council regarding the administration of the loss trust fund. The trustees meet at least once a year and submit a report to the City Council regarding the status of the trust fund. The report includes recommendations the trustees deem necessary.	5	27	\$604	0.0
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Total	5	27	\$604	0.0
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"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."

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 2014/15 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 \$254 million of city bonds, saving \$20.9 million of debt service over the life of the issues.

FY 2015/16 Objectives

- Prepare strategic forecasts and assist other divisions 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 Scottsdale's solid standing with credit rating agencies to maintain or improve the city'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.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	5.00	5.00	6.00	1.00
% of City's FTEs			0.24 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	474,167	576,017	642,172	66,155
Self Insurance Funds	13,414	19,028	19,279	251
Sewer Fund	0	0	9,640	9,640
Water Funds	252,073	267,803	260,345	-7,458
Total Budget	739,654	862,848	931,436	68,588

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	526,501	595,849	663,432	67,583
Contractual Services	212,354	265,106	266,418	1,312
Commodities	799	1,893	1,586	-307
Capital Outlays	0	0	0	0
Subtotal Operating Budget	739,654	862,848	931,436	68,588
Operating Projects	0	0	0	0
Total Budget	739,654	862,848	931,436	68,588

Budget Notes and Changes

- The 1.00 FTE increase and increase in Personnel Services is the result of Senior Tax Auditor position transferring from the Business Services Department to the City Treasurer and Finance Department. The position will also be reclassified to a Senior Financial Analyst position to better align with workload needs within the division.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Efficiency			
New or refund bond issuances (\$ in millions)	\$168	\$254	\$35
Note: This is the principal amount of bonds issued or planned to be issued.			
Effectiveness			
Investment portfolio earnings rate	0.41%	0.49%	0.68%
Note: The earnings rate for invested cash.			

Strategic Goal(s)

Seek
SustainabilitySupport
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.
- Payroll provides processing, production and distribution of employee pay statements and ensures that employees are paid accurately and on time.
- Accounts Payable processes payment transactions to vendors promptly and accurately.

FY 2014/15 Achievements

- Received an unmodified opinion from an independent audit firm for the city's FY 2013/14 comprehensive annual financial report and the Government Finance Officers Association certificate of achievement for excellence in financial reporting.
- Developed a new capital project fund structure to aid in tracking funding sources and related expenditures.
- Implemented Governmental Accounting Standard No. 68, Accounting and Financial reporting for Pensions.
- Instituted a document management filing system for archiving employee payroll records.

FY 2015/16 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.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	25.00	25.00	25.00	0.00
% of City's FTEs			1.01 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	2,097,194	2,360,976	2,319,189	-41,787
Self-Insurance Funds	5,316	10,478	9,182	-1,296
Total Budget	2,102,510	2,371,454	2,328,371	-43,083

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	1,681,321	1,738,098	1,794,444	56,346
Contractual Services	408,854	621,337	521,908	-99,429
Commodities	12,335	12,019	12,019	0
Capital Outlays	0	0	0	0
Subtotal Operating Budget	2,102,510	2,371,454	2,328,371	-43,083
Operating Projects	0	0	0	0
Total Budget	2,102,510	2,371,454	2,328,371	-43,083

Budget Notes and Changes

- The increase in Personnel Services is due to two existing employees who accepted positions in the Accounting Department during FY 2014/15. The employees are more experienced than the previous incumbents resulting in an increase to the position budgets.
- The decrease in Contractual Services is related to merchant account fees charged for accepting credit cards. Historically these citywide fees were paid by Accounting however beginning in FY 2015/16, these fees will be paid by the division incurring the charge.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Effectiveness			
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 (CAFR) achieve the highest standards in government accounting and financial reporting.	41	42	43
Percentage of vendor invoices processed within city payment terms Note: Accounts Payable processes an average of 44,000 invoices annually. City payment terms are 25 days from date of invoice.	99.79%	99.99%	99.99%
Percentage of accurate and timely payroll disbursements Note: Payroll processes an average of 68,000 disbursements annually.	99.99%	99.99%	99.99%



FY 2015/16 Adopted Budget

Strategic Goal(s)

Seek
SustainabilitySupport
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. The Budget Office is also responsible for issuing monthly public financial statements to the City Council.

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 2014/15 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 2015/16 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.
- Increase transparency in the financial reporting process by implementing new reporting software which will allow the general public access to monthly financial results on the city's website.
- Enhance the forecasting of employee compensation using PRISM, a new forecasting software developed and maintained by City Treasurer IT staff. This software will allow for greater precision during development and analysis of the city's personnel services budget.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	5.00	6.00	5.75	-0.25
% of City's FTEs			0.23 %	

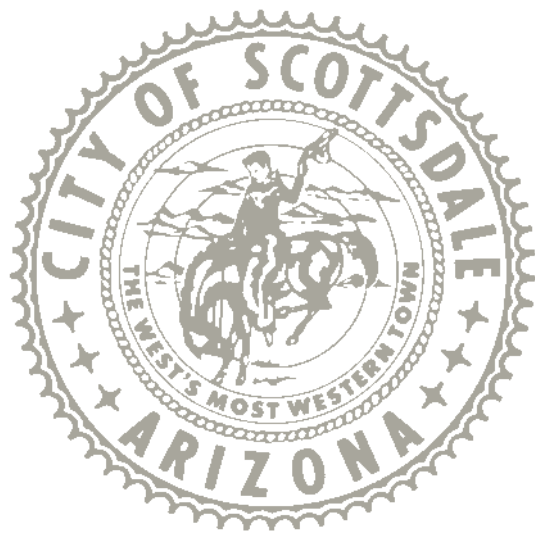
Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	439,811	517,642	542,390	24,748
Self-Insurance Funds	5,284	21,748	21,914	166
Total Budget	445,096	539,390	564,304	24,914

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	416,799	507,992	529,560	21,568
Contractual Services	27,953	30,298	34,123	3,825
Commodities	110	0	0	0
Capital Outlays	233	1,100	621	-479
Subtotal Operating Budget	445,096	539,390	564,304	24,914
Operating Projects	0	0	0	0
Total Budget	445,096	539,390	564,304	24,914

Budget Notes and Changes

- The 0.25 FTE decrease is the result of reducing a 1.00 FTE Systems Integrator position to a 0.75 FTE.
- The increase in Personnel Services includes the reclassification of a Senior Financial Analyst position which was previously shared between the Budget Department and the City Treasurer and Finance Department to a Senior Budget Analyst position now dedicated solely to the Budget Department. This is partially offset by the 0.25 FTE decrease from reducing a 1.00 FTE Systems Integrator position to a 0.75 FTE.
- The increase in Contractual Services is due to the acquisition of a new revenue and expenditure forecasting software to aid in projecting the city's existing growth impacts in current and future years.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Effectiveness			
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 provided by the 15th business day.	13	13	13
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 2015/16 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, alarm activations and manages the department record retention schedule.
- 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 2014/15 Achievements

- Maintained certification as a Passport Acceptance facility. Annual recertification required an on-site visit/audit by the U.S. Department of State.
- Extended contract with STARS (Scottsdale Training and Rehabilitation Services). This fiscally sustainable partnership offers entry level support for recurring high volume workload demands (i.e. opening and sorting mailed in utility payments) through employment of people with disabilities. The project has been a huge success toward business operations and actively promoted through State, National and International audiences.

FY 2015/16 Objectives

- Continue the development, testing and implementation elements of the Arizona State Transaction Privilege Tax Simplification Bill (HB 2111). Originally, full implementation was planned for January 1, 2015, however, this project has been extended to a later date to be determined by the State of Arizona.
- Recertify as a Passport Acceptance facility through the U.S. Department of State.
- Continue partnership with STARS.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	51.00	46.00	45.00	-1.00
% of City's FTEs			1.82 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	1,871,329	1,876,942	2,395,257	518,315
Sewer Fund	813,622	924,309	918,486	-5,823
Solid Waste Fund	818,323	921,206	915,202	-6,004
Water Funds	841,073	971,069	976,919	5,850
Total Budget	4,344,348	4,693,526	5,205,864	512,338

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	3,223,929	3,281,330	3,210,555	-70,775
Contractual Services	1,098,626	1,381,850	1,964,463	582,613
Commodities	21,537	30,346	30,846	500
Capital Outlays	255	0	0	0
Subtotal Operating Budget	4,344,348	4,693,526	5,205,864	512,338
Operating Projects	0	0	0	0
Total Budget	4,344,348	4,693,526	5,205,864	512,338

Budget Notes and Changes

- The 1.00 FTE decrease and decrease in Personnel Services is the result of a Senior Tax Auditor position transferring from the Business Services Department to the City Treasurer and Finance Department. The position will also be reclassified to a Senior Financial Analyst position to better align with workload needs within the division.
- The General Fund and Contractual Services increases are due to City of Scottsdale's allocated share of the cost of the Arizona Department of Revenue providing tax audit services.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Number of Tax & License transactions per full-time equivalent	10,078	15,570	18,682
<p>Note: The notable increase of transactions per full-time equivalent stems from a calculated voluntary reduction of staff in late 2014 to prepare for the implementation of HB2111. The FY 2015/16 projections include a modest increase in licensing anticipated through the full implementation of HB2111.</p>			
Total number of remittance payments processed per full-time equivalent	194,589	261,514	260,000
<p>Note: Total number of remittance payments physically processed per full-time equivalent. FY 2015/16 is expected to decrease as a result of the implementation of HB2111.</p>			
Effectiveness			
Write-offs as a percent of total revenue collected	0.52%	1.52%	2.00%
<p>Note: Tax and License write-offs as a percent of total revenue collected. Trend is expected to increase through FY 2015/16 as a result of the implementation of HB2111.</p>			



FY 2015/16 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

- Manages and administers 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 2014/15 Achievements

- Completed all recommended corrections from the FY 2013/14 internal audit of risk management claims including production of claims manuals for adjusters and internal Risk Management System processes.
- Initiated a Request for Proposal (RFP) and contracted with three Nurse Case Management Firms.
- Contributed and participated in a multi-departmental team to ensure a safe season of special events including the Barrett-Jackson Auction, the Pro Bowl, and the Superbowl.
- Assisted with development and implementation of two departmental Incident Review Boards.
- Completed a safety training audit of Public Works (Fleet, Streets, Capital Project Management, Solid Waste), Community Services, and Water Operations.
- Sponsored 13 employees attendance to the Southwest Safety Congress and coached them on the application of learned topics for their work areas.

FY 2015/16 Objectives

- Complete a Request for Proposal (RFP) process for bill review contractor and pharmacy program.
- Development and revision of insurance and indemnity provisions in the on line special events and recreation approved vendor processes.
- Completion of Job Safety Analysis (JSA) Revisions Section I.
- Revision and implementation of Material Safety Data Sheets (MSD)/Safety Data Sheets (SDS) inventory archives process.
- Implementation of revised Hearing Conservation Program.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	7.00	8.00	8.00	0.00
% of City's FTEs			0.32 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Self-Insurance Funds	7,608,374	8,238,144	8,747,122	508,978
Total Budget	7,608,374	8,238,144	8,747,122	508,978

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	712,760	747,156	780,485	33,329
Contractual Services	6,845,060	7,397,019	7,878,189	481,170
Commodities	50,554	93,969	88,448	-5,521
Capital Outlays	0	0	0	0
Subtotal Operating Budget	7,608,374	8,238,144	8,747,122	508,978
Operating Projects	0	0	0	0
Total Budget	7,608,374	8,238,144	8,747,122	508,978

Budget Notes and Changes

- The increase in the Self Insurance Funds (Risk Management Fund) and Contractual Services is primarily due to increases in insurance premiums. The premiums increased across all lines of insurance in FY 2015/16. Additionally, the increase is for Risk Management to purchase for the first time cyber-insurance for the city to protect against malicious electronic attacks.

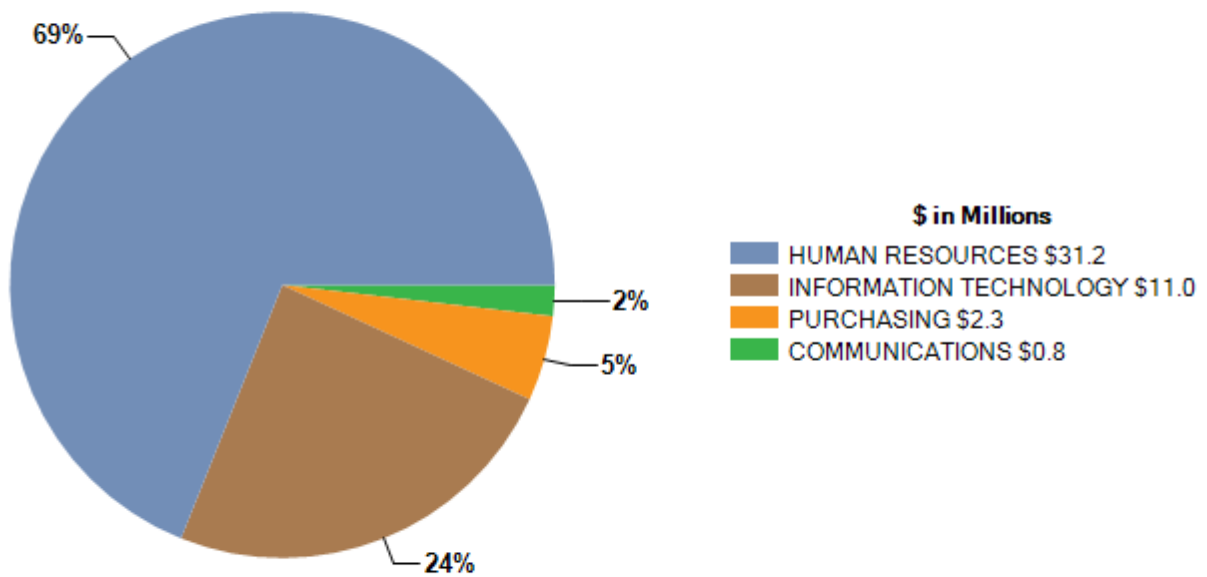
Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Effectiveness			
The Cost of Risk (COR)	1.9%	2.4%	2.0%
<p>Note: COR is an equation that measures the city's total cost of claims, insurance premiums and risk management administration expenses as a percentage of city's total adjusted operating cost in a given year.</p>			
OSHA rate	5.44	6.10	5.40
<p>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.</p>			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
Required by State Statute, the Loss Trust Fund Board makes recommendations to the City Council regarding the administration of the loss trust fund. The trustees meet at least once a year and submit a report to the City Council regarding the status of the trust fund. The report includes recommendations the trustees deem necessary.	5	27	\$604	0.0
Total	5	27	\$604	0.0

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."

ADMINISTRATIVE SERVICES

FY 2015/16 Adopted Budget

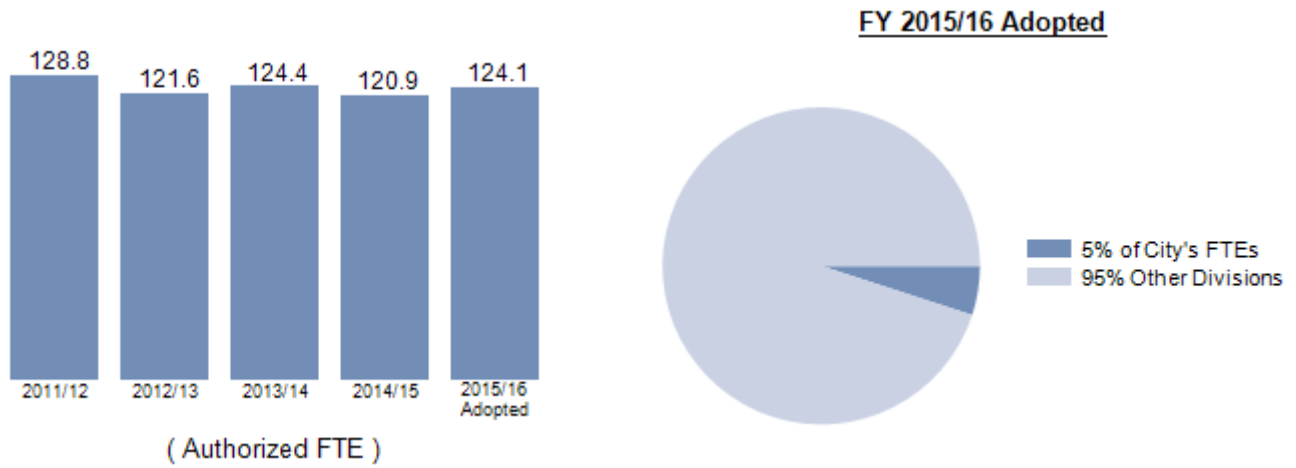


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
HUMAN RESOURCES	28,395,461	29,589,671	31,237,814	1,648,143
INFORMATION TECHNOLOGY	10,033,271	10,782,759	10,964,106	181,347
PURCHASING	2,501,005	2,271,750	2,287,488	15,738
COMMUNICATIONS	794,350	822,991	827,576	4,585
Total Budget	41,724,087	43,467,171	45,316,984	1,849,813

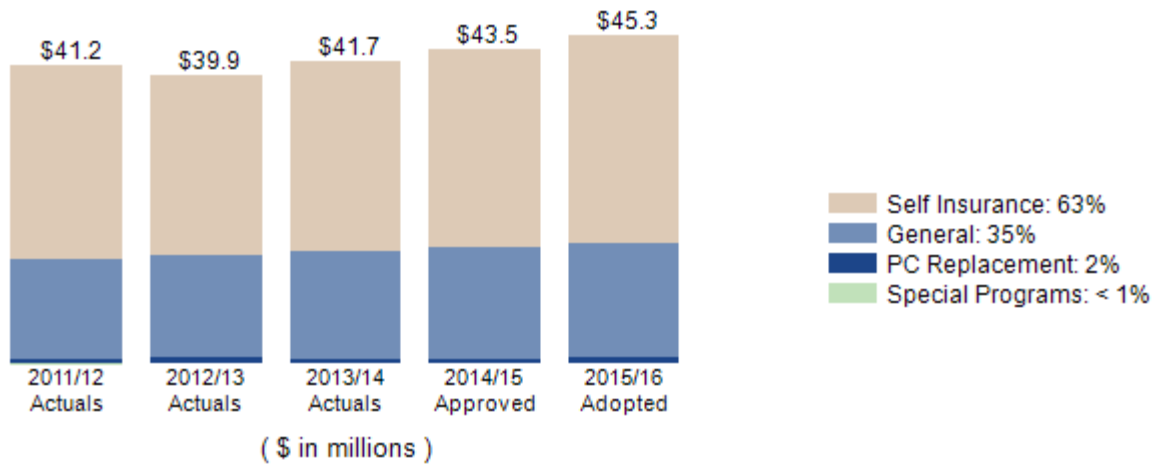


FY 2015/16 Adopted Budget

Staff Summary

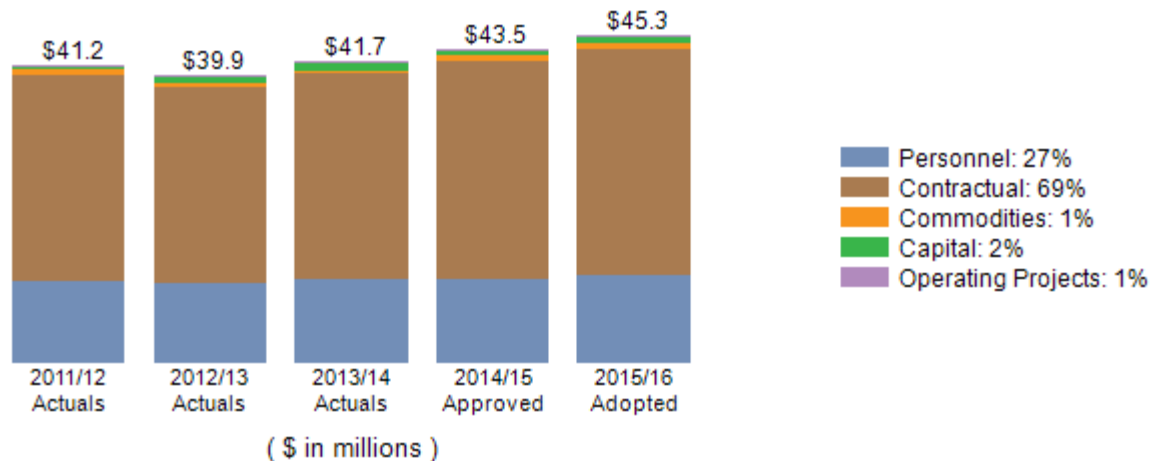


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 Adopted

Strategic Goal(s)Advance
TransportationEnhance
NeighborhoodsPreserve
Meaningful
Open SpaceSeek
SustainabilitySupport
Economic
VitalityValue 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, 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, 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.

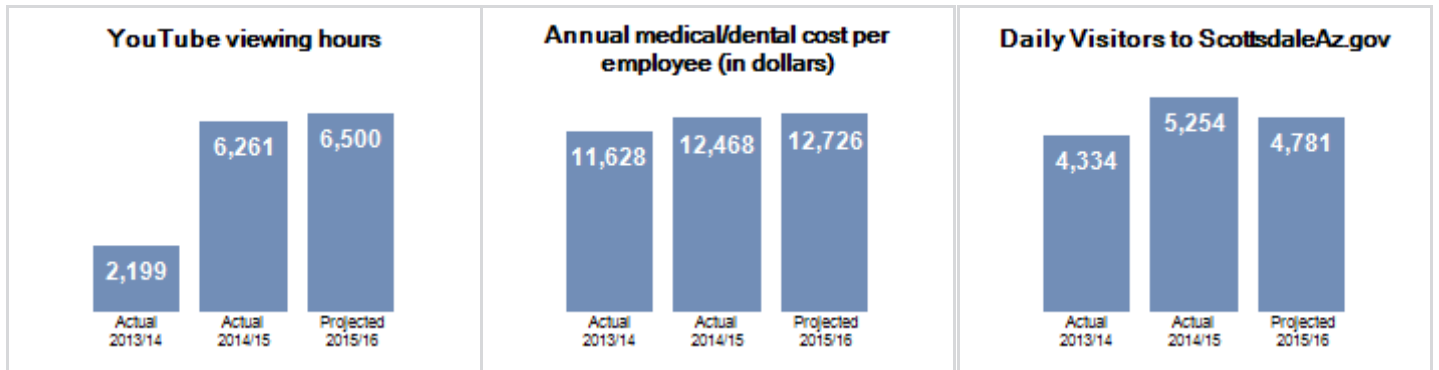
FY 2014/15 Achievements

- Worked in partnership with the web and design services team in IT and every city department to develop and build the new, mobile-responsive city website. Keeping the project in house saved the city tens of thousands of dollars.
- Improved the Employee Performance Management process significantly to include the successful implementation of the online Employee Performance Evaluation system; edited AR 355 - Performance Management; and conducted city-wide training on the new process.
- Developed 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. Developed a roadmap to complete work related to best practices in providing resiliency options for the key city data centers.
- Received the National Procurement Institute Award for Excellence in Procurement for the 16th straight year.

FY 2015/16 Objectives

- Promote and publicize the redesign and re-launch of ScottsdaleAZ.gov as a primary source for information about the city.
- Continue to support transparency and consistency in the culture of performance management through updating and following policies and procedures.
- Replace the application used by Street Operations to track work and material used to maintain pavement and drainage assets. The new system will be more efficient to use and allow for improved reporting and analysis.
- Implement internal audit recommendations for procurement process improvements.

Charted Performance Measures



Total time viewers spent watching original videos produced by Channel 11 and distributed via YouTube. This number grows and is of growing importance as we employ short form videos as a primary means to inform and engage the public.

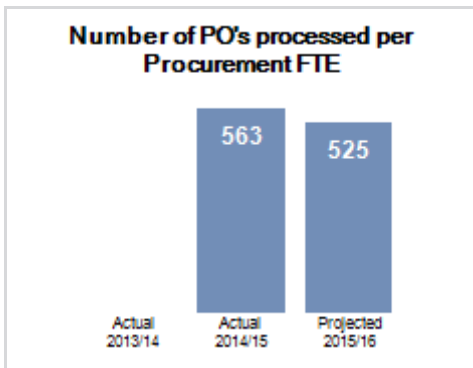
Data provided is based on the total budget of all plans. For FY 2015/16 the total medical/dental cost is \$28.3 million for 2,222 covered employees.

Numbers are based on current increases and trends. An unknown that could affect our totals is 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

Workload

Workload



This represents the number of POs processed divided by the number of direct Procurement FTE in Purchasing.

Efficiency

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	124.41	120.91	124.10	3.19
% of City's FTEs			5.01 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	14,831,179	15,559,090	15,893,388	334,298
PC Replacement Fund	681,287	551,467	815,941	264,474
Self-Insurance Funds	26,211,620	27,356,614	28,607,655	1,251,041
Total Budget	41,724,087	43,467,171	45,316,984	1,849,813

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	11,567,754	11,713,268	12,313,561	600,293
Contractual Services	28,516,638	30,156,911	31,302,870	1,145,959
Commodities	458,962	668,525	630,758	-37,767
Capital Outlays	1,010,305	551,467	840,941	289,474
Subtotal Operating Budget	41,553,660	43,090,171	45,088,130	1,997,959
Operating Projects	170,427	377,000	228,854	-148,146
Total Budget	41,724,087	43,467,171	45,316,984	1,849,813

Budget Notes and Changes

- The change in FTE and increase in Personnel Services is due to: 1) 3.00 FTE positions transferred from the Police Division to the Administrative Services Division - Human Resources Department to centralize all Human Resources functions; 2) 1.00 FTE position in Communications was reduced to part-time (0.50 FTE); 3) an additional 1.00 FTE was added in Communications as a entry level Specialist position; 4) a 0.50 FTE Public Information Officer position was transferred to the Public Works Division; and 5) a part-time position in the Information Technology Department was converted to a full-time position (net increase of 0.19 FTE) and reclassified from a Secretary to a Systems Integrator - Cable Puller.
- The increase in the Self-Insurance Funds and Contractual Services is primarily due to the increase in healthcare and the costs of providing the city's health insurance.
- The increase in the PC Replacement Fund and Capital Outlays is tied to PC replacement purchases which vary each year based on the age and condition of equipment.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Core communication products generated Note: The Office of Communication is emphasizing communications about the core functions of city government, and as a priority in the year ahead will produce feature news items, videos and graphics to illustrate these stories.	New	12	15
Efficiency			
Average Requisition throughput processing in days Note: This represents the average time in days to process a requisition into a purchase order. The start time is when the requisition is received in the Purchasing System. This will include all items that require a requisition before the process can continue such as Scope of Work documents but does not include RFPs and RFQs because requisitions are not input until the initial process of evaluation is complete.	New	5.32	5.00
Effectiveness			
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 Note: In FY 2014/15, 3,161 surveys were completed.	4.98	4.98	4.97
Percentage of job recruitments completed within 60 days Note: The goal is to complete recruitments in a timely manner within 60 days or less. Public Safety recruitments are excluded from this metric due to their extensive recruitment process.	59%	48%	80%

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 Design 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.
- 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 2014/15 Achievements

- Worked in partnership with the web and design services team in IT and every city department to develop and build the new, mobile-responsive city website. Keeping the project in house saved the city tens of thousands of dollars.
- Developed "Flavors of Scottsdale" in partnership with the Diversity and Downtown offices; the video series tells the story of Scottsdale's diverse culinary scene by showcasing three very different restaurants and restaurateurs in Downtown Scottsdale.
- Managed the production of "The People's Preserve: How Scottsdale Created the McDowell Sonoran Preserve" - the official history of the preserve was published through Amazon's self-publishing platform, making the book available on demand to anyone across the world who wants a copy.
- Produced and hosted the citywide "Communicators' Summit" and the annual Scottsdale Employee Awards.
- Supported "Baseball City" a two day celebration of Scottsdale's historic and cultural ties to America's Pastime held March 7-8 on the Scottsdale Civic Center Mall.

FY 2015/16 Objectives

- Promote and publicize the redesign and re-launch of ScottsdaleAZ.gov as a primary source for information about the city.
- Support any city elections with comprehensive communication efforts that meet all requirements of state statutes and federal law.
- Continue focus on a core communication strategy to increase citizen awareness and knowledge of core city services and activities.
- Launch new tools to increase public feedback and engagement on city programs and issues.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	8.10	8.10	8.10	0.00
% of City's FTEs			0.33 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	794,350	822,991	827,576	4,585
Total Budget	794,350	822,991	827,576	4,585

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	754,680	765,011	771,400	6,389
Contractual Services	31,595	48,730	47,654	-1,076
Commodities	8,075	9,250	8,522	-728
Capital Outlays	0	0	0	0
Subtotal Operating Budget	794,350	822,991	827,576	4,585
Operating Projects	0	0	0	0
Total Budget	794,350	822,991	827,576	4,585

Budget Notes and Changes

- The increase in Personnel Services is due to the net effect of: 1) reducing 1.00 FTE position to part-time (0.50 FTE); 2) adding 1.00 FTE entry level Specialist position; and 3) transferring a 0.50 FTE Public Information Officer position to the Public Works Division.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Core communication products generated Note: The Office of Communication is emphasizing communications about the core functions of city government, and as a priority in the year ahead will produce feature news items, videos and graphics to illustrate these stories.	New	12	15
Hours of live video coverage of City Council and other public meetings 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 2015/16.	146	157	150
Effectiveness			
YouTube viewing hours Note: Total time viewers spent watching original videos produced by Channel 11 and distributed via YouTube. This number grows and is of growing importance as we employ short form videos as a primary means to inform and engage the public.	2,199	6,261	6,500
Ad value equivalency (Note: changes in media makeup & coverage are making this measure more difficult to track and less meaningful. We plan to continue tracking but will remove it as a key performance measure) 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. Numbers continue to decline as newspaper coverage of local issues decreases. We have adjusted targets for FY 2015/16 and will evaluate whether this remains a valuable performance measure moving forward.	\$64,931	\$34,863	\$35,000



FY 2015/16 Adopted Budget

Strategic Goal(s)



Seek
Sustainability

Description

The Human Resources (HR) Department provides employee-centric services for a world class organization.

Services Provided

- Administers the recruitment/selection process to include new employee orientations.
- Manages benefits administration and wellness incentive programs.
- Conducts employee and management consultations and employee relations services.
- Updates, administers and interprets personnel policies, rules and regulations.
- Manages the citywide compensation and classification program.
- Manages and conducts employee training sessions and programs.
- Coordinates the citywide volunteer program.
- Initiates and processes HR-related forms and paperwork.

FY 2014/15 Achievements

- Improved the Employee Performance Management process significantly to include the successful implementation of the online Employee Performance Evaluation system; edited AR 355 - Performance Management; and conducted city-wide training on the new process.
- Updated Scottsdale Revised Code - Chapter 14, Human Resources Management ordinance and will go into effect July 2, 2015.
- Received four Live Life Well Program wellness awards to include: Phoenix Business Journal's Healthiest Employers Award; Cigna Healthcare Well-Being Award; American Heart Association Fit Friendly Worksite - Gold Level; and Healthy Arizona Worksite Award - Silver Level.
- Addressed successfully nine open audit recommendations from past audits to include the FY 2012/13 E-Verify Compliance audit.
- Nominated for the Governor's Volunteer Service Award for the city-wide Volunteer Program.

FY 2015/16 Objectives

- Review and update the employee compensation plan to ensure fairness and equity.
- Offer relevant training for employees at all levels of the organization.
- Ensure high-quality, responsive service is provided through efficient and effective processes.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	21.50	19.00	22.00	3.00
% of City's FTEs			0.89 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	2,183,841	2,233,057	2,630,159	397,102
Self-Insurance Funds	26,211,620	27,356,614	28,607,655	1,251,041
Total Budget	28,395,461	29,589,671	31,237,814	1,648,143

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	1,927,013	1,602,823	2,051,790	448,967
Contractual Services	26,368,481	27,666,658	28,905,590	1,238,932
Commodities	99,967	320,190	280,434	-39,756
Capital Outlays	0	0	0	0
Subtotal Operating Budget	28,395,461	29,589,671	31,237,814	1,648,143
Operating Projects	0	0	0	0
Total Budget	28,395,461	29,589,671	31,237,814	1,648,143

Budget Notes and Changes

- The increase in FTE and Personnel Services is due transferring 3.00 FTE positions (Public Safety Personnel Manager and 2 Human Resources Analyst, Sr. positions) from the Police Division to the Administrative Services Division - Human Resources Department to centralize all Human Resources functions.
- The increase in the Self Insurance Funds and Contractual Services is primarily due to the increase in healthcare and the costs of providing the city's health insurance.
- The Tuition Reimbursement Program increased \$25,000 for a total of \$75,000.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Annual medical/dental cost per employee (in dollars)	\$11,628	\$12,468	\$12,726
Note: Data provided is based on the total budget of all plans. For FY 2015/16 the total medical/dental cost is \$28.3 million for 2,222 covered employees.			
Percentage of full-time employees completing at least one Performance Competency based training per year	New	5%	25%
Note: Performance Competency based training follows the Performance Evaluation categories to include: Accountability, Customer Service, Teamwork and Diversity & Inclusion.			

Effectiveness			
Percentage of job recruitments completed within 60 days	59%	48%	80%
Note: The goal is to complete recruitments in a timely manner within 60 days or less. Public Safety recruitments are excluded from this metric due to their extensive recruitment process.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The Judicial Appointments Advisory Board (JAAB) makes advisory recommendations to the City Council regarding the appointment and reappointment of full-time City judges. The JAAB will use merit-based criteria to recommend the best-qualified people to become City judges and to advise the City Council about retaining City judges. There were no appointments or reappointments in FY 2014/15, therefore the JAAB did not meet.	7	0	\$0	0.0
The Personnel Board hears appeals submitted by City employees relating to dismissal, demotion, or suspensions; and, submits its recommendations to the City Manager.	3	26	\$582	0.0
Pursuant to A.R.S. 38-847, the Public Safety Personnel Retirement System Boards, Police Local and Fire Local, are responsible for deciding all questions of eligibility and service credits, and determine the amount, manner, and time of payment of any benefits under the Public Safety Personnel Retirement System.	2	16	\$358	0.0
Total	12	42	\$940	0.0

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 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. The department consists of four areas: IT Administration, Technology Infrastructure, Application Development and Geographic Information System, and IT Security.

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 Design 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 2014/15 Achievements

- Developed 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. Developed a roadmap to complete work related to best practices in providing resiliency options for the key city data centers.
- Replaced the application used by Community Services to track work and material used to maintain parks and other public spaces. The new system is more efficient to use and allows for improved reporting and analysis.
- Consolidated the web filtering solution with the network firewalls to improve resiliency and reduce costs.
- Updated the email security solution to provide better protection from the increasingly advanced and diverse phishing attacks.

FY 2015/16 Objectives

- Complete Phase 1 of the Office 365 Implementation plan. This phase will focus primarily on the infrastructure, authentication, and administration of Office 365 for use within the city.
- Replace the application used by Street Operations to track work and material used to maintain pavement and drainage assets. The new system will be more efficient to use and allow for improved reporting and analysis.
- Attend monthly cyber threat briefings from FBI and Homeland Security to gain intelligence regarding emerging cyber threats. Use this information to enhance cyber defenses for the city.
- Complete Phase 1 of the District 3 to SCA Police Data migration project per the plan being developed in FY 2015/16, which is the first step of the IT Essential Services Restoration plan that provides resiliency for the City's four primary data centers. This goal is dependent upon the successful classification of the SCA datacenter as "Physically Secure" per ACJIS guidelines.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	70.81	70.81	71.00	0.19
% of City's FTEs			2.87 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	9,351,984	10,231,292	10,148,165	-83,127
PC Replacement Fund	681,287	551,467	815,941	264,474
Total Budget	10,033,271	10,782,759	10,964,106	181,347

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	7,331,799	7,747,506	7,884,744	137,238
Contractual Services	1,656,309	1,935,891	1,841,909	-93,982
Commodities	182,765	170,895	167,658	-3,237
Capital Outlays	691,971	551,467	840,941	289,474
Subtotal Operating Budget	9,862,844	10,405,759	10,735,252	329,493
Operating Projects	170,427	377,000	228,854	-148,146
Total Budget	10,033,271	10,782,759	10,964,106	181,347

Budget Notes and Changes

- The increase in FTE and Personnel Services is primarily due to the conversion of a part-time position to a 1.00 FTE position (net increase of 0.19 FTE) which was also re-classified from a Secretary to a Systems Integrator - Cable Puller as well as the increase to healthcare costs.
- The increase in PC Replacement Fund and Capital Outlays is tied to PC replacement purchases which vary each year based on the age and condition of equipment.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
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.	45.6	45.8	47.0
Number of databases supported Note: Growth slower than projected due to deprecation of old apps during the web app server replacement and push to remove unused DBs on test servers.	1,306	1,244	1,230
Number of custom reports executed Note: Larger than estimated because Utility Billing is now printing monthly statements through the enterprise SSRS server rather than a custom Crystal Reports solution.	1,248,000	2,152,075	2,700,000
Number of work orders completed Note: 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 City Treasurer's Technology staff which were added this fiscal year.	21,531	26,523	27,500
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.	175	183	185
Graphics design projects completed	257	265	270
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.	4,334	5,254	4,781
Effectiveness			
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. Note: In FY2014/15, 3,161 surveys were completed.	4.98	4.98	4.97

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Performs PC imaging and hardware repair for PCs, laptops and printers	1	200	\$4,474	0.1
Total	1	200	\$4,474	0.1

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."

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 2014/15 Achievements

- Received the National Procurement Institute Award for Excellence in Procurement for the 16th straight year.
- Executed the city-wide, multi-functional copier contract and installed new units for the next 5 year period.
- Implemented an internal peer auditing program to improve consistency and quality of electronic files and records.

FY 2015/16 Objectives

- Implement internal audit recommendations for procurement process improvements.
- Create and install new USPS mandated Intelligent Mail Barcoding (IMB) process for all outgoing City mail parcel/flat type items.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	24.00	23.00	23.00	0.00
% of City's FTEs			0.93 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	2,501,005	2,271,750	2,287,488	15,738
Total Budget	2,501,005	2,271,750	2,287,488	15,738

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	1,554,263	1,597,928	1,605,627	7,699
Contractual Services	460,253	505,632	507,717	2,085
Commodities	168,155	168,190	174,144	5,954
Capital Outlays	318,335	0	0	0
Subtotal Operating Budget	2,501,005	2,271,750	2,287,488	15,738
Operating Projects	0	0	0	0
Total Budget	2,501,005	2,271,750	2,287,488	15,738

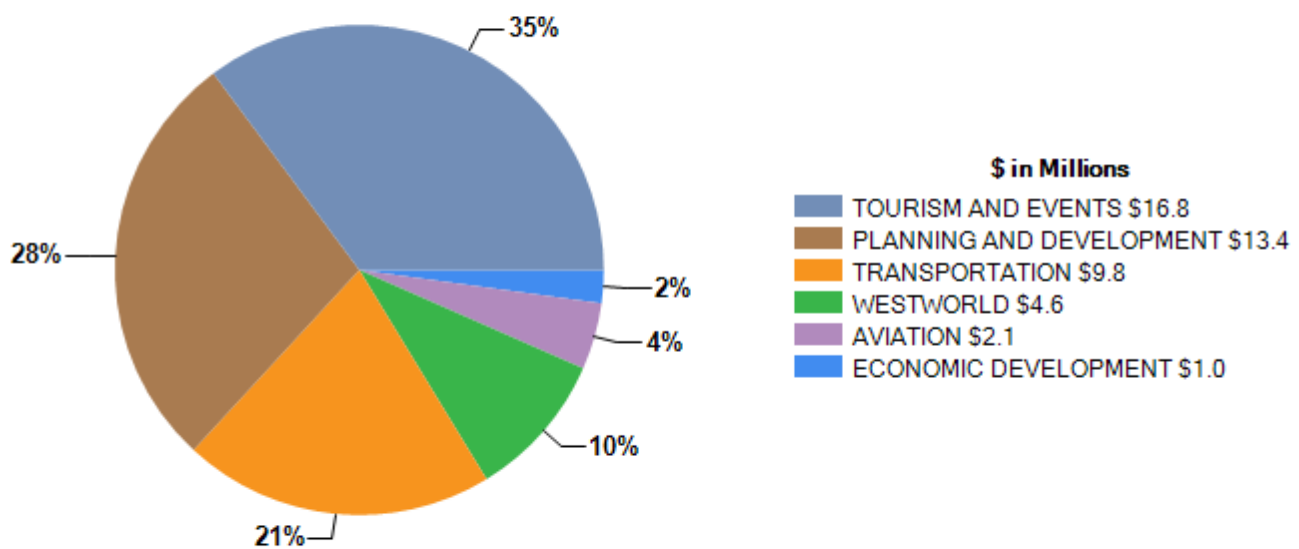
Budget Notes and Changes

- No explanations necessary.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Efficiency			
Number of POs processed per Procurement FTE Note: This represents the number of POs processed divided by the number of direct Procurement FTE in Purchasing.	New	563	525
Average Requisition throughput processing in days Note: This represents the average time in days to process a requisition into a purchase order. The start time is when the requisition is received in the Purchasing System. This will include all items that require a requisition before the process can continue such as Scope of Work documents but does not include RFPs and RFQs because requisitions are not input until the initial process of evaluation is complete.	New	5.32	5.00
Number of receipts and issues per FTE in the Warehouse Note: This represents the number of all receipts and issues of materials that the warehouse FTE staff handle per year. The numbers are a function of annual purchases across the City and issues to various internal departments from stocks.	New	4,403	4,200
Average delivery time in days to deliver goods received by the Warehouse to the end user departments Note: This represents the average delivery time in days that it takes the Warehouse staff to deliver newly received materials from the warehouse to the end user department.	New	1.07	1.75
Number of pieces of mail (in or out) processed per Mail FTE Note: This represents the number of pieces of mail, both incoming and outgoing, that the City handles and processes per FTE of the Warehouse Mail Technicians and Mail Courier staff. This is impacted by the volume of mail both in and out that the City as a whole receives and generates.	New	1,131,252	1,057,000
Average number of time in days to complete In House Graphics Requisitions for city staff Note: This represents the average time in days it takes the Graphics staff to complete In House Graphics Requisitions for internal city staff.	New	2.02	2.0
Effectiveness			
Inventory Turns from the warehouse for stocked items for issue Note: The average stock inventory value on hand is \$216,000. This stock inventory is issued to various city departments including Facilities, Fire, and Water from the warehouse. This measure represents the effectiveness of our inventory policy by measuring how often that inventory is turned over in a 12 month period.	New	4.4	4.0

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2015/16 Adopted Budget

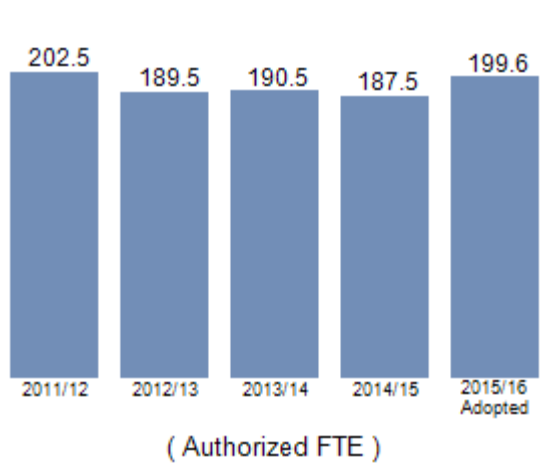


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
TOURISM AND EVENTS	14,663,294	16,241,716	16,828,598	586,882
PLANNING AND DEVELOPMENT	13,506,350	13,392,871	13,369,609	-23,262
TRANSPORTATION	7,605,489	9,221,723	9,843,520	621,797
WESTWORLD	3,748,636	4,199,625	4,639,957	440,332
AVIATION	1,840,562	2,155,118	2,107,032	-48,086
ECONOMIC DEVELOPMENT	991,506	1,071,996	1,040,467	-31,529
Total Budget	42,355,836	46,283,049	47,829,183	1,546,134

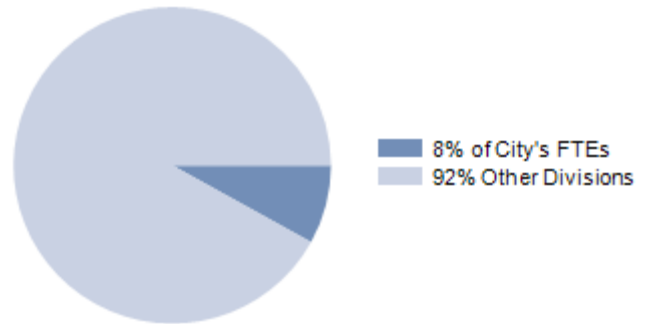


FY 2015/16 Adopted Budget

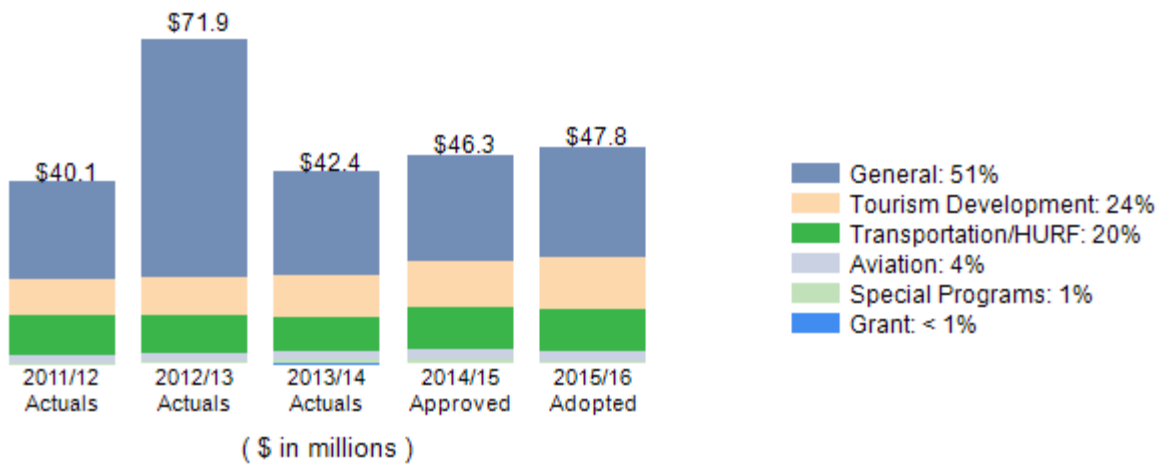
Staff Summary



FY 2015/16 Adopted

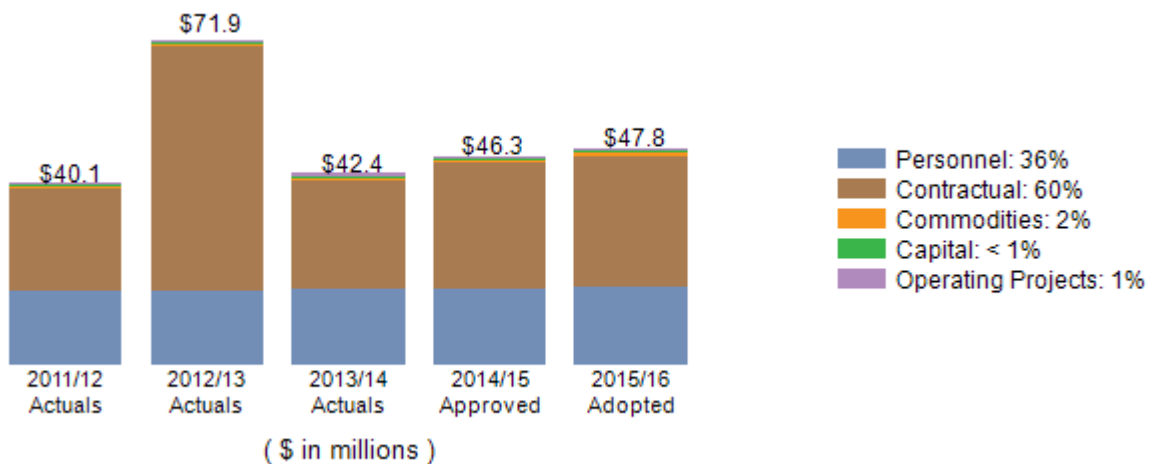


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 Adopted

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 six departments: Aviation, Economic Development, Planning & Development, Tourism & Events, Transportation, and WestWorld.

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 for 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.

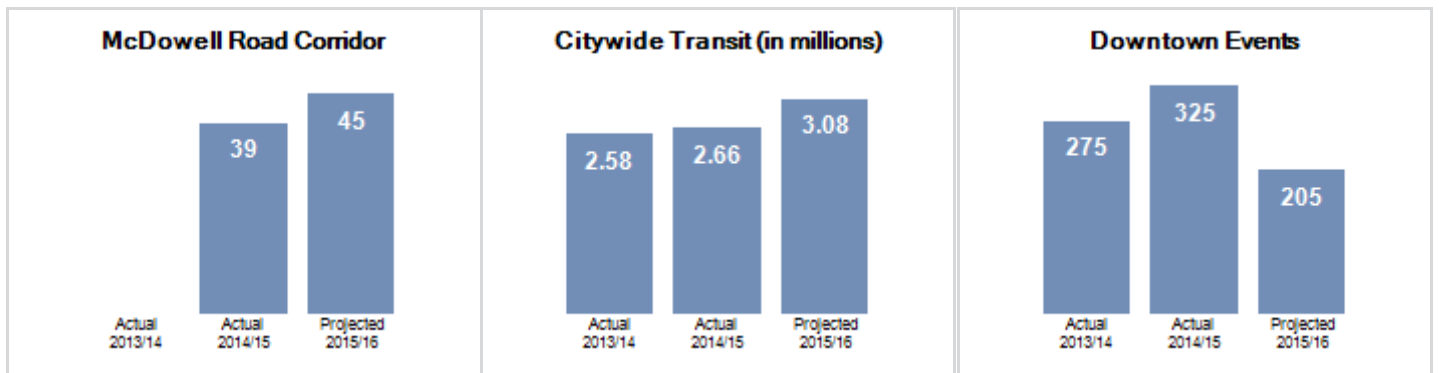
FY 2014/15 Achievements

- Achieved the greatest number of aircraft operations in the valley during Super Bowl weekend.
- Completed draft Economic Development Strategic Plan framework on schedule and on budget as part of the Council Strategic Priorities.
- Reduced McDowell Corridor building permit fees to jump-start revitalization of existing residential and commercial properties in the area. The program runs for two years.
- Coordinated efforts with SCVB and Macerich/Scottsdale Fashion Square to hold Fan Fest Scottsdale where more than 100,000 locals and tourists attended activities related to Super Bowl XLIX.
- Increased frequency for Bus Routes 17/McDowell Road; 29/Thomas Road; and 41/Indian School Road.
- Provided staff support, coordination and oversight of major tourism events such as the 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.

FY 2015/16 Objectives

- Complete a terminal area redevelopment evaluation in an effort to enhance and upgrade facilities and collaborate with a new tenant base to increase revenue generation.
- Continue implementation and reporting on progress of Economic Development Strategic Plan.
- Complete the state required public hearing process for General Plan 2035 including citywide engagement of community members, Planning Commission remote and recommendation hearings, and City Council consideration of adoption.
- Work with event producers, business owners, and Tourism Development Commission, Tourism Advisory Task Force to enhance the quality and number of events.
- Complete 12 studies at specific segments or intersections to improve roadway safety.
- Book up to 13 new WestWorld events this year while continuing to increase the number and diversity of events.

Charted Performance Measures



Activities to promote revitalization (new measure beginning FY 2014/15)

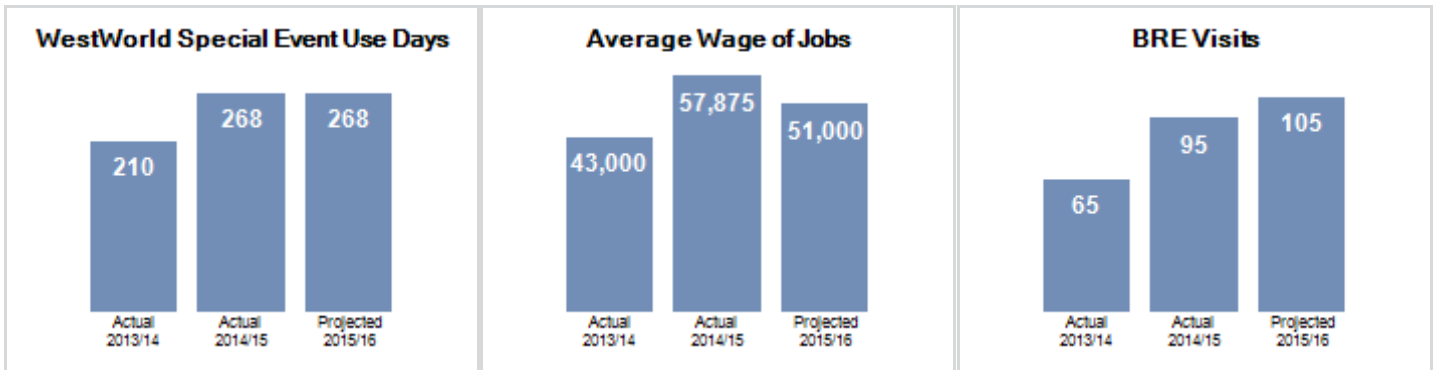
Transit ridership

Number of Downtown Scottsdale events and activities processed by staff and Special Events Committee

Workload

Effectiveness

Workload



Number of special event use days at WestWorld

Average wage of jobs created or retained

Business retention and expansion visits conducted

Workload

Effectiveness

Workload

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	190.50	187.47	199.58	12.11
% of City's FTEs			8.06 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Aviation Fund	1,840,562	2,155,118	2,107,032	-48,086
General Fund	22,830,098	23,502,347	24,216,806	714,459
Grant Funds	238,585	0	0	0
Special Programs Fund	501,423	1,025,337	507,226	-518,111
Tourism Development	9,339,679	10,378,524	11,454,599	1,076,075
Transportation/HURF Fund	7,605,489	9,221,723	9,543,520	321,797
Total Budget	42,355,836	46,283,049	47,829,183	1,546,134

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	16,680,532	17,026,529	17,208,987	182,458
Contractual Services	24,270,942	27,633,492	28,939,196	1,305,704
Commodities	798,499	906,484	1,143,457	236,973
Capital Outlays	89,355	66,764	30,874	-35,890
Subtotal Operating Budget	41,839,327	45,633,269	47,322,514	1,689,245
Operating Projects	516,509	649,780	506,669	-143,111
Total Budget	42,355,836	46,283,049	47,829,183	1,546,134

Budget Notes and Changes

- The change in FTE is due to: 1) Conversion from WestWorld slots to part-time positions (8.77 FTE); 2) Additional WestWorld custodial and maintenance hours for part-time positions to address the facilities increased square footage (3.34 FTE); 3) Elimination of the Economic Development Assistant Director position (-1.00 FTE); and adding 1.00 FTE Senior Transportation Representative position to oversee the cab connection program.
- The decrease in the Special Programs Fund is to align budget authority with forecasted revenues.
- The Contractual Services increase is primarily due to the increase in the Bed Tax destination marketing contract as a result of a forecasted increase in Bed Tax revenues accounted for in the Tourism Development Fund (The amount of the contract is 50 percent of the annual bed tax receipts).
- The increase to General Fund and Commodities is due to WestWorld inventory purchased for resale which has a revenue offset.
- The decrease in Operating Projects is related to the Art in Public Places (AIPP). This budget represents the former program for AIPP that Tourism and Development will administer until the funds are depleted. The current AIPP program is budgeted for in the Capital Improvement Plan.



FY 2015/16 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

- Provides a safe, secure and efficient operating environment for the airport users, tenants and customers.

FY 2014/15 Achievements

- Achieved the greatest number of aircraft operations in the valley during Super Bowl weekend.
- Continued compliance with Federal Aviation Administration (FAA) standards and grant assurances.

FY 2015/16 Objectives

- Complete a terminal area redevelopment evaluation in an effort to enhance and upgrade facilities and collaborate with a new tenant base to increase revenue generation.
- Complete Phase I of the Taxiway B Rehabilitation with Federal Aviation Administration and State funding of \$8.6 million.
- Continued compliance with Federal Aviation Administration (FAA) standards and grant assurances.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	14.00	14.47	14.47	0.00
% of City's FTEs			0.58 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Aviation Fund	1,840,562	2,155,118	2,107,032	-48,086
Total Budget	1,840,562	2,155,118	2,107,032	-48,086

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	1,070,741	1,137,830	1,128,375	-9,455
Contractual Services	663,919	885,243	882,202	-3,041
Commodities	57,177	75,455	81,455	6,000
Capital Outlays	48,725	56,590	15,000	-41,590
Subtotal Operating Budget	1,840,562	2,155,118	2,107,032	-48,086
Operating Projects	0	0	0	0
Total Budget	1,840,562	2,155,118	2,107,032	-48,086

Budget Notes and Changes

- The decrease in Capital Outlays reflects the reduction for Aviation Department fleet replacements from the prior fiscal year. The cost can vary greatly depending on what vehicles are due for replacement.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Annual number of US Customs uses	490	757	800
Note: This measure tracks the number of aircraft cleared by US Customs each year.			
Efficiency			
Federal Airport Administration grants received (\$ in millions)	\$6.0	\$5.5	\$7.5
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)	42,699	42,000	43,000
Note: This measure of aircraft operations depicts transient/corporate aircraft activity.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The Airport Advisory Commission consists of seven members who assist staff and advise the City Council on aviation related issues, including: 1) maintenance and operations of the airport, 2) rules, regulations, and minimum operating standards, 3) the effects of airport operations and projects on the environment, 4) proposed development, 5) aviation related fees, 6) leases, 7) land use policies, 8) the future role of the airport, and 9) safety matters.	7	105	\$2,349	0.1
Total	7	105	\$2,349	0.1

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 Adopted Budget

Strategic Goal(s)**Description**

Through its economic development investments and programs, the City of Scottsdale retains, grows and attracts targeted sources of wealth generation to enhance the community's tax base and quality of life, preserve the natural environment and foster prosperity for all citizens. The Economic Development Department supports the business retention, expansion, attraction and entrepreneurial ecosystem and development that are 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.

Services Provided

- Develops strategies and offer programs and services designed to attract quality firms and jobs - domestic and global in targeted sectors - to ensure long-term viability of the City's revenue and employment base.
- Assists existing businesses in retention and expansion efforts to maintain and improve the viability of the local economy.
- Supports efforts that will enable Scottsdale's present and future employers to cultivate, retain and attract the talent that they need.
- 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 2014/15 Achievements

- Delivered, as part of City Council's strategic priorities, a final Economic Development Plan adopted unanimously by City Council, and launched implementation efforts.
- Participated with material influence in the attraction or expansion of 13 unique businesses representing an estimated 1,180 new jobs in the first 12 months of business operations with an average wage of \$57,875 and an overall total of 1,475 new jobs over five years.
- Completed 95 direct business retention outreach visits, reporting 3,126 new job creations in Scottsdale in the next year.
- Created and launched the new comprehensive 'WorkScottsdale' talent recruitment initiative in response to business request for assistance in workforce attraction.
- Created and produced several new publications developed to assist and serve businesses, including the Scottsdale Advantage, Executive Relocation Guide, Small Business Startup Guide, Work Scottsdale Promo Card, Talent Accelerator Guide, Cure Corridor promotional pamphlet and several direct mail campaign pieces sent to target industry representatives and site selectors.
- Elevated team skill sets through a focus on training opportunities with all economic development staff eligible to sit for Certified Economic Developer exam by the end of FY 2015/16.
- Received several notable awards in recognition of departmental excellence: International Economic Development Council 2014 Bronze Award for the ChooseScottsdale.com website; the FDi Magazine 2014 Economic Development Innovation Team Award; and the Arizona Association for Economic Development's 2015 Large Community Economic Development Organization of the Year Award.
- Partnered with eight Scottsdale area hotels and resorts which agreed to consider or commit to airing business attraction related videos on closed circuit room channels to promote Scottsdale as a business location to corporate travelers.
- Participated in 10 regional and state outreach tradeshows and market visits, directly connecting with more than 275 new business contacts and opportunities.
- Hosted the Second Annual Cure Corridor event promoting Scottsdale's bio-life sciences sector development strategy with over 240 attendees and an event video resulting in 1,716 online YouTube views of keynote presentations.
- Launched Scottsdale Target Industry Think Tank discussions as well as inaugural new New Business Appreciation Event to garner input on better methods of serving existing Scottsdale companies and connecting them to one another, with more than 45 corporate leadership participants.

FY 2015/16 Objectives

- Continue implementation and reporting on progress of Economic Development Strategic Plan.
- Develop and implement a comprehensive and robust marketing and communications strategy targeted to key decision-making audiences that impact/influence business expansion, location and startup decisions.
- Advance Scottsdale's competitiveness for business recruitment and attraction through participation in targeted trade and other local, regional and state activities in conjunction with state and regional economic development partners.
- Intensify business appreciation, retention and expansion and internal lead generation activities.
- Continue to develop "Scottsdale Welcomes You" outreach program to engage new professional recruits, and labor recruitment strategies to attract new ones in partnership with major employers.
- In partnership with the Civic Center Library, increase activity and directly impact business growth at the Eureka Loft through facility improvement and programming.
- Work with the tourism industry to identify ways to pitch Scottsdale to visiting business leaders.
- Continue to elevate and advance the professional development and skill sets of Scottsdale's economic development staff through professional training and certification, in pursuit of department accreditation within two years.
- Engage with the business community through focus group events, training programs and key event production such as the annual Cure Corridor event.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	6.00	7.00	6.00	-1.00
% of City's FTEs			0.24 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	991,506	1,051,996	1,020,467	-31,529
Special Programs Fund	0	20,000	20,000	0
Total Budget	991,506	1,071,996	1,040,467	-31,529

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	651,091	747,982	698,465	-49,517
Contractual Services	329,786	306,714	326,502	19,788
Commodities	9,212	17,300	15,500	-1,800
Capital Outlays	1,416	0	0	0
Subtotal Operating Budget	991,506	1,071,996	1,040,467	-31,529
Operating Projects	0	0	0	0
Total Budget	991,506	1,071,996	1,040,467	-31,529

Budget Notes and Changes

- The 1.00 FTE decrease and decrease in Personnel Services is due to the elimination of the Economic Development Assistant Director position.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Total number of business retention and expansion outreach visits conducted	65	95	105
Number of focus groups, educational seminars, tours or other programs coordinated and executed	15	13	15
Effectiveness			
Number of jobs created or retained with material departmental assistance <small>Note: This is an indicator of new economic activity.</small>	1,200	1,180	800
Average wage of jobs created or retained with material departmental assistance	\$43,000	\$57,875	\$51,000
Total five-year direct economic impact of projects created or retained with material departmental assistance <small>Note: This is a new metric for FY 2015/16.</small>	New	\$6.5 million	\$15.0 million
Number of total sessions on ChooseScottsdale.com website <small>Note: This is a new metric for FY 2015/16.</small>	New	10,693	11,500

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions The Industrial Development Authority (IDA) was incorporated by the State in 1984, and is a legally independent political jurisdiction of the State. Its primary purpose is to issue tax-exempt bonds for certain types of private development (primarily smaller manufacturing facilities, and non-profit facilities) for the purpose of attracting new economic activity to the community. The IDA Board contracts for legal, financial, and City administrative advisors to assist it in evaluating projects. The IDA also charges bond recipients a small administrative fee to cover all these costs, and receives no City financial support.	7	160	\$3,579	0.1
Total	7	160	\$3,579	0.1

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 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 preserves, reinforces and revitalizes commercial areas and residential neighborhoods to provide a sustainable high quality of life. The department comprises Administration/Technology, Long Range Planning, Current Planning, Development Services and Neighborhood Services.

Services Provided

- Ensures the community vision, values, and goals are considered for all development proposals to City Council, Planning Commission and Development Review Board.
- Ensures procedures and resources necessary to carry out leadership goals and the financial infrastructure necessary to most effectively leverage local, regional and federal funding to deliver high service levels to the community.
- Supports efficient and effective code enforcement using a proactive and collaborative approach.
- Provides financial strategic planning, operational and policy analysis for the division and to our internal and external customers.
- Provides project coordination and leadership for technology projects in the division.

FY 2014/15 Achievements

- Leveraged technology by alerting city staff experts via text message or computer for quick response to One Stop Shop customers with complex matters.
- Leveraged technology by emailing Certificate of Occupancy after final inspections were completed, eliminating the need for each Certificate to be printed and mailed.
- Leveraged technology by providing preliminary application information online for customers.
- Leveraged technology by allowing architects to schedule preliminary plan review meetings online to ask questions specific to the project and get clarification on major items before submitting plans.
- Leveraged technology by creating a mobile-friendly interface to help customers track permits and schedule inspections via their phones and tablets.
- Enhanced neighborhoods by Code Enforcement efforts.
- Reduced McDowell Corridor building permit fees to jump-start revitalization of existing residential and commercial properties in the area. The program runs for two years.
- Completed 18 projects with 228 volunteers through the 'Operation Fix It' program.
- Began the public hearing process for the draft Scottsdale General Plan 2035.
- Provided timely and quality construction document review for building plan submittals.

FY 2015/16 Objectives

- Complete the state required public hearing process for General Plan 2035 including citywide engagement of community members, Planning Commission remote and recommendation hearings, and City Council consideration of adoption.
- 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.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	127.50	121.50	121.50	0.00
% of City's FTEs			4.91 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	13,218,956	13,287,064	13,263,802	-23,262
Grant Funds	238,585	0	0	0
Special Programs Fund	48,809	105,807	105,807	0
Total Budget	13,506,350	13,392,871	13,369,609	-23,262

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	11,653,270	11,283,853	11,308,688	24,835
Contractual Services	1,652,588	1,787,225	1,733,325	-53,900
Commodities	172,441	311,619	311,722	103
Capital Outlays	28,052	10,174	15,874	5,700
Subtotal Operating Budget	13,506,350	13,392,871	13,369,609	-23,262
Operating Projects	0	0	0	0
Total Budget	13,506,350	13,392,871	13,369,609	-23,262

Budget Notes and Changes

- No explanations necessary.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Efficiency			
Engineering and building plans completed within 21 calendar days Note: This is a measure of responsiveness to plans submitted for review. Staff has continued to meet the established goal.	100%	99.8%	99.4%
Average wait time at One Stop Shop (in minutes) Note: Online Digital Submittals appear to have a positive effect on customer wait times.	15	14	13
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%	97%	97%
Average time for initial response to a code enforcement complaint (in days) Note: This measures the average responsiveness to citizen-initiated complaints. The National average is 3.3 days.	0.8	0.9	0.3
Effectiveness			
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 is 50% proactive initiation of cases.	66%	70.6%	70.5%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
Development Review Board reviews and approves architectural design and layout of proposed development plans. This includes site planning and the relationship of the development to the surrounding environment and the community.	5	200	\$4,474	0.1
Planning Commission holds public meetings and makes recommendations to the City Council on all matters relating to the creation of zoning districts, the enforcement of zoning regulations, amendments to all zoning ordinances, and any other planning and zoning issue.	7	300	\$6,711	0.1
Neighborhood Advisory Commission advises and makes recommendations to the City Council on policies, plans, strategies and programs for the preservation, improvement and revitalization of Scottsdale's housing and neighborhoods.	7	168	\$3,758	0.1
Environmental Quality Advisory Board advises the City Council on issues related to environmental quality as well as the prioritization of future environmental activities and programs.	7	252	\$5,637	0.1
General Plan Task Force established to: 1) create and deliver a recommended draft General Plan to the Scottsdale Planning Commission and City Council; 2) review and consider contents of the 2001 General Plan and non-ratified 2011 General Plan, as well as any past community input on the General Plan, in the General Plan 2035 draft; 3) work with the Planning Agency to host and/or attend community meetings for public input on the General Plan 2035; and 4) monitor progress and changes to the recommended Scottsdale General Plan 2035 during the public hearing process.	25	2,100	\$46,977	1.0
Building Advisory Board of Appeals has the jurisdiction to recommend that minor variances in the electrical, plumbing and mechanical application of the Building Code be granted and that alternative construction methods or materials be allowed. The board also recommends amendments to the Code.	7	10	\$224	0.0
Historic Preservation Commission implements the ordinance process for identifying Scottsdale's historical, archaeological, and cultural resources, to promote an awareness of them for future generations, and to recommend programs to achieve community goals for their preservation and conservation. The Commission also reviews changes or alterations to the exterior of properties on the Scottsdale Historic Register in accordance with approved guidelines for each property.	7	372	\$8,322	0.2
Board of Adjustment is a quasi-judicial body that hears variance requests, and appeals of the Zoning Administrator's interpretation/decisions, and it makes administrative decisions regarding zoning requirements which create unnecessary hardships in the development of property due to exceptional or extraordinary conditions.	7	568	\$12,706	0.3

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Neighborhood Community Outreach volunteers for the Mediation Program. Mediators assist with simple neighbor-to-neighbor issues by allowing two parties to come together in a safe environment and helping them to come to an agreed-upon resolution. The mediators do not make any decisions but are a facilitator of dialogue.	9	18	\$403	0.0
Neighborhood Watch Program acts as a liaison for the Police Department / NW Coordinator by disseminating safety tips and general City information to their respective residents.	215	1,075	\$24,048	0.5
Downtown Ambassadors have two information sidewalk carts to interact with visitors in the Downtown area to provide information on various restaurants, sites to visit and shopping venues.	90	3,960	\$88,585	1.9
Adopt A Road program pick up litter and debris in rights-of-ways on 130 one-mile segments of major and minor city streets.	1,300	3,900	\$87,243	1.9
Sign Removal Program removes illegal right-of-way signs.	1	24	\$537	0.0
Total	2,474	15,670	\$350,539	7.5

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 Adopted Budget

Strategic Goal(s)Support
Economic
VitalityValue Scottsdale's
Unique Lifestyle and
Character**Description**

The Tourism and Events Department is responsible for the city's comprehensive tourism and events program. Staff will enhance and strengthen local tourism, events, arts, and cultural communities through the implementation of a program intended to maximize return on tax investment that includes events, research, marketing, and tourism related capital projects. Staff works 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

- 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 help 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 2014/15 Achievements

- Coordinated efforts with SCVB and Macerich/Scottsdale Fashion Square to hold Fan Fest Scottsdale where more than 100,000 locals and tourists attended activities related to Super Bowl XLIX.
- Coordinated efforts of a cross departmental team for effective communication and united efforts in planning, managing, and reviewing events and activities occurring during Super Bowl week.
- Processed 46 Special Event applications related to Super Bowl.
- Created and published Downtown monthly E-Newsletter to communicate with downtown business owners and market downtown.
- Opened Scottsdale's Museum of the West January, 15, 2015.
- Coordinated city support for major tourism-driven events such as the Waste Management Open, Barrett Jackson Collector Car Auction, Arabian Horse Show, Parada del Sol and ancillary events which attracted significant numbers of visitors to the area and provided exposure to potential visitors through media coverage.
- Enhanced communications by creating and distributing a Welcome Packet that provides materials and resources to event producers. Also created and published a Downtown monthly E-Newsletter to market downtown as well as a Tourism Advisory Task Force E-Newsletter to communicate task force accomplishments and updates on work defined by the Tourism Development and Marketing Strategic Plan.
- Coordinated and assisted with the completion of the online special event application submittal which allows customers to submit online at their convenience. This staff effort produced a 30 percent use of the online submittal process from applicants.
- Processed 272 special event applications through the Special Events Committee for Scottsdale events.
- Generated \$1.3 million non-local advertising/marketing value through the bed tax event funding program.

FY 2015/16 Objectives

- Work with event producers, business owners, and Tourism Development Commission, Tourism Advisory Task Force to enhance the quality and number of events.
- Use the following as guiding documents to coordinate and implement with appropriate boards and commissions: Management Services Agreement/Scottsdale Cultural Council, Special Events Ordinance/Special Events Committee, Destination Marketing Plan/Scottsdale Convention & Visitors Bureau Special Revenue Fund and Tourism Development Commission.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	4.00	6.50	6.50	0.00
% of City's FTEs			0.26 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	4,920,936	5,243,662	5,392,580	148,918
Special Programs Fund	402,679	619,530	281,419	-338,111
Tourism Development	9,339,679	10,378,524	11,154,599	776,075
Total Budget	14,663,294	16,241,716	16,828,598	586,882

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	408,177	657,026	668,482	11,456
Contractual Services	13,746,007	15,000,975	15,913,232	912,257
Commodities	2,552	5,935	7,215	1,280
Capital Outlays	0	0	0	0
Subtotal Operating Budget	14,156,736	15,663,936	16,588,929	924,993
Operating Projects	506,559	577,780	239,669	-338,111
Total Budget	14,663,294	16,241,716	16,828,598	586,882

Budget Notes and Changes

- The decrease in the Special Programs Fund is to align budget authority with forecasted revenues.
- The Contractual Services increase is primarily due to the increase in the Bed Tax destination marketing contract as a result of a forecasted increase in Bed Tax revenues accounted for in the Tourism Development Fund (The amount of the contract is 50 percent of the annual bed tax receipts).
- The decrease in Operating Projects is related to the Art in Public Places (AIPP). This budget represents the former program for AIPP that Tourism and Development will administer until the funds are depleted. The current AIPP program is budgeted for in the Capital Improvement Plan.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Number of citywide (not including WestWorld) special event use days	New	180	160
Number of Downtown Scottsdale events and activities processed by staff and Special Events Committee	275	325	205
Note: FY 2015/16 is lower since extension of premises applications are not included in stats.			
Fund new events through the Tourism Development Commission	4	15	8
Through the bed-tax event funding program, generate non local advertising/marketing value	New	\$1.3 million	\$1.4 million

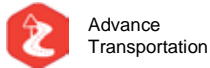
Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The Tourism Development Commission advises the City Council on matters concerning the expenditure of revenues from the Transaction Privilege Tax on transient lodging (bed tax) designated for tourism development.	7	200	\$4,474	0.1
The purpose of the Tourism Advisory Task Force is to serve in an advisory capacity to City Council in regard to the Tourism Development and Marketing Strategic Plan. The Advisory Task Force will be tasked to: 1) Be custodians of the plan vision and strategies, 2) Ensure the plan is progressing, including achieving objectives and meeting milestones and 3) Periodically communicate with strategic leads and to City Council.	11	264	\$5,906	0.1
Volunteers				
Volunteer artist to repaint the Old Town Cowboy Sign.	1	30	\$671	0.0
Total	19	494	\$11,051	0.2

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 Adopted Budget

Strategic Goal(s)



Description

The Transportation Department works in partnership with community stakeholders to safely, conveniently and efficiently move people and goods.

Services Provided

- Transportation master planning, bus route planning, paths and trails planning, trolley operations, regional coordination, Dial-a-Ride and Cab Connection, traffic operations and traffic safety.

FY 2014/15 Achievements

- Completed Thomas Road, Scottsdale Road to Hayden Road Streetscape improvement project.
- Completed McDowell Road Indian Bend Wash Bridge pedestrian and bicycle facility.
- Completed Granite Reef and 86th Street, Thomas Road to Indian School Road, traffic calming project.
- Completed installation of the Buckboard Trail at Camelback Road traffic signal.
- Successfully managed major event traffic for Super Bowl, Waste Management Phoenix Open, and Barrett Jackson Auto Auction.
- Completed installation of the Camelback Road, Scottsdale Road to Miller Road, variable speed limit signs.
- Began bus route 56 extension connecting Priest / Washington Light Rail Station to SkySong.
- Increased frequency for Bus Routes 17/McDowell Road; 29/Thomas Road; and 41/Indian School Road.
- Received approval to begin operation in October 2015 of the Camelback Road Trolley, Scottsdale Fashion Square to Scottsdale Community College.
- Completed Upper Camelback Wash shared-use path from Shea Boulevard to Cactus Road.

FY 2015/16 Objectives

- Complete 12 studies at specific segments or intersections to improve roadway safety.
- Complete 10 studies at specific segments or intersections to reduce traffic congestion.
- Complete development of three specific bus or trolley route frequency, route extension, schedule extension, or new route improvements for potential implementation in October 2016.
- Complete planning for six new multi-use path improvements for potential inclusion in the FY 2016/17 Capital Improvement Program.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	22.00	21.00	22.00	1.00
% of City's FTEs			0.89 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Tourism Development	0	0	300,000	300,000
Transportation/HURF Fund	7,605,489	9,221,723	9,543,520	321,797
Total Budget	7,605,489	9,221,723	9,843,520	621,797

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	1,227,444	1,452,929	1,476,331	23,402
Contractual Services	6,342,031	7,682,889	8,094,894	412,005
Commodities	25,597	30,905	22,295	-8,610
Capital Outlays	466	0	0	0
Subtotal Operating Budget	7,595,539	9,166,723	9,593,520	426,797
Operating Projects	9,950	55,000	250,000	195,000
Total Budget	7,605,489	9,221,723	9,843,520	621,797

Budget Notes and Changes

- The increase in FTE is due to adding 1.00 FTE Senior Transportation Representative position to oversee the cab connection program. The cost of the FTE is partially offset by the elimination of the contract worker currently administering the program.
- The increase in Contractual Services is due to the addition of the new Camelback Trolley authorized by City Council April 2015.
- The increase in Operating Projects is due to one-time transportation studies.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16	
Workload				
Miles of new bike/sidewalk/path improvements	3.5	5.8	18.5	
<p>Note: Total miles of unpaved trails (outside the Preserve): 143 miles. Total paved paths: 89 miles. Total bike lanes/routes: 256 miles.</p>				
Efficiency				
Average cost per bus and trolley rider	New	\$4.50	\$2.63	
Effectiveness				
Total citywide transit ridership (bus, Dial-a-Ride, circulators, Cab Connection)	2,589,218	2,635,739	3,087,837	
<p>Note: This is an indicator of usage of transit services at a macro-level with all transit operations being measured.</p>				
Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
Paths & Trails Subcommittee of the Transportation Commission provides a public forum for issues surrounding paths and trails.	5	50	\$1,119	0.0
The Transportation Commission advises the City Council on matters relating to the safe and efficient movement of vehicles, transit, pedestrians, and bicycles. The Commission provides a public forum to hear citizen complaints and requests regarding transportation matters.	7	250	\$5,593	0.1
Volunteers				
Volunteers provided general assistance to the traffic engineers on various projects. Projects included assistance GIS map and database development, field data collection related to Neighborhood Trails Program and Bicycle/Pedestrian Program, collecting and refining bicycle and pedestrian data, researching transportation planning best practices, development of travel surveys, public outreach program development and implementation, writing and editing of transportation planning documents, preparing presentation graphics, developed a spreadsheet to identify bus route travel times and stop times, developed a spreadsheet to identify traffic flow directional volumes and percentages for major street corridors in Scottsdale, inventoried traffic signal plans to determine if any plans were missing from our database, and assisted in data research regarding the use of the flashing yellow left turn arrow at intersections in Scottsdale.	2	281	\$6,275	0.1
Total	14	581	\$12,987	0.2

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 Adopted Budget

Strategic Goal(s)



Support
Economic
Vitality

Description

WestWorld is a nationally recognized equestrian and special event facility providing recreational opportunities and family entertainment at the local, regional and national levels.

Services Provided

- WestWorld is a year round facility and a premier venue with enormous infrastructure flexibility.

FY 2014/15 Achievements

- Provided staff support, coordination and oversight of major tourism events such as the 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.

FY 2015/16 Objectives

- Provide a positive economic impact for the City of Scottsdale.
- Continue to pursue and fulfill the City Council approved 2003 WestWorld Master Plan.
- Book up to 13 new WestWorld events this year while continuing to increase the number and diversity of events.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	17.00	17.00	29.11	12.11
% of City's FTEs			1.18 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	3,698,700	3,919,625	4,539,957	620,332
Special Programs Fund	49,935	280,000	100,000	-180,000
Total Budget	3,748,636	4,199,625	4,639,957	440,332

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	1,669,808	1,746,909	1,928,646	181,737
Contractual Services	1,536,612	1,970,446	1,989,041	18,595
Commodities	531,521	465,270	705,270	240,000
Capital Outlays	10,695	0	0	0
Subtotal Operating Budget	3,748,636	4,182,625	4,622,957	440,332
Operating Projects	0	17,000	17,000	0
Total Budget	3,748,636	4,199,625	4,639,957	440,332

Budget Notes and Changes

- The increase in FTE is due to: 1) Conversion from WestWorld slots to part-time positions (8.77 FTE); and 2) Additional WestWorld custodial and maintenance hours for part-time positions to address the facilities increased square footage (3.34 FTE).
- The increase to General Fund and Commodities is due to WestWorld inventory purchased for resale which has a direct revenue offset.

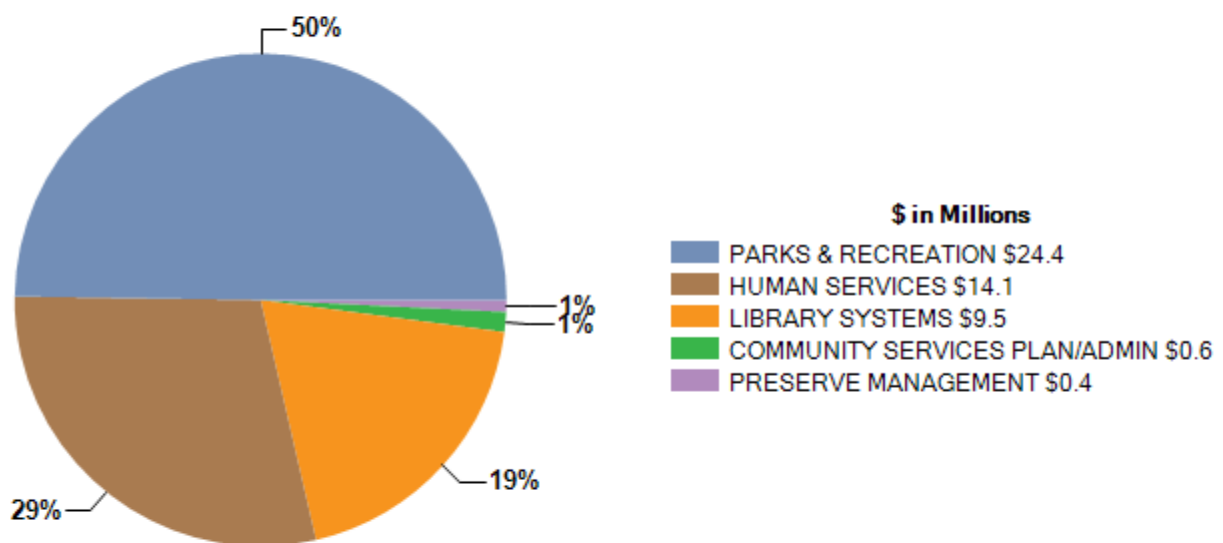
Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Number of equestrian use days at WestWorld	309	270	270
Note: These numbers represent the number of days equestrian events are using WestWorld facilities.			
Number of special event use days at WestWorld	210	268	268
Note: These numbers represent the number of days special events are using WestWorld facilities.			



FY 2015/16 Adopted Budget

COMMUNITY SERVICES

FY 2015/16 Adopted Budget

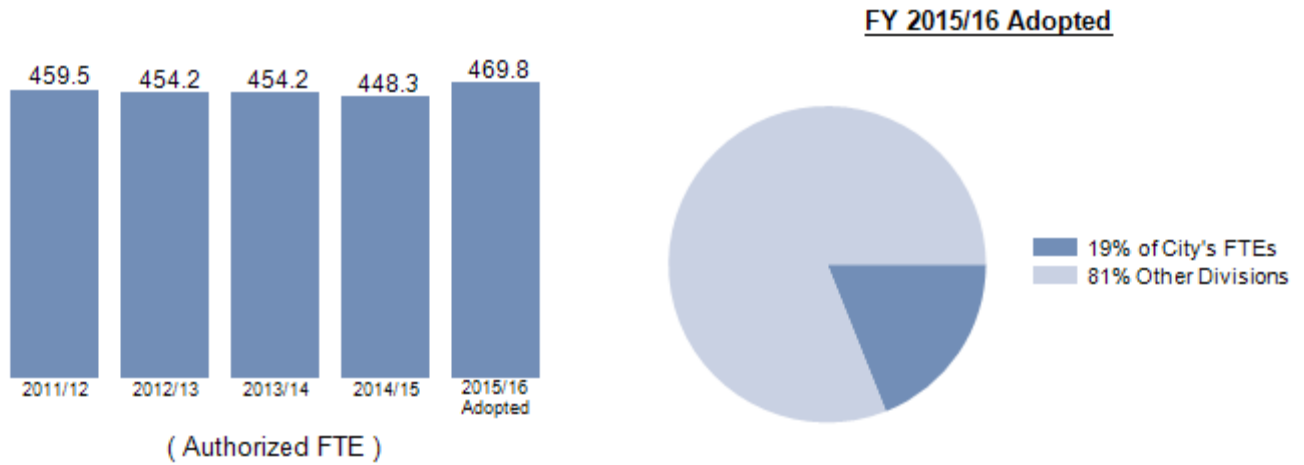


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
PARKS & RECREATION	22,381,020	23,183,030	24,393,297	1,210,267
HUMAN SERVICES	12,461,993	15,186,829	14,135,204	-1,051,625
LIBRARY SYSTEMS	9,102,217	9,582,539	9,458,238	-124,301
COMMUNITY SERVICES PLANNING AND ADMIN	650,327	448,177	636,177	188,000
PRESERVE MANAGEMENT	281,809	318,372	384,504	66,132
Total Budget	44,877,367	48,718,947	49,007,420	288,473

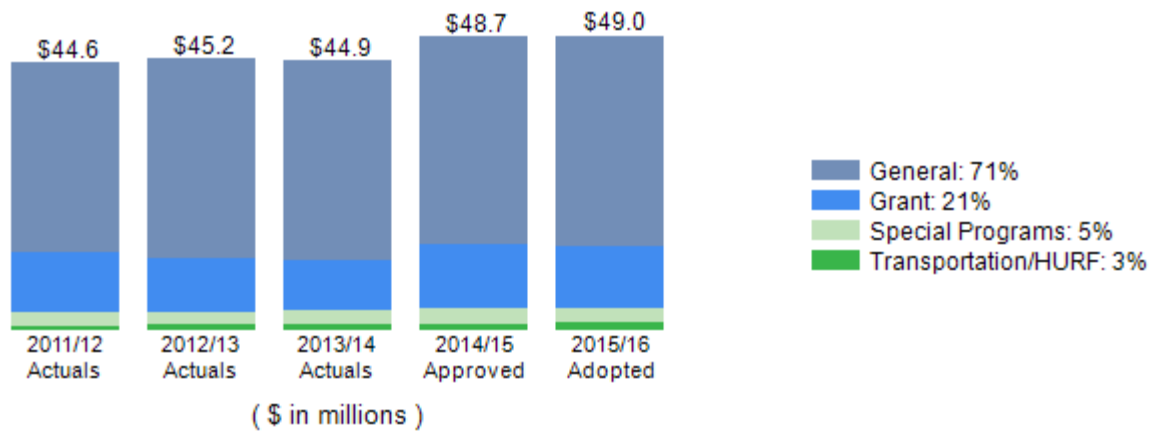


FY 2015/16 Adopted Budget

Staff Summary

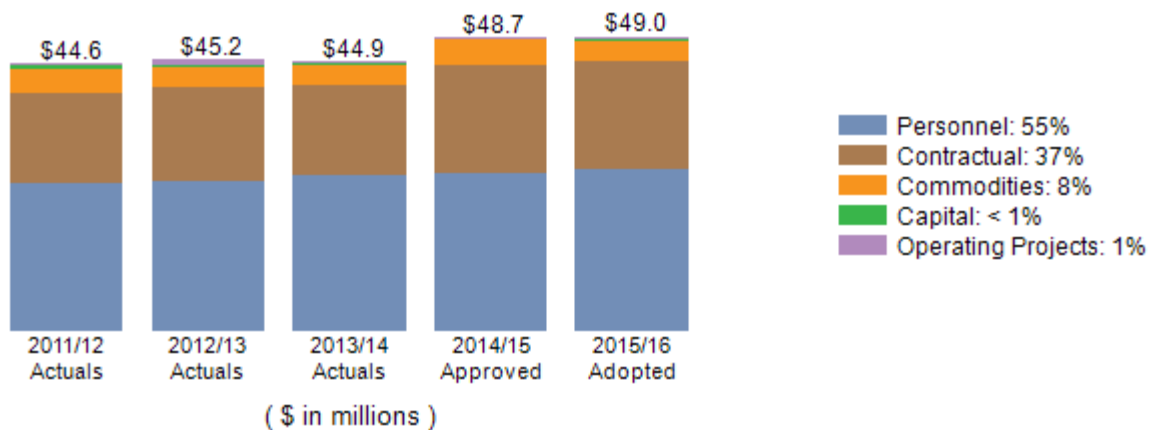


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 Adopted

Strategic Goal(s)



Enhance Neighborhoods



Preserve Meaningful Open Space



Support Economic Vitality



Value Scottsdale's Unique Lifestyle and Character

Description

The Community Services division is comprised of 5 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 System has five library facilities: Civic Center, Mustang, Arabian, and Appaloosa, as well as a shared partnership with Scottsdale Unified School District at Palomino. Parks and Recreation manages and maintains 975 acres of developed parks, 517 acres of medians and rights-of-way, the Civic Center Complex, and the Downtown Districts. In addition, several hundred recreation and leisure classes and activities are offered that contribute to the health and wellness of the community. Preserve Management operates and manages the Scottsdale McDowell Sonoran Preserve consisting of more than 27,800 acres of dedicated open space, including more than 130 miles of multi-use trails, 10 trailheads, and parking facilities. Planning and Administration manages the division's strategic and master planning, personnel issues, 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, social services, economic growth, self-sufficiency, reasonable accommodations for persons with disabilities and low or moderate-income, and senior programs and classes.
- The Library System serves 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 natural resources within Scottsdale McDowell Sonoran Preserve and provides public access through interconnected trails and access points.

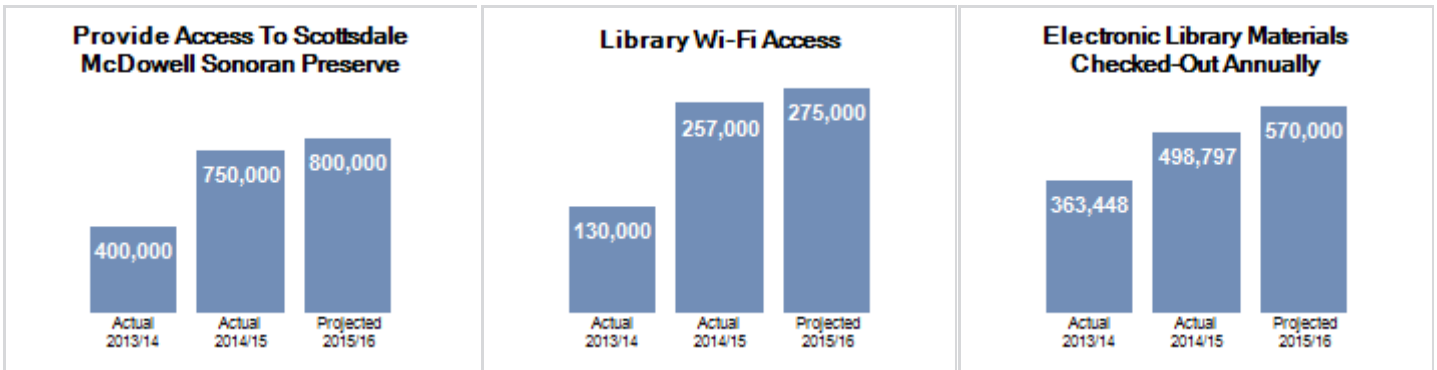
FY 2014/15 Achievements

- Completed collection of Community Services master plan data and finalized report for city council approval.
- Implemented a paperless funding process with the use of iPads for the annual CDBG, HOME, General Fund, and Scottsdale Cares funding process which reduced staff hours, reproduction costs and simplified the review and scoring process.
- Doubled Wi-Fi capacity at all libraries to 200 megabits per second, and purchased a subscription for IndieFlix offering customers the ability to stream over 5,000 independent films.
- Made significant progress restricting access to motorized recreational uses as prohibited in the Scottsdale McDowell Sonoran Preserve ordinance.
- Awarded re-accreditation for the 21st consecutive year from the Commission for Accreditation of Park and Recreation Agencies demonstrating department compliance with 144 national standards of excellence.

FY 2015/16 Objectives

- Implement the Human Services client assistance management system for enhanced performance management tracking and, ultimately, improved service delivery.
- Increase the number of library card holders 5% by working with City departments to increase library awareness and usage.
- Prioritize and implement Parks and Recreation operational and facility management recommendations from the updated 2014/15 Community Services Division Master Plan.
- Initiate the site planning for a McDowell Sonoran Preserve trailhead at Pima and Dynamite and field investigation and corridor planning for the north area trails.
- Identify additional areas for potential budget savings from program cost analysis recommendations.

Charted Performance Measures



Annual Number of New and Repeat Preserve Visits

Effectiveness

Number of people accessing Wi-Fi annually at city's 5 libraries

Workload

E-books, e-music, e-movies

Effectiveness

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	454.23	448.29	469.80	21.51
% of City's FTEs			18.98 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	33,113,482	34,441,266	35,037,966	596,700
Grant Funds	8,472,106	10,469,346	10,134,374	-334,972
Special Programs Fund	2,239,497	2,741,520	2,514,094	-227,426
Transportation/HURF Fund	1,052,282	1,066,815	1,320,986	254,171
Total Budget	44,877,367	48,718,947	49,007,420	288,473

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	25,837,795	26,383,166	26,827,557	444,391
Contractual Services	15,015,548	17,864,527	18,103,296	238,769
Commodities	3,710,651	4,282,517	3,713,427	-569,090
Capital Outlays	71,359	0	34,000	34,000
Subtotal Operating Budget	44,635,353	48,530,210	48,678,280	148,070
Operating Projects	242,014	188,737	329,140	140,403
Total Budget	44,877,367	48,718,947	49,007,420	288,473

Budget Notes and Changes

- The increase in FTE is due to the conversion of Recreation Specialist slotted positions to part-time positions (16.74 FTE), aligning the McCormick-Stillman Railroad Park budget with the part-time hours needed to accurately reflect park operations (4.00 FTE) and truing up part-time positions hours to reflect what is actually happening within the division (0.77 FTE).
- The increase to the General Fund budget includes Personnel Services driven by higher employee healthcare costs, aligning the McCormick-Stillman Railroad Park budget, and truing up part-time positions hours and Capital Outlays budget for parks maintenance work management system hardware.
- The decrease in Grants Funds is for the allocation of new local revenue sharing grant dollars and by netting the increases and decreases in grant allocation and carryover amounts from year to year primarily occurring in Commodities.
- The decrease in Special Programs Fund budget is to align expenditure authority with projected revenues from contributions and donations and available cash balance.
- The increase in Transportation/HURF Fund Contractual Services is due to one-time funding of right-of-way and median improvements along North Shea Boulevard (96th Street to 112th Street).
- The increase in Operating Projects budget is due to the addition of one-time funding for playground and pool equipment replacement.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Provide access to the Scottsdale McDowell Sonoran Preserve (number of annual new and repeat visits) Note: Amounts rounded to the nearest thousand.	400,000	750,000	800,000
Number of people accessing Wi-Fi at city's 5 libraries annually Note: Amounts rounded to the nearest thousand.	130,000	257,000	275,000
Efficiency			
Ratio of Human Services alternate funding dollars to city General Fund dollars	\$2.2 to \$1	\$1.62 to \$1	\$2 to \$1
Annual utilization of available housing choice vouchers by residents in the Section 8 housing program	96%	95%	96%
Effectiveness			
Library check-out rates for physical items (books, CDs, DVDs) on a per resident, per year basis	12.9	10.4	9.0
Library check-out rates for electronic materials (e-books, e-music, e-movies) on a per resident, per year basis	1.63	2.21	2.50
Cost per square foot of medians maintained (cents)	7.1	7.0	7.2
Parks and Recreation percentage of total revenues to expenditures	26%	26.4%	26%
Parks and Recreation overall customer satisfaction survey rating	90%	96%	96%
Sponsorship revenue Note: Revenue enhancement efforts to help fund programs and services as an alternative funding source to General Fund.	\$102,200	\$116,185	\$100,000

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Human Services volunteers support Granite Reef and Via Linda senior centers, Vista del Camino, Paiute Neighborhood Center and Human Services Commission.	555	46,941	\$1,050,070	22.6
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.	782	39,886	\$892,250	19.2
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.	2,006	20,771	\$464,647	10.0
Trail patrol, trail construction and maintenance, educational outreach, trailhead hosts, administrative and preserve commission.	475	39,304	\$879,230	18.9
Total	3,818	146,902	\$3,286,197	70.7

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 Adopted Budget

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

- Manages 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.
- Responds promptly to inquiries and requests from Scottsdale citizens, city council and staff and effectively address and resolve issues in an appropriate and timely manner.
- Manages the prudent use of fiscal resources through budget monitoring, revenue and cost analysis, performance measures and metrics, prioritization of programs and services, strategic use of alternative funding sources, and identifying budget savings through operational and staffing efficiencies.

FY 2014/15 Achievements

- Completed collection of Community Services master plan data and finalized report for city council approval.
- Performed program revenue and expenditure costing analysis to assess service prioritization needs during the FY 2015/16 budget development process.
- Funded several departmental service needs for FY 2015/16 by reallocating budget and maintaining budget neutrality.

FY 2015/16 Objectives

- Begin implementation of key strategic recommendations from the updated FY 2014/15 Community Services master plan.
- Review and finalize findings and action plan developed by the division marketing and branding committee.
- Identify additional areas for potential budget savings from program cost analysis recommendations.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	3.00	4.00	4.00	0.00
% of City's FTEs			0.16 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	650,327	448,177	636,177	188,000
Total Budget	650,327	448,177	636,177	188,000

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	416,442	415,551	523,859	108,308
Contractual Services	233,885	31,501	112,318	80,817
Commodities	0	1,125	0	-1,125
Capital Outlays	0	0	0	0
Subtotal Operating Budget	650,327	448,177	636,177	188,000
Operating Projects	0	0	0	0
Total Budget	650,327	448,177	636,177	188,000

Budget Notes and Changes

- The increase in Personnel Services is primarily due to the transfer of 1.00 FTE position from Human Services during FY 2014/15.
- The increase in Contractual Services is due to the merchant account service fees being allocated to the divisions by the accounting department.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
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Workload

Number of operating and capital improvement projects managed	5	6	10
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Note: Projects for FY 2014/15 are the adaptive recreation building remodel, master plan update, replacement of the Copper Ridge ball field lights, design of 2 playground replacements and 1 playground replacement. The projects projected for FY 2015/16 are 3 playground replacements, 1 park outdoor exercise equipment course replacement, repair/resurfacing of 2 tennis courts and 2 basketball courts, design phase of the Indian Bend Wash lakes/Indian School park project, and Scottsdale Stadium infrastructure improvements.

Sponsorship revenue	\$102,200	\$116,185	\$100,000
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Note: Revenue enhancement efforts to help fund programs and services as an alternative funding source to General Fund.

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. Our senior centers provide seniors with recreation opportunities, social, health and wellness services. Paiute and Vista support lower-income, culturally diverse neighborhoods with a range of services including early childhood development programs, after-school and teen programs, education and drug prevention programs, employment services, financial assistance, medical, dental, and social services. 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. Additionally, the 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

- Provide assistance for safe and sanitary housing, self-sufficiency, social services, economic growth and reasonable accommodations for persons with disabilities and/or low to moderate income.
- Manage federal, state, county and private resources, tribal and foundation grants. Coordinate the contributions of over 600 volunteers in order to best respond to human service needs.
- Provide opportunities for people to connect with one another and to the city through social and recreational interaction, volunteering, and emergency/support services.

FY 2014/15 Achievements

- Improved customer service and performance management tracking by migrating human services client data to a new client-based tracking system.
- Improved 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.
- Implemented a paperless funding process with the use of iPads for the annual CDBG, HOME, General Fund, and Scottsdale Cares funding process which reduced staff hours, reproduction costs and simplified the review and scoring process for the human services commissioners.
- Improved the reporting of program outcomes by monitoring two new effectiveness measures that indicate the percentage of improved conditions as a result of receiving services.

FY 2015/16 Objectives

- Implement the Human Services client assistance management system for enhanced performance management tracking and, ultimately, improved service delivery.
- Maintain and monitor effectiveness measures that quantify the percentage of conditions improved 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, Self-Sufficiency Alliance and the Homeless Continuum of Care.
- Develop and execute the HUD annual action plan in order to implement strategies identified in the Human Services five-year consolidated plan (2015-2019).

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	67.94	63.94	64.93	0.99
% of City's FTEs			2.62 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	3,925,576	4,366,981	4,256,872	-110,109
Grant Funds	8,237,570	10,396,646	9,548,900	-847,746
Special Programs Fund	298,847	423,202	329,432	-93,770
Total Budget	12,461,993	15,186,829	14,135,204	-1,051,625

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	3,960,231	4,121,744	4,266,406	144,662
Contractual Services	8,031,572	10,265,625	9,677,668	-587,957
Commodities	410,415	799,460	191,130	-608,330
Capital Outlays	59,775	0	0	0
Subtotal Operating Budget	12,461,993	15,186,829	14,135,204	-1,051,625
Operating Projects	0	0	0	0
Total Budget	12,461,993	15,186,829	14,135,204	-1,051,625

Budget Notes and Changes

- The increase in FTE and Personnel Services is the result of transferring part-time hours from Library Systems to Human Services to reflect what is actually happening within the division.
- The decrease in General Fund represents the one-time use of General Fund dollars in FY 2014/15 for other critical needs within the division.
- The decrease in Grants Funds and Contractual Services and Commodities is due to netting the increases and decreases in allocation and carryover amounts from year to year in the Community Development Block Grant program, Section 8 Housing, Federal HOME Investment Partnership Program and local grant areas.
- The decrease in Special Programs Fund is to align expenditure authority with projected cash balances.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Number of units of food assistance provided Note: Services included for FY 2014/15 are: Food boxes (2,074), senior brown bags (250 seniors x 4 weeks per month x 11 months = 11,000), weekend youth healthy packs (4,037) and food plus food boxes(422). (Previous data reported brown bag participation as unduplicated clients as opposed to number of food bags distributed.)	7,425	17,533	18,000
Percentage of clients requesting emergency financial assistance that are processed and deemed eligible for financial assistance Note: Intakes (requested assistance) 3,065/2,525 qualified = 82%	New	82%	80%
Number of units of social services to sustain self-sufficiency Note: Services for FY 2014/15 include visits to career center (3,631), attendance in job workshops (217), participants in Section 8 self-sufficiency program (34), Section 8 self-sufficiency graduates (6) job prep case management units (278). Job placement is improving resulting in declining service requests.	5,986	4,166	4,500
Number of residents provided with financial assistance for housing Note: Included services for FY 2014/15 are: Rent/mortgage or utility assistance (2,100), Section 8 rental voucher assistance (760), Section 8 utility payments (111), emergency home repair (58), roof repair (22) and major home rehabilitation (5).	1,960	3,056	2,500
Efficiency			
Ratio of alternate funding dollars to city General Fund dollars Note: This is a measure of how outside revenue sources are utilized to provide services to residents. Alternate funding sources include federal and local grants, sponsorships and donations.	\$2.2 to \$1	\$1.62 to \$1	\$2 to \$1
Annual utilization of available housing choice vouchers by residents in the Section 8 housing program Note: 95% or better is required in order to be deemed a high performing agency by federal standards.	96%	95%	96%

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
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Effectiveness

Annual combined increase in earned income realized by family self-sufficiency participants	195%	74%	100%
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Note: FY 2014/15 YTD total increase for all participants was \$251,587 which represents a 74% percent increase from \$339,247 to \$590,834. 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.

Percentage of clients who receive case management and participate in support groups and educational, recreational, and socialization programs that report an improved condition	New	83.5%	80%
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Note: FY 2015/16 projection is an aggregate representative sample of customer surveys measuring improved conditions of clients who receive case management, participation in support groups, educational, recreational and socialization programs.

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
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Boards/Commissions

The Human Services Commission provides advisory recommendations to staff and the City Council on human services priorities and programs. It also provides advisory recommendations on funding allocations for Scottsdale Cares, Community Development Block Grants, HOME, Human Services Emergency and General Funds.	7	74	\$1,655	0.0
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Volunteers

Granite Reef and Via Linda senior center volunteers: Work in daily and weekly programs and facilities including: computer labs, lobby concierge, brown bag, congregate lunches, and special events.	339	36,135	\$808,340	17.4
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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	\$240,075	5.2
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Total	555	46,941	\$1,050,070	22.6
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"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."

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, boosts small business and high-growth entrepreneurship start-ups, formulates partnerships and supports 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 2014/15 Achievements

- Doubled Wi-Fi capacity at all libraries to 200 megabits per second, and purchased a subscription for IndieFlix offering customers the ability to stream over 5,000 independent films.
- Migrated successfully to Polaris integrated library system.
- Won the Outstanding Achievement Award in Local Government Innovation: "Eureka: Using Libraries to Create Innovation Hot Spots" from the Alliance for Innovation / Transforming Local Government 2015.
- Hosted public event with other city departments showcasing city technology. "Gadgets, STEAM and Science of the City" was held February 21, 2015 in conjunction with the Arizona SciTech Festival, an annual statewide celebration of science, technology, engineering, arts and math (STEAM).

FY 2015/16 Objectives

- Increase the number of library card holders 5 percent by working with City departments to increase library awareness and usage.
- Recruit 5-6 new volunteers to assist in enhancing the library's capacity to serve the community.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	118.30	116.93	115.92	-1.01
% of City's FTEs			4.68 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	8,639,287	9,035,502	8,954,323	-81,179
Grant Funds	223,970	58,000	182,724	124,724
Special Programs Fund	238,960	489,037	321,191	-167,846
Total Budget	9,102,217	9,582,539	9,458,238	-124,301

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	7,135,427	7,308,583	7,199,793	-108,790
Contractual Services	808,934	927,186	1,063,974	136,788
Commodities	1,157,102	1,346,770	1,194,471	-152,299
Capital Outlays	754	0	0	0
Subtotal Operating Budget	9,102,217	9,582,539	9,458,238	-124,301
Operating Projects	0	0	0	0
Total Budget	9,102,217	9,582,539	9,458,238	-124,301

Budget Notes and Changes

- The decrease in FTE and Personnel Services is the result of transferring part-time hours from Library Systems to Human Services to reflect what is actually happening within the division.
- The increase in Grants Funds and Contractual Services is due to the allocation of new local revenue sharing grant dollars and by netting the increases and decreases in grant allocation and carryover amounts from year to year.
- The decrease in Special Programs Fund and Commodities is due to aligning budget expenditure authority with projected revenues from contributions and donations, and estimated available cash balance.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Participation in adult programs Note: Rounded to the nearest thousand	16,000	23,000	16,000
Attendance at early literacy programs Note: Attendance rounded to the nearest thousand. Funding for these programs is enhanced by a \$165,000 grant from Arizona's First Things First 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. Attendance in FY 2015/16 is projected to decline due to loss of funding and staff.	50,000	55,600	41,000
Number of people accessing Wi-Fi at the city's 5 libraries annually Note: In FY 2013/14, a new Wi-Fi network was installed and bandwidth was increased to 100 Mbps to meet the increase in customer demand for wireless access. Estimates are based on growth in actual usage, file sizes and the increase in portable devices used by customers. Amounts rounded to the nearest thousand.	130,000	257,000	275,000
Efficiency			
Dollars spent on materials per check-out Note: This measure is calculated by dividing total expenditures on all materials by the number of check-outs (circulation).	\$0.37	\$0.31	\$0.29
Effectiveness			
Total registered borrowers as a percentage of total Scottsdale population Note: FY 2014/15 Scottsdale population 225,700 (Source: Arizona Office of Employment & Population Statistics and the Maricopa Association of Governments)	86%	90%	87%
Library check-out rates for physical items (books, CDs, DVDs) on a per resident, per year basis Note: Physical material checkouts have been trending downward over the past few years with the shift to e-reading.	12.9	10.4	9.0
Library check-out rates for electronic materials (e-books, e-music, e-movies) on a per resident, per year basis (Freegal e-music service not included) Note: E-material check-out rates are on an upward trend that are expected to continue but at a slower annual rate.	1.63	2.21	2.50
Annual 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.	17	14.03	11

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
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.	4.75	4.73	4.60

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The Library Board advises the City Council on general policy relating to the programs, services and future development of the Scottsdale Public Libraries.	7	686	\$15,346	0.3
Volunteers				
Adult volunteers: Supplement library services for library shops, book/DVD/CD shelving, children's early literacy programs, as well as Friends of the Library.	375	31,100	\$695,707	15.0
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.	400	8,100	\$181,197	3.9
Total	782	39,886	\$892,250	19.2

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."

Strategic Goal(s)



Enhance Neighborhoods



Preserve Meaningful Open Space



Value Scottsdale's Unique Lifestyle and Character

Description

Parks and Recreation enriches the quality of life for our citizens and visitors by providing clean, attractive parks and delivering an exceptional variety of recreation and leisure programs. Parks and Recreation staff manages and maintains 975 acres of developed parks, 517 acres of medians and rights-of-way, the Civic Center Complex, and the Downtown District. Further, the staff makes available several hundred recreation and leisure classes and activities that contribute to the health and wellness of the community.

Services Provided

- Operates and maintains 21 neighborhood parks covering 162 acres that provide primary recreation services that are easily accessible and serves local residents within a 15-minute walking distance radius.
- Operates and maintains 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.
- Operates and maintains 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, Scottsdale Stadium and McCormick-Stillman Railroad Park. These parks draw local, national and international recognition and visitors.
- Manages all operational aspects of a variety of facilities, programs and services including 8 after school programs, 5 community centers, 3 year-round aquatic centers, 1 seasonal pool, 3 sports complexes, leisure education programs, citywide special events, youth and adult sports, adapted recreation services for persons of all ages with disabilities, youth and family services, citywide landscape contracts, irrigation systems, lakes, and fountains.
- Manages the intergovernmental agreement with Scottsdale Unified School District that coordinates the delivery and sharing of facilities, programs, and services.

FY 2014/15 Achievements

- Awarded re-accreditation for the 21st consecutive year from the Commission for Accreditation of Park and Recreation Agencies demonstrating department compliance with 144 national standards of excellence.
- Completed renovations to the Tournament Players Club Scottsdale clubhouse and Stadium Course with grand opening November 12, 2014.
- Grand opening of multi-sensory room at community center used to serve persons of all ages with disabilities.
- Enhanced performance management tracking by developing a new work management system.

FY 2015/16 Objectives

- Implement the recently developed Community Services work management system.
- Prioritize and implement operational and facility management recommendations from the updated 2014/15 Community Services Division Master Plan.
- Leverage community partnerships, sponsorships and donations to serve persons of all ages with various disabilities.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	261.99	260.42	281.95	21.53
% of City's FTEs			11.39 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	19,616,482	20,286,934	20,892,290	605,356
Grant Funds	10,566	0	316,550	316,550
Special Programs Fund	1,701,690	1,829,281	1,863,471	34,190
Transportation/HURF Fund	1,052,282	1,066,815	1,320,986	254,171
Total Budget	22,381,020	23,183,030	24,393,297	1,210,267

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	14,133,308	14,357,770	14,631,630	273,860
Contractual Services	5,868,707	6,526,661	7,094,256	567,595
Commodities	2,126,162	2,109,862	2,304,271	194,409
Capital Outlays	10,830	0	34,000	34,000
Subtotal Operating Budget	22,139,006	22,994,293	24,064,157	1,069,864
Operating Projects	242,014	188,737	329,140	140,403
Total Budget	22,381,020	23,183,030	24,393,297	1,210,267

Budget Notes and Changes

- The increase in FTE is due to the conversion of Recreation Specialist slotted positions to part-time positions (16.74 FTE), aligning the McCormick-Stillman Railroad Park budget with the part-time hours needed to accurately reflect park operations (4.00 FTE) and truing up part-time positions hours to reflect what is actually happening within the division (0.79 FTE).
- The increase to the General Fund budget includes Personnel Services driven by higher employee healthcare costs, aligning the McCormick-Stillman Railroad Park budget, and truing up part-time positions hours and Capital Outlays budget for parks maintenance work management system hardware.
- The increase in Grant funds and Contractual Services and Commodities represents the allocation of local revenue sharing gaming grant dollars.
- The increase in Transportation/HURF Fund and Contractual Services is due to the one-time funding of right-of-way and median improvements along North Shea Boulevard (96th Street to 112th Street).
- The increase in Operating Projects budget is due to the addition of one-time funding for playground and pool equipment replacement.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Adult registered program and service participants Note: Calculated using CLASS system adult registration for programs and services, including adult leagues. Projecting a 3% registration increase in FY 2015/16.	26,307	37,043	38,200
Youth registered program and service participants	15,784	15,411	15,100
Percentage of budget contracted out Note: FY 2014/15 calculated using year-to-date expenditures FY 2015/16 calculated using proposed budget	27.5%	26.3%	29%
Efficiency			
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)	7.1	7.0	7.2
Effectiveness			
Overall customer satisfaction survey rating Note: For FY 2014/15, the master plan consultant administered a statistically valid survey of overall program and facility quality. 47% responded good; 49% responded excellent =96% For FY 2015/16, quarterly customer satisfaction surveys will be reported from a selection of services and program areas throughout the department.	90%	96%	96%
Percentage of total parks and recreation revenue to expenditures	26%	26.4%	26%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The Parks and Recreation Commission provides advisory recommendations to staff and the City Council on department priorities and programs.	7	109	\$2,438	0.1
Volunteers				
Program volunteers provide support for special events, community centers, ongoing programs, trail maintenance, youth sports coaching and officiating, and working with people with disabilities.	1,429	10,693	\$239,202	5.1
Adult (court ordered and sheriff's volunteers): Perform court-ordered community restitution by working alongside staff to complete skilled and unskilled tasks in city parks and facilities.	191	1,416	\$31,676	0.7
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.	267	7,429	\$166,187	3.6
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.	112	1,124	\$25,144	0.5
Total	2,006	20,771	\$464,647	10.0

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."

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, operating 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.
- Supports safe use of the multi-use non-motorized trail system by developing and providing information to the public via printed and online resources regarding the trail system and Preserve use regulations.

FY 2014/15 Achievements

- Made significant progress restricting access to motorized recreational uses as prohibited in the preserve ordinance.
- Formed phase 2c trail planning team and planned, designed and constructed trails in corridors 1-4a of the phase 2c portion in the northern preserve region.
- Began the site analysis for phase 2 improvements to Granite Mountain and Fraesfield trailheads.
- Completed draft components of the Preserve Resource Management Plan - the Ecological Resource Plan and the Cultural Resource Master Plan - and expected to be finalized in the fall 2015.

FY 2015/16 Objectives

- Acquire parcels 1 and 1A in the Pima/Dynamite area for future trailhead facility and major wash corridor protection.
- Initiate the site planning for a trailhead at Pima and Dynamite and field investigation and corridor planning for the area trails.
- Continue to work with a variety of trail users to develop trail resources that provide variety of user experiences while safeguarding and protecting the Preserve and following the Preserve management objectives.
- Restrict access to motorized recreational uses as prohibited in the preserve ordinance.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of City's FTEs			0.12 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	281,809	303,672	298,304	-5,368
Grant Funds	0	14,700	86,200	71,500
Total Budget	281,809	318,372	384,504	66,132

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	192,387	179,518	205,869	26,351
Contractual Services	72,450	113,554	155,080	41,526
Commodities	16,972	25,300	23,555	-1,745
Capital Outlays	0	0	0	0
Subtotal Operating Budget	281,809	318,372	384,504	66,132
Operating Projects	0	0	0	0
Total Budget	281,809	318,372	384,504	66,132

Budget Notes and Changes

- The increase in Personnel Services is mainly due to vacant positions that occurred in FY 2014/15. The budget appears to have increased in FY 2015/16 when compared to the 'Approved FY 2014/15' as the budget for vacant positions is swept thereby reducing the 'Approved FY 2014/15' budget. The increase in Personnel Services is also the result of a change in full-time staff at a higher pay rate.
- The increase in Grant Funds and Contractual Services is due to using local revenue sharing for trail erosion and wildlife radio collars.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Acres added to the Preserve	2,365	0	394
<p>Note: The anticipated acquisition in FY 2014/15 of Preserve parcels 1 and 1A in the Pima/Dynamite area is proceeding with public meetings likely to occur in late summer/early fall 2015. Arizona State Land Department auction may be scheduled for fall 2015 or early 2016.</p>			
Additional miles of mapped and signed trail resources added to the Preserve trail inventory	New	12	20

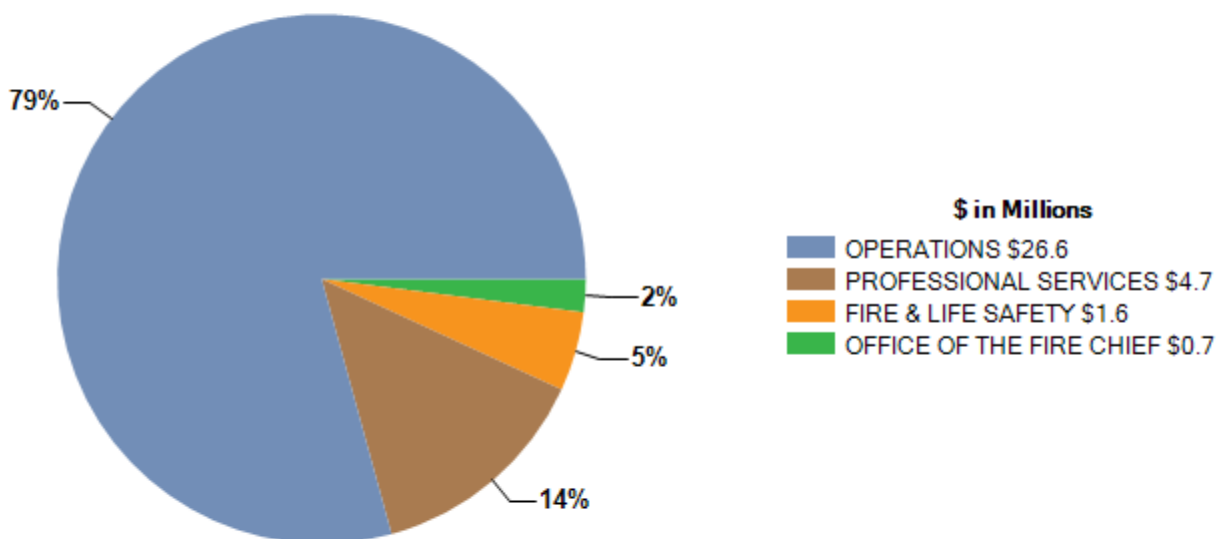
Effectiveness			
Provide access to the Preserve (number of annual new and repeat visits)	400,000	750,000	800,000
<p>Note: Beginning in FY 2014/15 trailhead car traffic counters were used instead of access points since miles of trails and numerous access points were unable to be accurately counted. The new count methodology uses a standard formula to estimate visitors based on car traffic. Individuals entering the preserve from the many nearby neighborhood access points are not counted, so reported numbers are lower than actual.</p>			
(Amounts rounded to the nearest thousand.)			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The McDowell Sonoran Preserve Commission provides citizen oversight for acquisition, preservation, management, and stewardship of the McDowell Mountains and related Sonoran desert.	7	170	\$3,803	0.1
Volunteers				
Trail patrol, trail maintenance, educational outreach, trailhead hosts and field institute research.	468	39,134	\$875,428	18.8
Total	475	39,304	\$879,231	18.9

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."

PUBLIC SAFETY - FIRE

FY 2015/16 Adopted Budget

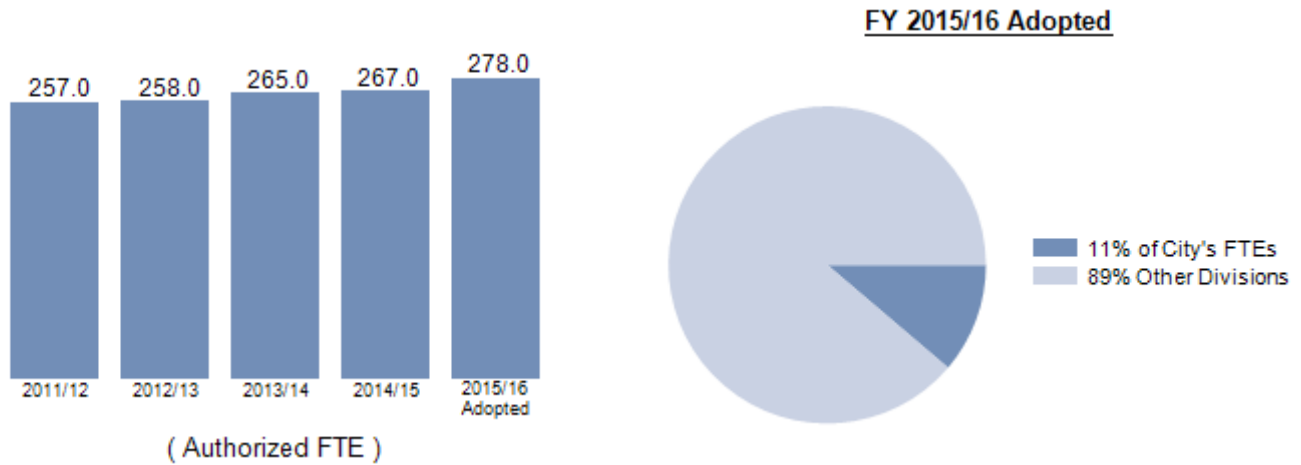


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
OPERATIONS	25,031,050	25,973,360	26,612,312	638,952
PROFESSIONAL SERVICES	4,257,424	4,459,917	4,656,954	197,037
FIRE & LIFE SAFETY	1,542,105	1,564,435	1,628,954	64,519
OFFICE OF THE FIRE CHIEF	837,676	883,877	675,685	-208,192
Total Budget	31,668,256	32,881,589	33,573,905	692,316

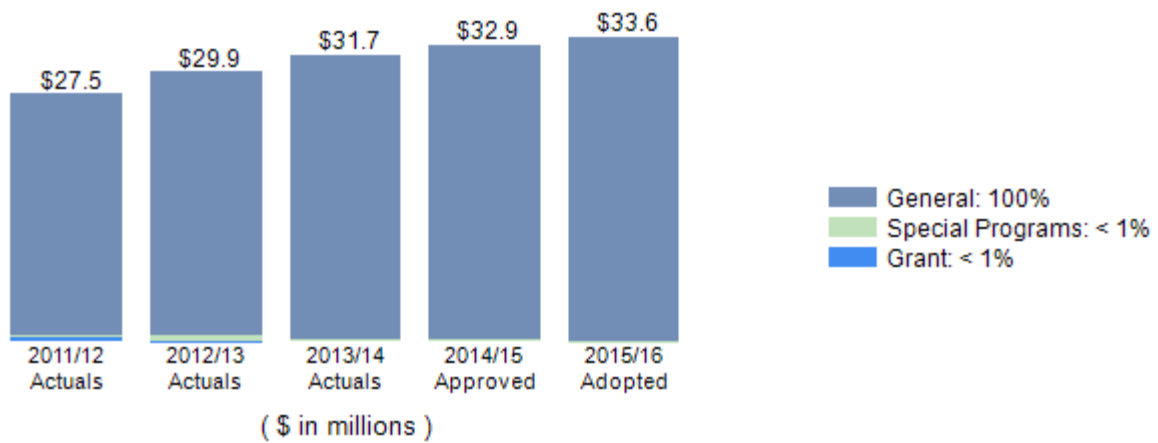


FY 2015/16 Adopted Budget

Staff Summary

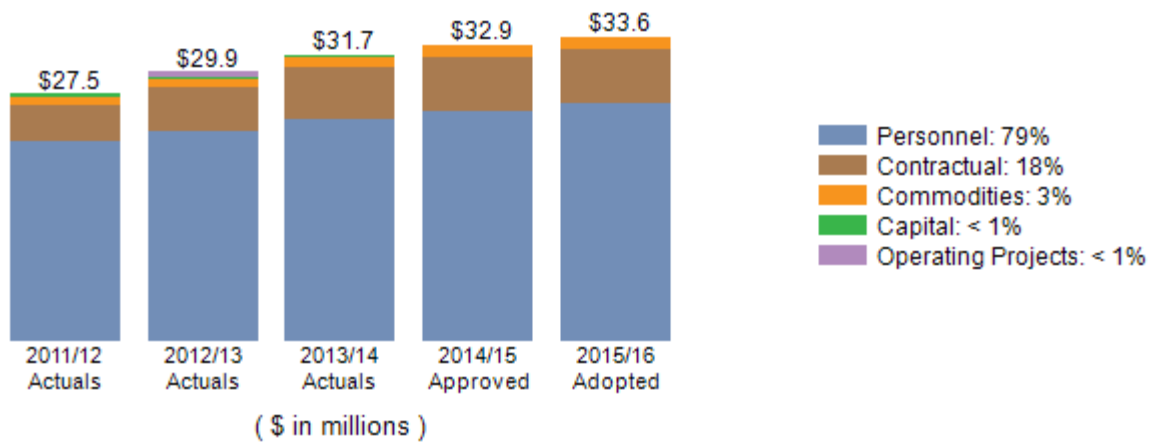


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 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.

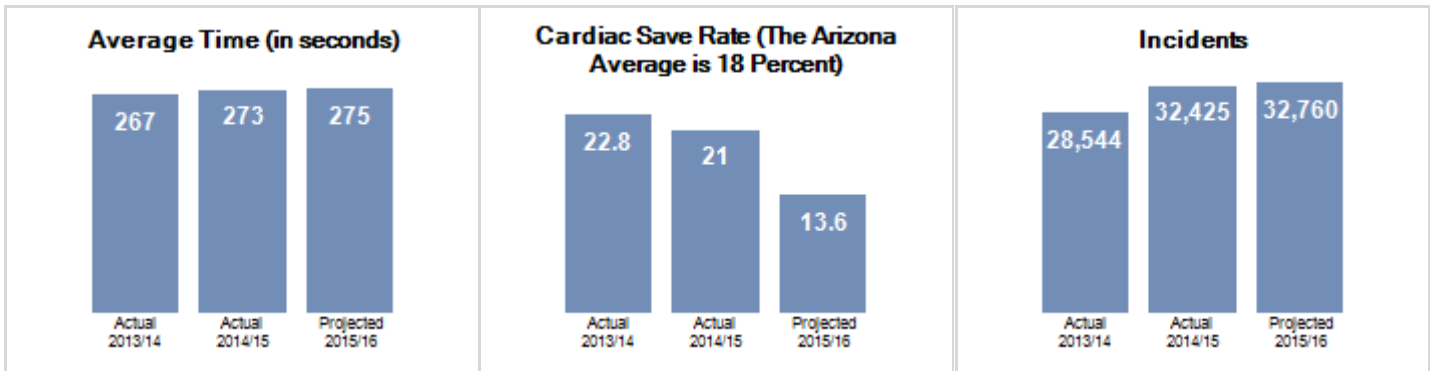
FY 2014/15 Achievements

- Received the Congressional Fire Services Institute "Excellence in Fire Service-Based EMS Award" for the Alternative Care Site at the Waste Management Phoenix Open and the Public Technology Institute "Technology Solutions-Significant Achievement Award" for the iOS Based Electronic Patient Care Reporting Transition.
- Implemented a transitional duty staffed Community Paramedicine Program to evaluate community needs for service in this changing area of healthcare.
- Developed, coordinated and conducted the first two Scottsdale Fire Citizens Academies. Classes focused on local community partners and leaders to help establish course outline and evaluate content.
- Provided customers direct patient care from their home or place of incident to the hospital emergency room with firefighter paramedics 99.9 percent of the time.

FY 2015/16 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 travel time to emergency calls that include engines, ladders and ladder tenders

Effectiveness

Percent of patients experiencing cardiac arrest that were treated, transported and delivered to the hospital with a pulse

Effectiveness

Total incidents reflects the total number of emergency calls responded to within the City of Scottsdale

Workload

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	265.00	267.00	278.00	11.00
% of City's FTEs			11.23 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	31,485,238	32,676,037	33,566,605	890,568
Grant Funds	181,968	203,252	0	-203,252
Special Programs Fund	1,050	2,300	7,300	5,000
Total Budget	31,668,256	32,881,589	33,573,905	692,316

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	24,669,670	25,511,131	26,427,351	916,220
Contractual Services	5,712,623	6,053,219	5,997,867	-55,352
Commodities	1,206,145	1,317,239	1,148,687	-168,552
Capital Outlays	79,818	0	0	0
Subtotal Operating Budget	31,668,256	32,881,589	33,573,905	692,316
Operating Projects	0	0	0	0
Total Budget	31,668,256	32,881,589	33,573,905	692,316

Budget Notes and Changes

- The increase in FTEs and Personnel Services is the result of adding 12 sworn fire positions (8 firefighters, 3 captains and 1 engineer) to assist with the department staffing requirements (the additional sworn positions then allowed for a reduction of 75 percent in constant staffing overtime) offset somewhat by the transfer of 1.00 FTE Emergency Manager position from Public Safety - Fire to the City Manager's Office.
- The decrease in Grant Funds and Commodities is the result of one-time grants to purchase radios and emergency management equipment are included in FY 2014/15 and are not included in FY 2015/16.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Total number of building inspections and fire plans reviewed	12,838	11,958	13,215
Note: Industry standard is to be in every target hazard once a year and every business once every 3 years.			
Number of Public Education and Outreach Contacts	41,103	42,216	46,559
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.			
Efficiency			
Unit availability rate	85%	77%	81%
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 2014/15 the totals were 22,773 out of 29,413 (77%).			
Effectiveness			
Percent of fires confined to room of origin	88%	87%	84%
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.			

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.
- Plans and coordinates Public Safety support for major events.

FY 2014/15 Achievements

- Transferred Emergency Management to the City Manager's Office to ensure an appropriate level of responsibility and notoriety.
- Activated the Emergency Operations Center (EOC) to full capacity for 10 days during the special event 'super season' to support the Waste Management Phoenix Open and Super Bowl.
- Updated and presented the Standard of Coverage and Deployment Plan to City Council.
- Completed the final phase of correcting the department's pay disparity against market averages without requesting additional funds.
- Received \$367,000 in grants from Homeland Security, APS and Firefighter Assistance.
- Collaborated with the Phoenix Fire Department in an effort to expedite training and certifications for new fire fighters.

FY 2015/16 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.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	5.00	6.00	5.00	-1.00
% of City's FTEs			0.20 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	680,634	851,577	668,385	-183,192
Grant Funds	155,992	30,000	0	-30,000
Special Programs Fund	1,050	2,300	7,300	5,000
Total Budget	837,676	883,877	675,685	-208,192

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	666,189	774,732	614,764	-159,968
Contractual Services	71,125	74,458	52,621	-21,837
Commodities	50,256	34,687	8,300	-26,387
Capital Outlays	50,107	0	0	0
Subtotal Operating Budget	837,676	883,877	675,685	-208,192
Operating Projects	0	0	0	0
Total Budget	837,676	883,877	675,685	-208,192

Budget Notes and Changes

- The 1.00 FTE decrease and the decrease in Personnel Services is due to the Emergency Manager position transferring from Public Safety - Fire to the City Manager's Office.
- The decrease in Grant Funds and Commodities is the result of a one-time grant to purchase emergency management equipment is included in FY 2014/15 and is not included in FY 2015/16.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Efficiency			
The total grant funding received for emergency management and emergency preparedness	\$286,858	\$367,000	\$200,000

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

- 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 residents and visitors.
- Supports emergency services to the Phoenix Metropolitan area through the Phoenix Regional Dispatch Center and its associated automatic aid agreement.

FY 2014/15 Achievements

- Maintained an average of 4 minutes and 33 seconds of travel time when responding to emergency incidents within the City.
- Increased our involvement in event standby/response activities. Major events this year included the NFL, ESPN, and other Super Bowl 49 related events.
- Continued to grow and improve our Wildland/Urban Interface Prevention through the Fire Wise program that provides education to HOAs in areas of wildfire exposure and defensible spaces.
- Collaborated with the parks department to promote trail hiking safety by producing safety information cards for hikers, enhancing trail markers, and working with the media for public outreach. Lock boxes were installed at all preserve gates to assist with fire department access during emergency incidents.

FY 2015/16 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.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	233.00	233.00	244.00	11.00
% of City's FTEs			9.86 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	25,005,075	25,800,108	26,612,312	812,204
Grant Funds	25,975	173,252	0	-173,252
Total Budget	25,031,050	25,973,360	26,612,312	638,952

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	21,090,735	21,609,893	22,691,041	1,081,148
Contractual Services	3,884,630	4,127,646	3,785,357	-342,289
Commodities	55,685	235,821	135,914	-99,907
Capital Outlays	0	0	0	0
Subtotal Operating Budget	25,031,050	25,973,360	26,612,312	638,952
Operating Projects	0	0	0	0
Total Budget	25,031,050	25,973,360	26,612,312	638,952

Budget Notes and Changes

- The increase in FTEs and Personnel Services is the result of adding 12 sworn fire positions (8 firefighters, 3 captains and 1 engineer) to assist with the department staffing requirements. The additional sworn positions then allowed for a reduction of 75 percent in constant staffing overtime. Additionally, the reassignment of the Safety Fitness Wellness Coordinator position from the Operations Department to the Professional Services Department to properly align job duties resulted in a net increase of 11.00 FTEs.
- Contractual Services decreased primarily as a result of moving the medical examinations from the Operations Department to the Professional Services Department.
- The decrease in Grant Funds and Commodities is the result of a one-time grant to purchase radios is included in FY 2014/15 and is not included in FY 2015/16. The Commodities were offset somewhat by the one-time increase needed to conduct the fire academy and to purchase equipment for the new firefighters.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Total Incidents	28,544	32,425	32,760
<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>			
Effectiveness			
Average travel time (in minutes)	4:27	4:33	4:35
<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.</p>			
Cardiac Save Rate	22.8%	21.0%	13.6%
<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 2014/15 was 103.</p>			



FY 2015/16 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.
- Coordinates and conducts training to meet the requirements established by the nationally recognized Insurance Service Organization (ISO).
- Delivers educational outreach programs through volunteers and fire department resources, in an effort to address the safety and health issues of the citizens.
- Provides support for internal programs that address injury and wellness issues. Recruits and trains additional volunteers to assist with the fire department's logistical and community education needs.

FY 2014/15 Achievements

- Implemented the Scottsdale Fire Department's two year training, competency, and pacing plan. Members achieved essential job performance requirements set by the National Fire Protection Association and incorporates Insurance Services Office required training such as: command and control, incident safety officer, hazardous materials, live fire and OSHA related topics.
- Provided customers direct patient care from their home or place of incident to the hospital emergency room with firefighter paramedics 99.9 percent of the time.
- Provided cutting edge scenario based captain's promotional process by partnering with the Virtual Incident Command Center. This platform and associated technology immerses the candidate with as close to real life incidents as possible. Making performance based selection objective.
- Updated electronic patient care reporting system, implemented personal Mass Causality Kits for special events, and developed a priority dispatch system for fire response crews and transport units

FY 2015/16 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.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	12.00	13.00	14.00	1.00
% of City's FTEs			0.57 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	4,257,424	4,459,917	4,656,954	197,037
Total Budget	4,257,424	4,459,917	4,656,954	197,037

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	1,496,559	1,668,139	1,635,319	-32,820
Contractual Services	1,656,760	1,748,645	2,020,760	272,115
Commodities	1,096,909	1,043,133	1,000,875	-42,258
Capital Outlays	7,197	0	0	0
Subtotal Operating Budget	4,257,424	4,459,917	4,656,954	197,037
Operating Projects	0	0	0	0
Total Budget	4,257,424	4,459,917	4,656,954	197,037

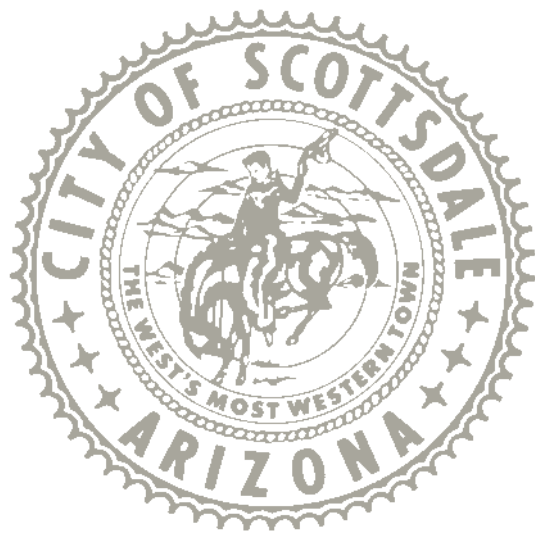
Budget Notes and Changes

- The increase in FTEs is due to the reassignment of the Safety Fitness Wellness Coordinator position from the Operations Department to the Professional Services Department to properly align job duties.
- The increase in Contractual Services is related to the increase in the Phoenix Dispatch contract. Increased call volume resulted in a higher fee from Phoenix. Additionally, the Contractual Services increase is due to the realignment of medical exams from the Operations Department to the Professional Services Department.
- The decrease in Commodities is due to reducing line item budgets to help offset the Contractual Services increase.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Efficiency			
Work Related Injuries	48	41	48
Note: Reportable injuries to fire department employees including all types of injuries sustained on duty.			
Effectiveness			
Training hours	280	394	397
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	2/4	0/6	1/7
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
Volunteers				
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.	85	4,170	\$93,283	2.0
Total	85	4,170	\$93,283	2.0

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 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

- Responds to all significant emergency fire incidents to determine the cause and origin of the fire and establishes the loss/impact to the community.
- Responds to all non-emergency requests for preventive services to include inspections, business, HOA, community and resident related activities.

FY 2014/15 Achievements

- Collaborated with the Police Department to conduct advanced/detailed safety training classes for local bar/restaurant/nightclub workers per new Ordinance No. 1709.
- Inspected and reviewed 48 Super Bowl related special event applications and events. Reviewed plans and issued 452 fire safety permits in support of other city special events.
- Served as a major player in the regional Maricopa County Wild Land Preparedness Plan. Collaborated with the State Land Department to host and conduct a Firewise Assessor training class for AZ Fire Service and local HOA/community leaders.
- 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 2015/16 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.
- Expand Fire wise Program by collaborating with State Land to conduct meetings with HOA's and residents to deliver certification classes locally, establish effective wildland interface/defensible space guidelines and obtain national certification for COS communities.
- Continued coordination with Scottsdale Police and Legal to maintain a new ordinance and conduct advanced police and fire training for Scottsdale's Assembly Occupancies (bars/nightclubs/pubs).
- Will begin evaluation of 2015 International Codes for possible adoption by Council. Will also stay connected to any AZ Legislative proposals that would impact or change Scottsdale Fire Safety Ordinances.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	15.00	15.00	15.00	0.00
% of City's FTEs			0.61 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	1,542,105	1,564,435	1,628,954	64,519
Total Budget	1,542,105	1,564,435	1,628,954	64,519

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	1,416,187	1,458,367	1,486,227	27,860
Contractual Services	100,108	102,470	139,129	36,659
Commodities	3,295	3,598	3,598	0
Capital Outlays	22,515	0	0	0
Subtotal Operating Budget	1,542,105	1,564,435	1,628,954	64,519
Operating Projects	0	0	0	0
Total Budget	1,542,105	1,564,435	1,628,954	64,519

Budget Notes and Changes

- No explanation necessary.

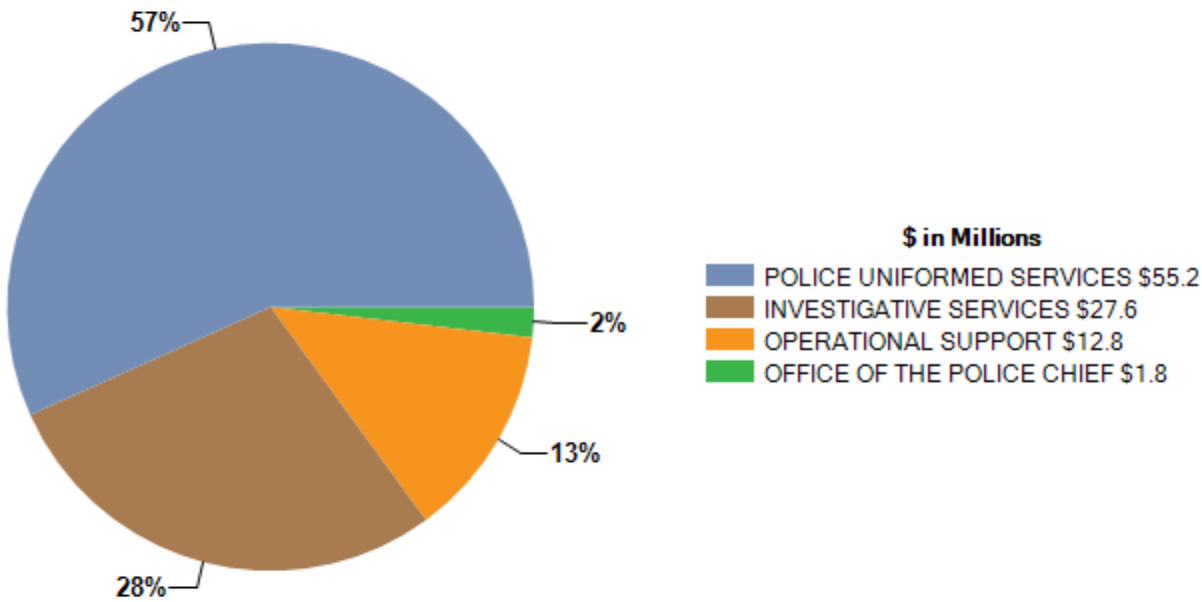
Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Effectiveness			
Property Saved in Response to a Fire (in millions)	62.0	63	66.5
Note: The potential total value of property involved in a fire but not damaged. It is calculated by using the current Zillow.com appraised value of the land where the structure resides.			
Property Loss Due to a Fire (in millions)	\$2.5	\$1.5	\$1.35
Note: The total value of property damaged due to a fire, calculated using the current Zillow.com appraised value.			



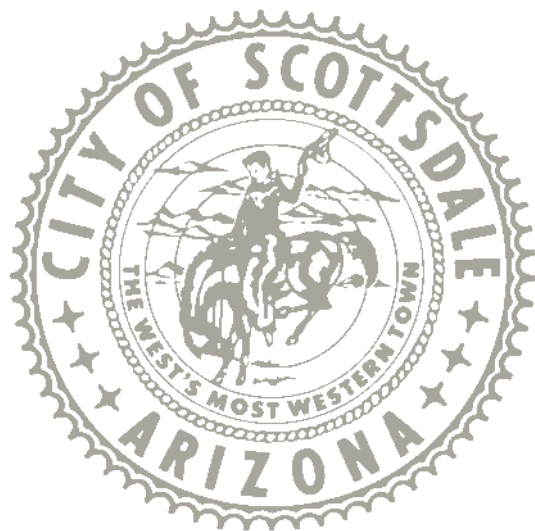
FY 2015/16 Adopted Budget

PUBLIC SAFETY - POLICE

FY 2015/16 Adopted Budget

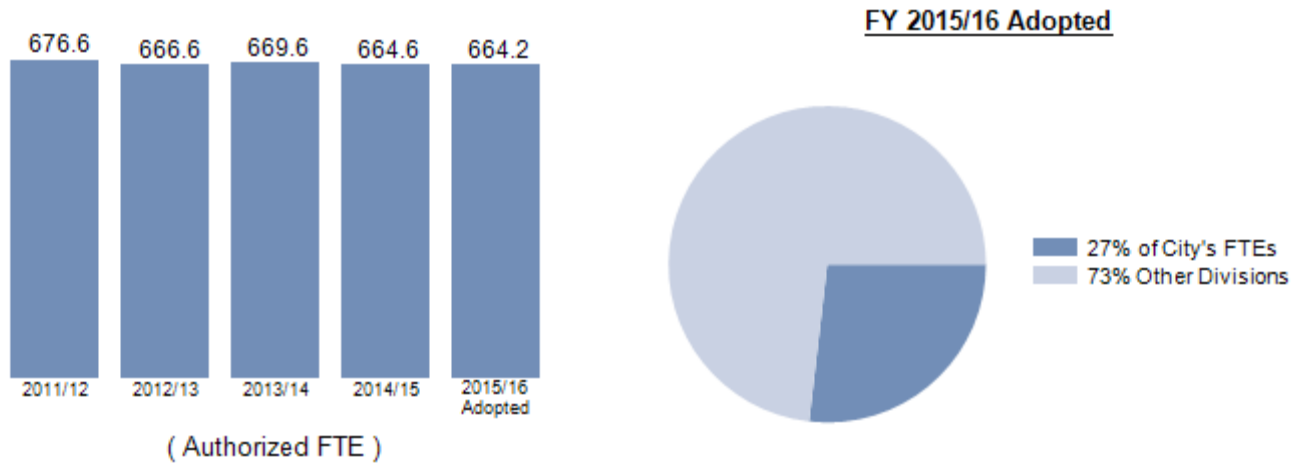


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
POLICE UNIFORMED SERVICES	48,240,484	51,657,346	55,187,323	3,529,977
INVESTIGATIVE SERVICES	24,750,226	25,991,275	27,573,260	1,581,985
OPERATIONAL SUPPORT	11,771,524	11,726,277	12,751,091	1,024,814
OFFICE OF THE POLICE CHIEF	1,998,730	1,735,417	1,805,674	70,257
Total Budget	86,760,964	91,110,315	97,317,348	6,207,033

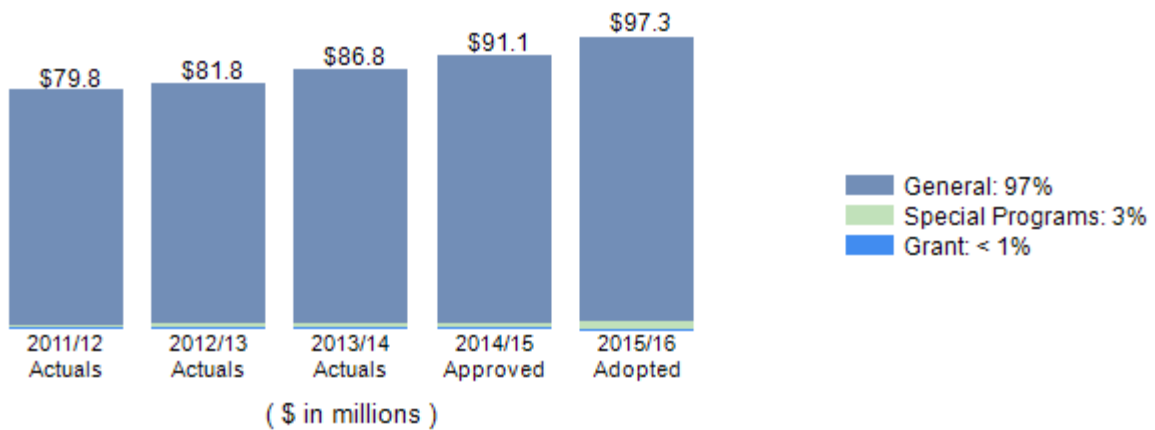


FY 2015/16 Adopted Budget

Staff Summary

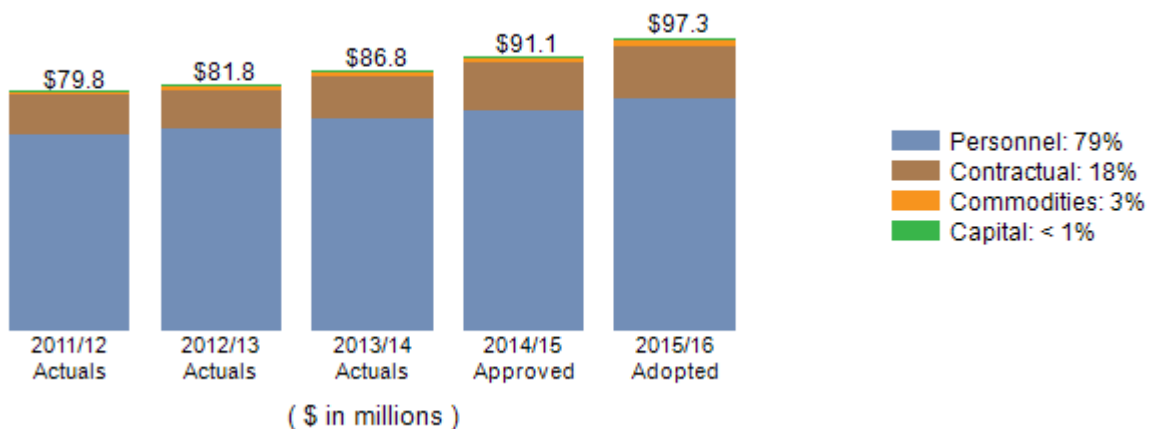


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 Adopted

Strategic Goal(s)



Enhance Neighborhoods



Seek Sustainability

Description

The Police Department provides efficient and effective police services 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.

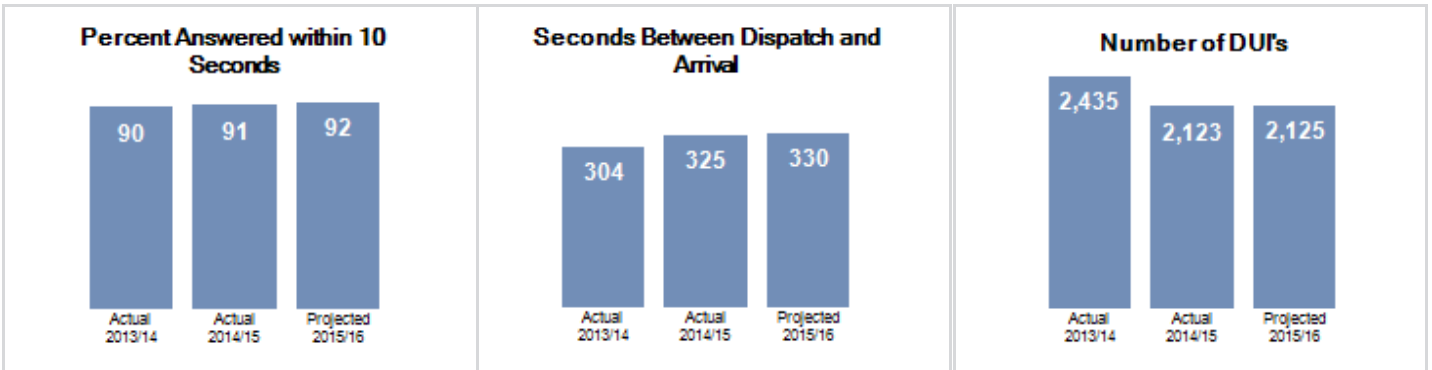
FY 2014/15 Achievements

- Collaborated with taxi cab companies and property owners to create and implement the "Transportation Safety Zone" in the downtown area to increase the safety of pedestrians and patrons. A drop-off/pick-up only lane and a travel lane allows emergency response personnel to reach their destination quickly and safely keep the flow of traffic moving.
- Partnered with liquor establishments to update individual site and security plans as a result of the 2014 collaboration with the Office of the Mayor, City Attorney's Office and local businesses that resulted in the Public Safety Plan Ordinance. Additionally, conducted security personnel training to liquor establishment employees resulting in enhanced entertainment district patron safety.
- Managed the On-Body Camera program including the acquisition, technical integration, contract/policy discussion and support.
- Evaluated by the Police Executive Research Forum (PERF) on the department's sexual assault investigative protocol which will be highlighted nationally as a best practice.
- Created a new East Valley Crisis Intervention Training Cooperative to increase the number of officers certified in responding to those in mental health crisis.
- Participated in local, regional and national committees in preparation for the more than 54 special events hosted in Scottsdale as part of the Pro Bowl, Super Bowl and Waste Management Phoenix Open.

FY 2015/16 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



Number of 911 calls received that were answered within 10 seconds. The target for FY 2015/16 is 91% of the calls to be answered within 10 seconds.
Efficiency

Average response time to emergency calls for service. The target for FY 2015/16 is 331 seconds between dispatch and arrival.
Efficiency

Number of DUI arrests within City limits
Workload

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	669.60	664.60	664.23	-0.37
% of City's FTEs			26.83 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	84,808,268	88,893,538	94,442,353	5,548,815
Grant Funds	961,902	594,367	273,730	-320,637
Special Programs Fund	990,794	1,622,410	2,601,265	978,855
Total Budget	86,760,964	91,110,315	97,317,348	6,207,033

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	70,349,877	72,940,094	77,326,192	4,386,098
Contractual Services	14,103,324	16,082,997	17,313,416	1,230,419
Commodities	1,805,949	1,892,774	2,586,290	693,516
Capital Outlays	501,815	194,450	91,450	-103,000
Subtotal Operating Budget	86,760,964	91,110,315	97,317,348	6,207,033
Operating Projects	0	0	0	0
Total Budget	86,760,964	91,110,315	97,317,348	6,207,033

Budget Notes and Changes

- The change in FTEs is due to a conversion from Pipeline slots to 2.63 FTE part-time positions offset by transferring 3.00 FTE Public Safety - Police Division positions to the Administrative Services Division, Human Resources Department.
- The decrease in Grant Funds is the result of one-time grants included in FY 2014/15 that are not included in FY 2015/16.
- The increase in Personnel Services is the result of the implementation of a step program which has a 3 percent fix in FY 2015/16 for Police Officer compensation; an increase in overtime to better reflect actual usage; the increasing of the average hourly overtime rate; and a 7.15 percent increase in the Public Safety Personnel Retirement System (PSPRS) costs.
- The Contractual Services increase is the result of a Maricopa County Jail rate increase, an increase to the photo radar budget to coincide with the increased number of citations, and an increase in property, liability and workers' compensation as a result of increased claims paid and to ensure the balance of the Risk Management Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction.
- The increase in the Special Programs Fund and Commodities is primarily the result of Police planning to replace all TASERS using Racketeering Influenced Corrupt Organizations (RICO) funding.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Part I (violent/property) crime volume Note: Includes homicide, rape, robbery, aggravated assault, burglary, theft, motor vehicle theft and arson. Decreased 7.3% from CY 2013.	6,118	5,672	5,750
Part I crime rate per 1,000 residents	27.8	25.5	26.0
Number of DUI's within the City limits Note: DUI related arrests within the City limits.	2,435	2,123	2,100
Total traffic collisions Note: Anticipating a continued decline in traffic collisions.	4,037	4,215	4,000
Effectiveness			
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%	50%	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
Volunteers				
Clerical and miscellaneous community policing efforts for Uniformed Services.	2	148	\$3,315	0.1
Clerical support to Investigative Services, including the Crime Lab.	10	1,971	\$44,080	0.9
Handicapped parking enforcement for Uniformed Services.	1	1,132	\$25,323	0.5
Police Honor Guard and Chaplain duties.	3	93	\$2,076	0.0
Report redaction and newsletter compilation for the public information office.	2	533	\$11,919	0.3
Delivery services to the supply unit.	3	642	\$14,367	0.3
Strategic planning consultation and assistance.	1	14	\$313	0.0
Homeland Security Clerical Assistance.	1	341	\$7,618	0.2
Total	23	4,873	\$109,011	2.3

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."

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 Unit, 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, as well as providing fiscal oversight of the department's resources.

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 2014/15 Achievements

- Processed 48 citizen complaints through Internal Affairs, a 61.6 percent decrease from previous year, with under 1 percent resulting in a "sustained" finding.
- Received 97 department employee commendations from citizens.
- Graduated 50 citizens from two Citizen Police Academies.
- Produced 6 "Behind the Badge" programs aired on City Cable 11.

FY 2015/16 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 promote community outreach through the creation of District Citizen Advisory Boards in all four patrol districts.
- 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.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	12.00	11.00	11.00	0.00
% of City's FTEs			0.44 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	1,838,944	1,722,417	1,785,937	63,520
Special Programs Fund	159,786	13,000	19,737	6,737
Total Budget	1,998,730	1,735,417	1,805,674	70,257

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	1,835,170	1,618,523	1,671,111	52,588
Contractual Services	94,656	90,194	102,748	12,554
Commodities	19,415	26,700	31,815	5,115
Capital Outlays	49,489	0	0	0
Subtotal Operating Budget	1,998,730	1,735,417	1,805,674	70,257
Operating Projects	0	0	0	0
Total Budget	1,998,730	1,735,417	1,805,674	70,257

Budget Notes and Changes

- The increase in Personnel Services is primarily the result of a 7.15 percent increase in the Public Safety Personnel Retirement System (PSPRS) costs.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Number of publications and requests completed by the Public Information Officers <small>Note: Includes monthly newsletters, media requests and public records redactions.</small>	4,437	4,520	4,530
Effectiveness			
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 50 total attendees, 22 in the Spring class and 28 in the Fall.</small>	100%	100%	100%
Percentage of Police Department employees investigated as a result of an external complaint <small>Note: In CY 2014, 1% of police department employees (7 out of 666.6 FTE) were investigated as a result of an external complaint.</small>	0.5%	1.0%	3.0%
Percentage of police department employees investigated as a result of an internal complaint <small>Note: In CY 2014, 121 police department employees were investigated as a result of an internal complaint.</small>	22%	18%	15%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Chaplain and Honor Guard Support.	3	93	\$2,075	0.0
Report redaction and newsletter compilation for the public information office.	2	533	\$11,918	0.3
Total	5	626	\$13,993	0.3

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 Adopted Budget

Strategic Goal(s)

Enhance
Neighborhoods

Description

The Uniformed Services Bureau provides front line law enforcement service delivery 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.

Services Provided

- Prompt response to all emergency and non-emergency calls for police service throughout the city.
- Crime reduction efforts 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.
- Maintain the integrity, quality and effectiveness of policing services.

FY 2014/15 Achievements

- Partnered with liquor establishments to update individual site and security plans as a result of the 2014 collaboration with the Office of the Mayor, City Attorney's Office and local businesses that resulted in the Public Safety Plan Ordinance. Additionally, conducted security personnel training to liquor establishment employees resulting in enhanced entertainment district patron safety.
- Enhanced crime prevention and community outreach efforts by creating the Crime Prevention Liaison Program (CPLP) in all 4 districts. The CPLP works closely with Neighborhood Watch Groups, Neighborhood Services and visits schools, community groups, and HOA's.
- Collaborated with taxi cab companies and property owners to create and implement the "Transportation Safety Zone" in the downtown area to increase the safety of pedestrians and patrons. A drop-off/pick-up only lane and a travel lane allow emergency response personnel to reach their destination quickly and safely and keep the flow of traffic moving.
- Responded to 221,069 emergency and routine calls for service in 4 police districts encompassing 185 square miles, 222,000+ citizens, and more than 8.5 million visitors.
- Created a new East Valley Crisis Intervention Training Cooperative to increase the number of officers certified in responding to those in mental health crisis.
- Participated in local, regional and national committees in preparation for the more than 54 special events hosted in Scottsdale as part of the Pro Bowl, Super Bowl and Waste Management Phoenix Open.

FY 2015/16 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.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	363.10	362.10	363.73	1.63
% of City's FTEs			14.69 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	47,454,431	51,184,986	54,641,790	3,456,804
Grant Funds	655,031	200,000	20,000	-180,000
Special Programs Fund	131,022	272,360	525,533	253,173
Total Budget	48,240,484	51,657,346	55,187,323	3,529,977

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	39,347,282	41,903,292	44,549,376	2,646,084
Contractual Services	8,166,711	9,229,493	9,977,834	748,341
Commodities	466,962	514,111	649,663	135,552
Capital Outlays	259,528	10,450	10,450	0
Subtotal Operating Budget	48,240,484	51,657,346	55,187,323	3,529,977
Operating Projects	0	0	0	0
Total Budget	48,240,484	51,657,346	55,187,323	3,529,977

Budget Notes and Changes

- The change in FTEs is due to a conversion from Pipeline slots to 2.63 FTE part-time positions offset by transferring a 1.00 FTE Police Aide position from Police Uniformed Services to Investigative Services and reclassifying the position to a Police Analyst position.
- The increase in Personnel Services is the result of the implementation of a step program which has a 3 percent fix in FY 2015/16 for Police Officer compensation; an increase in overtime to better reflect actual usage; the increasing of the average hourly overtime rate; and a 7.15 percent increase in the Public Safety Personnel Retirement System (PSPRS) costs.
- The decrease in Grant Funds is the result of one-time grants included in FY 2014/15 that are not included in FY 2015/16.
- The Contractual Services increase is primarily the result of a Maricopa County Jail rate increase and an increase to the photo radar budget to coincide with the increased number of citations.
- The increase in the Special Programs Fund and Commodities is primarily the result of purchasing officer safety equipment such as ammunition and ballistic vests.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Number of calls for service Note: Total number of calls requesting Police assistance	219,713	221,069	222,100
Number of detention bookings per detention officer Note: 22 detention officers conducted 11,163 bookings. These include 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.	525	507	510
Number of DUI's within the City limits Note: Of the total number of DUI arrests within the City limits.	2,435	2,123	2,125
Efficiency			
Average Response Time to Emergency Calls for Service Note: The department target response time is 5 minutes, 11 seconds or less (5:11).	5:04	5:25	5:30

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Handicapped parking enforcement.	1	1,132	\$25,323	0.5
Clerical and miscellaneous community policing efforts.	1	341	\$7,618	0.2
Total	2	1,473	\$32,941	0.7

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 Adopted Budget

Strategic Goal(s)

Enhance
Neighborhoods

Description

The Investigative Service Bureau is comprised of Investigative Services and Forensic Services. 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. The Training Unit, also housed in the Investigative Services Bureau, is charged with new recruit 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.
- Effectively utilize accredited forensic services to assist in the timely investigation of criminal activities and the identification and successful prosecution of criminal suspects.

FY 2014/15 Achievements

- Invited to present at the National Tactical Officers Association Annual Crisis Negotiations Conference on the Scottsdale model that incorporates police crisis intervention counselors as part of the department's Crisis Negotiation Team which is considered a national best practice.
- Identified suspect responsible for over 30 residential burglaries by breaking rear glass windows to gain entry throughout homes in south Scottsdale.
- Evaluated by the Police Executive Research Forum (PERF) on the department's sexual assault investigative protocol which will be highlighted nationally as a best practice.
- Implemented automated field-testing systems that greatly reduced requests for heroin and pharmaceuticals pills analysis to the crime lab and increased prosecution results.
- Successfully used information provided through participation on a national intelligence task force to prepare and prevent any acts of terrorism during the city's signature events.

FY 2015/16 Objectives

- Target pattern crime through enforcement, crime prevention, use of technology and coordination with federal and state task forces.
- Maintain 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.
- Maintain Forensic Laboratory Accreditation by successfully completing annual onsite Laboratory assessments.
- Conduct prompt, thorough and effective investigations that positively affect Scottsdale's neighborhoods, schools and the community.
- Develop relevant reality based training for a variety of specialty units to include nighttime training opportunities during all modular trainings.
- Ensure proper security of evidence throughout the judicial process and return all property no longer needed for evidence in accordance with State regulations in a timely manner.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	186.50	187.50	185.50	-2.00
% of City's FTEs			7.49 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	23,743,369	24,259,858	25,263,535	1,003,677
Grant Funds	306,871	394,367	253,730	-140,637
Special Programs Fund	699,986	1,337,050	2,055,995	718,945
Total Budget	24,750,226	25,991,275	27,573,260	1,581,985

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	21,264,333	21,631,398	22,957,509	1,326,111
Contractual Services	2,716,399	3,425,271	3,242,549	-182,722
Commodities	612,708	750,606	1,292,202	541,596
Capital Outlays	156,787	184,000	81,000	-103,000
Subtotal Operating Budget	24,750,226	25,991,275	27,573,260	1,581,985
Operating Projects	0	0	0	0
Total Budget	24,750,226	25,991,275	27,573,260	1,581,985

Budget Notes and Changes

- The decrease in FTEs is the result of transferring 3.00 FTE Police Division positions to the Administrative Services Division, Human Resources Department offset by transferring a 1.00 FTE Police Aide position from Police Uniformed Services to Investigative Services and reclassifying the position to a Police Analyst position.
- The decrease in Grant Funds is the result of one-time grants included in FY 2014/15 that are not included in FY 2015/16.
- The increase in Personnel Services is the result of the implementation of a step program which has a 3 percent fix in FY 2015/16 for Police Officer compensation; an increase in overtime to better reflect actual usage; the increasing of the average hourly overtime rate; and a 7.15 percent increase in the Public Safety Personnel Retirement System (PSPRS) costs.
- The decrease in Contractual Services is primarily due to the transferring of administration/oversight from the Investigative Services Department to the Operational Support Department and is then somewhat offset by an increase in Fleet maintenance and repair.
- The increase in the Special Programs Fund and Commodities is primarily the result of Police planning to replace all TASERS division wide using Racketeering Influenced Corrupt Organizations (RICO) funding.
- The decrease in Capital Outlays is the result of one-time purchases for cell phone equipment purchased with Racketeering Influenced Corrupt Organization (RICO) funds included in FY 2014/15 that were not budgeted for in FY 2015/16.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Total number of items impounded	37,785	36,822	37,000
Note: Items seized for investigative purposes by department personnel.			
Percentage of items disposed versus items impounded	59%	53%	56%
Note: 19,401 items were disposed of while 36,822 were impounded during the same time period.			
Effectiveness			
Burglary Clearance Rate	14%	13%	13%
Note: A total of 970 new burglary cases were reported, of which 126 were cleared.			
Persons Crime Part 1 Clearance Rate	61%	53%	55%
Note: In CY 2014, 362 crimes against persons were committed in Scottsdale, an increase of 6.6%. 193 of those crimes were cleared.			
Homicide clearance rate	100%	50%	100%
Note: There were 2 homicides within Scottsdale's city limits. One case is still open and under investigation.			
Property Crime Rate Clearance	23%	27%	25%
Note: In CY 2014, of the 5,310 property crimes committed (a decrease of 8.9% from CY 2013) 1,445 cases were cleared.			
Percentage of DNA requests completed within 30 days	19%	37%	35%
Note: Of the 294 completed requests, 109 were completed within 30 days.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Crime Laboratory and Property/Evidence Support	4	1,033	\$23,111	0.5
Clerical support for Investigative Units	6	937	\$20,969	0.5
Total	10	1,971	\$44,080	1.0

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 Adopted Budget

Strategic Goal(s)



Enhance Neighborhoods



Seek Sustainability

Description

The Operational Services Bureau provides administrative and logistical support to the Department in the areas of strategic planning, technology, records, crime analysis, policy development, accreditation, facilities, supply and equipment, municipal security, 911 communications operations and technology and personnel services.

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.
- Serve as the Public Safety answer point for all emergency and non-emergency calls for the City of Scottsdale.

FY 2014/15 Achievements

- Ensured appropriate spending and reporting for over \$700K in Capital Improvement Projects.
- Researched and placed new vehicle platform into service that included new lighting and emergency equipment.
- Serviced all Automated External Defibrillator's (AED) within the City, ensuring all pads and batteries were in proper working condition, replacing any expired parts.
- Coordinated department wide tracking of the Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation compliance and updates, ensuring compliance with over 480 international standards.
- Created and implemented new online Badge and Access Request portal used by all City employees.
- Performed significant upgrades including server replacement and laptop reimaging for new Records Management System (RMS), Computer Aided Dispatch (CAD) and Mobile for Police Safety (MPS) applications to train, configure and redistribute to various computers throughout the department.
- Completed a study of secure records destruction costs resulting in a 50 percent cost reduction.
- Partnered with city personnel in Prosecution, Police and Court to develop and implement an automated citation correction process.
- Managed the On-Body Camera program including the acquisition, technical integration, contract/policy discussion and support.
- Implemented Mutual Link solution for immediate site-to-site video and audio communication with the city's municipal shopping mall.

FY 2015/16 Objectives

- Lead police facility management efforts.
- Provide for the safety and security of the employees for the City of Scottsdale.
- Improve service levels dictated by public record and criminal justice agency requests, and meet customer service needs.
- Maintain compliance with best practices as set by accreditation standards.
- Identify technology applications that will improve public safety issues.
- Provide employees with safe and effective equipment, vehicles and tools.
- Provide reliable communication equipment and effective, efficient communication systems.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	108.00	104.00	104.00	0.00
% of City's FTEs			4.20 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	11,771,524	11,726,277	12,751,091	1,024,814
Total Budget	11,771,524	11,726,277	12,751,091	1,024,814

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	7,903,091	7,786,881	8,148,196	361,315
Contractual Services	3,125,559	3,338,039	3,990,285	652,246
Commodities	706,863	601,357	612,610	11,253
Capital Outlays	36,011	0	0	0
Subtotal Operating Budget	11,771,524	11,726,277	12,751,091	1,024,814
Operating Projects	0	0	0	0
Total Budget	11,771,524	11,726,277	12,751,091	1,024,814

Budget Notes and Changes

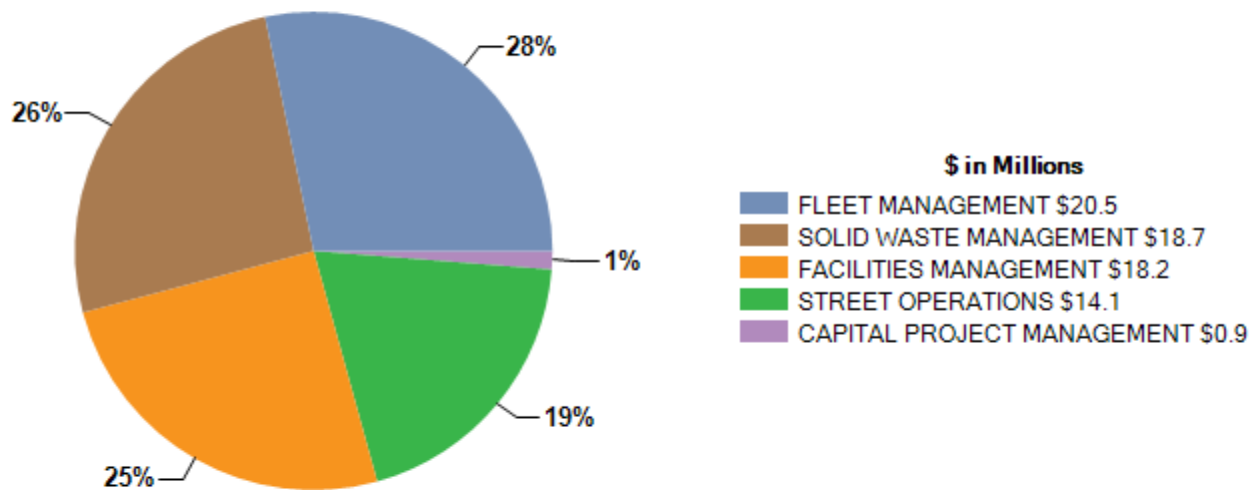
- The increase in Personnel Services is the result of the implementation of a step program which has a 3 percent fix in FY 2015/16 for Police Officer compensation; an increase in overtime to better reflect actual usage; the increasing of the average hourly overtime rate; and a 7.15 percent increase in the Public Safety Personnel Retirement System (PSPRS) costs.
- The increase in Contractual Services is primarily due to the transferring of administration/oversight from the Investigative Services Department to the Operational Support Department.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Number of Police supply requests processed <small>Note: Supplies include but not limited to uniforms, radar equipment, vehicle equipment, and office supplies.</small>	8,532	8,817	8,500
Efficiency			
Number of 911 calls received that were answered within 10 seconds <small>Note: Of the 89,025 911 calls received by dispatch in CY 2014, 80,967 (91%) were answered within 10 seconds.</small>	90%	91%	92%
Effectiveness			
Percentage of background checks processed (responded to) within 2 business days <small>Note: In CY 2014, 3,743 pre-employment background checks from outside agencies/business were requested and 1,043 were completed by the Records Unit within 2 days. Records unit has been operating with 4 vacant positions, and an additional 4 employees in training.</small>	69.0%	27.9%	75.0%
Percentage of Public Safety technology service requests responded to within 60 minutes <small>Note: Service requests included but not limited to password resets, application installs and troubleshooting.</small>	100%	100%	100%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Operations support (logistics and transportation)	3	642	\$14,367	0.3
Assists the Planning, Research and Accreditation department in maintaining the department's strategic plan.	1	14	\$313	0.0
Total	4	656	\$14,680	0.3

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."

FY 2015/16 Adopted Budget

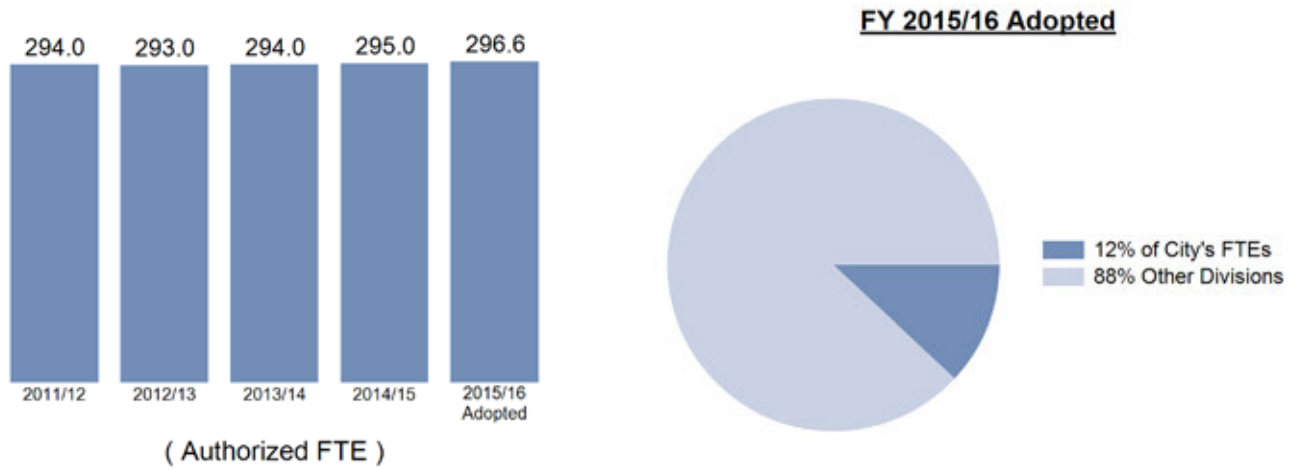


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
FLEET MANAGEMENT	16,952,850	19,991,804	20,458,559	466,755
SOLID WASTE MANAGEMENT	17,277,345	18,287,168	18,731,878	444,710
FACILITIES MANAGEMENT	19,542,396	18,297,494	18,200,070	-97,424
STREET OPERATIONS	12,900,720	14,296,117	14,083,244	-212,873
CAPITAL PROJECT MANAGEMENT	845,027	886,280	901,906	15,626
Total Budget	67,518,338	71,758,863	72,375,657	616,794

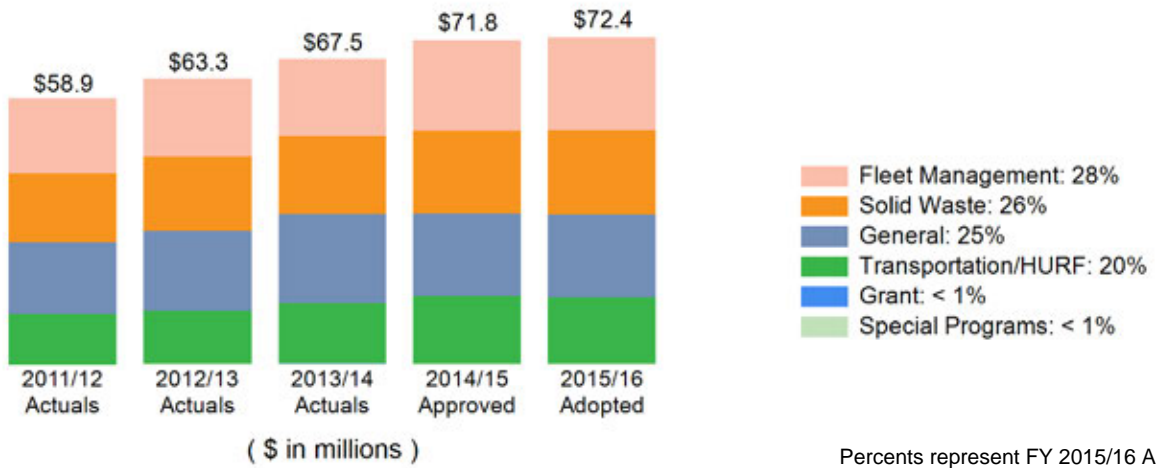


FY 2015/16 Adopted Budget

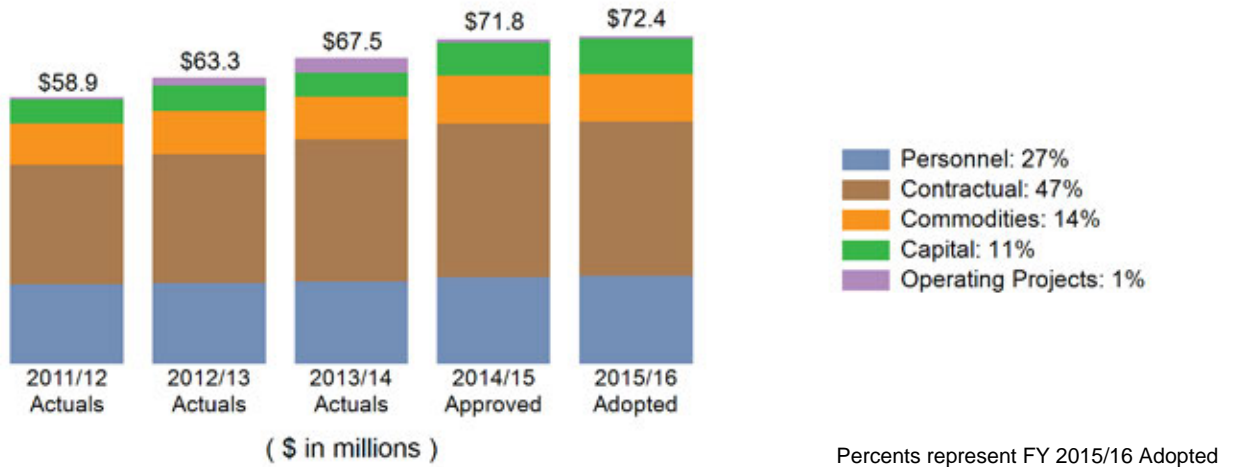
Staff Summary



Expenditures By Fund



Expenditures By Type



Strategic Goal(s)

Advance
TransportationEnhance
NeighborhoodsSeek
Sustainability

Description

The Public Works Division comprises five departments: Fleet Management, Solid Waste Management, Facilities Management, Street Operations, and Capital Project 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 Department 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 ensures environmental compliance through efficient management of transportation, traffic control and drainage system components.
- Solid Waste Management provides refuse collection services to more than 80,000 residential customers and 1,475 commercial customers, household hazardous waste collection and transfer station operations.
- Fleet Department maintains and repairs more than 1,200 vehicles and manages programs to ensure efficient and cost effective maintenance, repair, fueling and replacement of city owned vehicles and equipment.

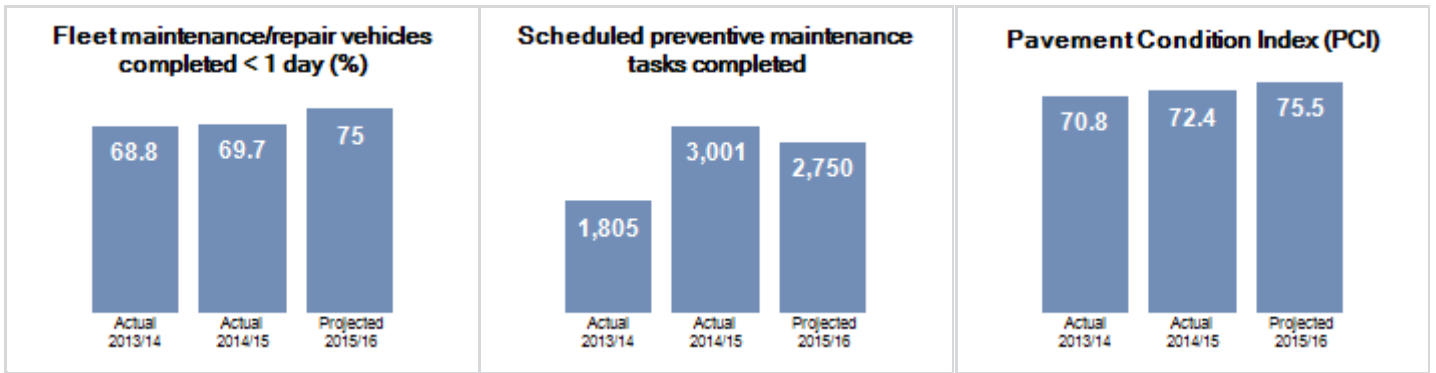
FY 2014/15 Achievements

- Completed surface treatment of 1.6 million square yards of neighborhood streets and pavement treatment of Scottsdale Road, which not only prevented further degradation in the Pavement Condition Index (PCI), but increased it from 70.8 to 72.4.
- Completed and opened Scottsdale's Museum of the West, Brown's Ranch Trailhead, TPC golf course and clubhouse renovations, McDowell Road Bridge pedestrian modifications, and Thomas Road Streetscape Improvements.
- Implemented tablet technology in 55 field service vehicles, allowing for improved service verification, container maintenance, route completion, and data recording.
- Completed a series of relocations and consolidations that created more efficient use of existing facilities, divestiture of excess facilities, and elimination of leased facilities, resulting in significant one-time impact to the Capital Program and ongoing savings in future years.
- Continued commitment to the implementation of the Compressed Natural Gas (CNG) program through staff training, resulting in three certified CNG system inspectors, three technicians who have completed CNG Systems Safety classes, and four technicians who have completed CNG systems diagnostic classes; and by increasing the number of CNG fueled vehicles from 35 to 49, and the number of CNG solid waste vehicles, the most advantageous deployment of CNG equipment, from 18 to 31.

FY 2015/16 Objectives

- Measure the positive impact of the Preventive Maintenance Program for three areas: roofs, plumbing and large HVAC systems.
- Increase the capacity of in-house design resources to provide timely and cost efficient engineering services to internal partner departments.
- Enhance system-wide traffic signal performance through repair, replacement or upgrade of vehicle detection equipment and through the update of signal timing plans.
- Achieve long-term price stability and certainty in landfill and recycling services by extending the contract with the Salt River Pima Maricopa Community.
- Reduce maintenance, repair costs and fuel consumption through improved vehicle/equipment replacement execution.

Charted Performance Measures



The goal for FY 2015/16 is to complete maintenance and repair of vehicles in less than one day 75% of the time. Achieving this goal is assisted through scheduled replacement of older equipment.

Effectiveness

10% additional preventive maintenance tasks will be completed in FY 2014/15 due to a new preventive maintenance team.

Workload

Maintain the city's asphalt street system PCI at or above the minimum goal of 80 in 5 years.

Effectiveness

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	294.00	295.00	296.59	1.59
% of City's FTEs			11.98 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Fleet Management Fund	16,952,850	19,991,804	20,458,559	466,755
General Fund	19,668,559	18,277,474	18,259,676	-17,798
Grant Funds	135,821	0	0	0
Solid Waste Fund	17,277,345	18,287,168	18,731,878	444,710
Special Programs Fund	250,636	250,000	250,000	0
Transportation/HURF Fund	13,233,127	14,952,417	14,675,544	-276,873
Total Budget	67,518,338	71,758,863	72,375,657	616,794

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	18,161,432	19,112,560	19,392,548	279,988
Contractual Services	31,385,949	34,074,978	34,231,235	156,257
Commodities	9,519,206	10,557,999	10,374,045	-183,954
Capital Outlays	5,240,175	7,198,926	7,840,494	641,568
Subtotal Operating Budget	64,306,762	70,944,463	71,838,322	893,859
Operating Projects	3,211,576	814,400	537,335	-277,065
Total Budget	67,518,338	71,758,863	72,375,657	616,794

Budget Notes and Changes

- The increase in FTE is due to the transfer of a 0.50 FTE Public Information Officer position from the Administrative Services Division - Communications Department to the Public Works Division. This Public Information Officer position is also increasing 0.25 FTE from 0.50 FTE to 0.75 FTE. The additional hours budgeted for the position will provide support for public outreach and public communication to the Solid Waste Management Department. Additionally, 0.84 FTE was added for on-call positions in the Solid Waste Management Department. The cost for the on-call positions was completely offset by the ability to reduce overtime.
- The increase in Personnel Services is mainly due to vacant positions that occurred in FY 2014/15. The budget appears to have increased in FY 2015/16 when compared to the 'Approved FY 2014/15' as the budget for vacant positions is swept thereby reducing the 'Approved FY 2014/15' budget. Additionally, Personnel Services is impacted by the increase in healthcare.
- The Transportation/HURF Fund was reduced in Contractual Services due to the removal of one-time budget for the street overlay program in the operating budget. However, budget for the Capital Improvement Plan's street overlay program was increased accordingly. Contractual Services was then offset to include an increase in property, liability and workers' compensation as a result of increased claims paid and to ensure the balance of the Risk Management Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction. Additional increases in Contractual Services primarily in the Solid Waste Fund are related to fleet maintenance and repair, the landfill contract, and the cleaning and waste removal contract.
- The decrease in Commodities is primarily due to the reduction in budgeted fuel.
- The Capital Outlays budget increase is due to the scheduled replacement of vehicles and equipment that have exceeded their life cycle (Fleet Management Fund).
- The decrease in Operating Projects is primarily due to the removal of one-time funding for deferred facilities maintenance.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Efficiency			
Capital Project Management expenses as a percentage of project costs	5.2%	6.1%	5.7%
<p>Note: Measure expected to rise for FY 2015/16 due to reduced capital program activity. This was based on the fact that some projects were deferred.</p>			
Average monthly per customer cost to provide residential solid waste service	\$15.96	\$15.96	\$15.96
<p>Note: No service fee increase expected for upcoming fiscal year.</p>			
Effectiveness			
Street Operations system-wide Pavement Condition Index (PCI) at 80 or above	70.8	72.4	75.5
<p>Note: The PCI is used nationally by cities to rate the condition of asphalt streets. An overall system average of 80 is considered good, while a street with a PCI of 70 is considered fair. The current PCI of the city's streets is 72.4, a measure which has consistently declined over the past 7 years due to underfunding, resulting in the inability to implement the proper pavement maintenance measures.</p>			

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 2014/15 Achievements

- Completed and opened Scottsdale's Museum of the West, Brown's Ranch Trailhead, TPC golf course and clubhouse renovations, McDowell Road Bridge pedestrian modifications, and Thomas Road Streetscape Improvements.
- Initiated the study of the Reata Wash drainage improvement project.
- Assisted in the evaluation, design, and construction of emergency repairs to the Indian Bend Wash area which was significantly damaged by the major storm events in November 2014.
- Established new direction for the Granite Reef Watershed project that involved studying alternatives for execution of flood control measures, implementing an IGA with the Flood Control District, and purchasing two key parcels of land, all of which led to a significant reduction in project costs.
- Sold the McKnight building through an open public auction for an amount significantly over the appraised value, and purchased a site for future Fire Station 613 at a State Land Department auction.
- Prepared and received consensus support for a general obligation bond program scheduled to be presented to the electorate in November 2015.

FY 2015/16 Objectives

- Complete programmed capital projects within budget and schedule to the satisfaction of partner divisions.
- Continue the implementation of the CPM software, including training for all users and implementation of mobile devices for field staff utilization of the system.
- Create a consistent budget analysis format and review process through the use of historic pricing data and online estimating tools to support project management and partner departments in the accurate projection of capital project costs.
- Increase the capacity of in-house design resources to provide timely and cost efficient engineering services to internal partner departments.
- Assist in the administration of existing agreements and negotiation of new agreements affecting real property rights across all departments, including identification of areas for expansion of responsibilities such as development agreements and non-traditional leases and licenses.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	44.00	45.00	45.75	0.75
% of City's FTEs			1.85 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	458,569	636,280	651,906	15,626
Grant Funds	135,821	0	0	0
Special Programs Fund	250,636	250,000	250,000	0
Total Budget	845,027	886,280	901,906	15,626

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	365,826	511,844	523,008	11,164
Contractual Services	340,031	367,666	372,241	4,575
Commodities	139,169	6,770	6,657	-113
Capital Outlays	0	0	0	0
Subtotal Operating Budget	845,027	886,280	901,906	15,626
Operating Projects	0	0	0	0
Total Budget	845,027	886,280	901,906	15,626

Budget Notes and Changes

- The increase in FTEs is due to the transfer of a 0.50 FTE Public Information Officer position from the Administrative Services Division - Communications Department. This Public Information Officer position is also increasing 0.25 FTE from 0.50 FTE to 0.75 FTE. The additional hours budgeted for the position will provide support for public outreach and public communication to the Solid Waste Department.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Efficiency			
Capital Project Management expenses as a percentage of project costs	5.2%	6.1%	5.7%
Note: Measure expected to rise for FY 2015/16 due to reduced capital program activity. This was based on the fact that some projects were deferred.			
Total managed revenue generated by leases/licenses per FTE for Real Estate group	New	\$1,100,000	\$2,103,762
Note: New measure implemented for FY 2015/16; measure includes tracked lease/license revenue and includes Princess, TPC and McDowell Mtn Golf Course revenue but excludes franchise agreements. FY 2015/16 projected revenue totals \$7,363,168, of which 75% is General Fund, 22% is Tourism Development Fund and 3% is Special Programs Fund. Leases/licenses are fully tracked and performed by 3.0 FTE Management Specialist positions and 0.50 FTE Sr. Real Estate Manager position.			
Construction cost of projects designed by internal engineering staff (in millions)	\$2.10	\$2.75	\$2.88
Note: This is the total construction cost of projects designed by internal engineering staff during the fiscal year.			



FY 2015/16 Adopted Budget

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. The 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 2014/15 Achievements

- Increased preventive maintenance activities by 37 percent over FY 2013/14.
- Reduced deferred maintenance backlog by 26 percent over FY 2013/14.
- Completed a series of relocations and consolidations that created more efficient use of existing facilities, divestiture of excess facilities, and elimination of leased facilities, resulting in significant one-time impact to the Capital Program and ongoing savings in future years.

FY 2015/16 Objectives

- Complete series of relocations and consolidations that will ready two properties for sale: 7525 E Second Street and 7501 E Second Street.
- Measure the positive impact of the Preventive Maintenance Program for three areas: roofs, plumbing and large HVAC systems.
- Calculate cost of Preventive Maintenance Program. Complete Preventive Maintenance equipment inventory, associate appropriate preventive maintenance activities with equipment and estimate total man-hours and materials required for each activity.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	54.00	54.00	54.00	0.00
% of City's FTEs			2.18 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	19,209,990	17,641,194	17,607,770	-33,424
Transportation/HURF Fund	332,407	656,300	592,300	-64,000
Total Budget	19,542,396	18,297,494	18,200,070	-97,424

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	4,253,364	4,444,932	4,473,678	28,746
Contractual Services	11,112,095	11,916,327	12,154,480	238,153
Commodities	911,428	1,121,835	1,005,877	-115,958
Capital Outlays	53,932	0	28,700	28,700
Subtotal Operating Budget	16,330,820	17,483,094	17,662,735	179,641
Operating Projects	3,211,576	814,400	537,335	-277,065
Total Budget	19,542,396	18,297,494	18,200,070	-97,424

Budget Notes and Changes

- The increase in Contractual Services is due to property, liability and workers' compensation as a result of increased claims paid and to ensure the balance of the Risk Management Fund maintains an 85 percent confidence level per the Loss Trust Fund Board's direction. In addition, the increase is associated with the reallocation of budget for maintenance from the Commodities category to the Contractual Services category.
- The decrease in Commodities is due to the reallocation of budget for maintenance to the appropriate Contractual Services category.
- The increase in Capital Outlays reflects the one-time purchase of tablets for field technicians to allow them to access the work request system.
- The decrease in Operating Projects is primarily due to the removal of one-time funding for deferred facilities maintenance.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Scheduled preventive maintenance tasks completed	1,805	3,001	3,150
Note: 5% additional preventive maintenance tasks will be completed in FY 2015/16.			
Average number of completed operating projects managed per contract administrator	12.75	12.25	12
Efficiency			
Average hours per work request in man-hours	4.92	4.99	4.49
Note: This is a measure of how efficiently technicians resolve work orders. Facilities anticipates a 10 % 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 1,200 vehicles and pieces of field equipment consisting of more than 130 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 2014/15 Achievements

- Continued commitment to the implementation of the CNG program through staff training, resulting in three certified CNG system inspectors, three technicians who have completed CNG Systems Safety classes, and four technicians who have completed CNG systems diagnostic classes; and by increasing the number of CNG fueled vehicles from 35 to 49, and the number of CNG solid waste vehicles, the most advantageous deployment of CNG equipment, from 18 to 31.
- Began the design process for modifying the North Corporation Yard's fleet shop to comply with CNG safety regulations for working maintenance facilities.
- Stabilized maintenance, repair, and fuel costs through improved replacement planning, preventive maintenance compliance, quality repairs, thereby reducing breakdowns, improving fuel economy, and utilizing less expensive fuels. The replacement of old, worn out equipment is beginning to reduce the maintenance and repair cost of fleet equipment citywide to nearly 4 percent and this reduction includes the cost of up-fitting the increased number of new vehicles.
- In-sourced 75 percent of new equipment up-fitting, including installation of emergency vehicle lighting and warning systems along with public works vehicle warning light systems, resulting in a decrease in repair work and man-hours due to improved equipment replacement practice.

FY 2015/16 Objectives

- Add a second Compressed Natural Gas (CNG) fuel site at or near the transfer station to provide for the increasing number of solid waste CNG powered trucks and provide redundancy in the event of an outage at the North Corporation Yard.
- 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.
- Reduce sublet repair and parts costs by 10 percent compared to FY 2013/14. This will be done by validating the need for repairs, improving vendor accountability and employing vigilance in budget monitoring and reporting.
- Improve in-house vehicle preparation through internal coordination. Parts, technicians and/or vendors will be employed to provide the best service, in the best time and the highest quality.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	46.00	46.00	46.00	0.00
% of City's FTEs			1.86 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Fleet Management Fund	16,952,850	19,991,804	20,458,559	466,755
Total Budget	16,952,850	19,991,804	20,458,559	466,755

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	3,175,410	3,435,822	3,574,265	138,443
Contractual Services	1,547,096	1,535,145	1,570,641	35,496
Commodities	7,071,986	7,852,211	7,786,653	-65,558
Capital Outlays	5,158,358	7,168,626	7,527,000	358,374
Subtotal Operating Budget	16,952,850	19,991,804	20,458,559	466,755
Operating Projects	0	0	0	0
Total Budget	16,952,850	19,991,804	20,458,559	466,755

Budget Notes and Changes

- The increase in Personnel Services is mainly due to vacant positions that occurred in FY 2014/15. The budget appears to have increased in FY 2015/16 when compared to the 'Approved FY 2014/15' as the budget for vacant positions is swept thereby reducing the 'Approved FY 2014/15' budget. Additionally, Personnel Services is impacted by the increase in healthcare.
- 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.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Efficiency			
Fleet maintenance/repairs completed in less than 1 day Note: The goal for FY 2015/16 is to complete maintenance and repair of vehicles in less than one day 75% of the time. Achieving this goal is assisted through scheduled replacement of older equipment.	68.8%	69.7%	75%
Fleet direct labor hours billed as percent of total available hours Note: The goal is for fleet maintenance to spend at least 72% of available staff time on direct labor.	73%	74.8%	73%
Reduce sublet labor and parts costs by 10% each year Note: New measure implemented for FY 2015/16.	New	New	10%
Effectiveness			
Mean time 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.	42	46.2	45
Complete the preparation of new vehicles and equipment for service 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 vehicles in 30 days on average for new city vehicles and equipment.	58	36	45



FY 2015/16 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; and 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.
- Provides other collection and landfill diversion programs such as electronics recycling, moving box and white goods collections and cardboard baling.

FY 2014/15 Achievements

- Implemented tablet technology in 55 field service vehicles, allowing for improved service verification, container maintenance, route completion, and data recording.
- Conducted two Household Hazardous Waste Collection events at the North Corporation Yard for Scottsdale residents, serving 2,013 vehicles and diverting 52 tons from the landfill; conducting a pilot Household Hazardous Waste Home Collection event, serving 349 homes and diverting 16 tons from the landfill; and conducted four Electronics Recycling events for Scottsdale residents, serving 3,353 vehicles and diverting 70 tons from the landfill.
- Continued to increase the department's public outreach efforts by participating in community events such as the Science of the City of Scottsdale, Mighty Mud Mania, Scottsdale Stadium Fall League Championship Zero Waste, and Bench the Bag contest in conjunction with Scottsdale Unified School District to educate the public about the importance of reducing, recycling, and reusing.
- Replaced or repaired 7,016 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.
- Held solid waste rates steady for residential and commercial customers for sixth year in a row.

FY 2015/16 Objectives

- Achieve long-term price stability and certainty with landfill and recycling services by extending the contract with the Salt River Pima Maricopa Indian Community.
- Increase residential recycling diversion rate to 30 percent or greater by the year 2020 through public outreach, educational programs and technology.
- Review best practices to increase operational efficiencies and maintain low service fees for residents. Roll out of newly acquired vehicle monitoring system will assist with operational efficiencies.
- Work toward a greener fleet of collection vehicles by replacing "out of service" diesel powered ones with new CNG powered vehicles.
- Build a stronger Solid Waste Management staff with city-sponsored trainings and professional industry designed seminars.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	90.00	90.00	90.84	0.84
% of City's FTEs			3.67 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Solid Waste Fund	17,277,345	18,287,168	18,731,878	444,710
Total Budget	17,277,345	18,287,168	18,731,878	444,710

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	6,186,013	6,359,790	6,318,250	-41,540
Contractual Services	10,423,885	11,175,288	11,605,044	429,756
Commodities	667,447	752,090	744,090	-8,000
Capital Outlays	0	0	64,494	64,494
Subtotal Operating Budget	17,277,345	18,287,168	18,731,878	444,710
Operating Projects	0	0	0	0
Total Budget	17,277,345	18,287,168	18,731,878	444,710

Budget Notes and Changes

- The increase in FTEs is for on-call positions. These on-call positions will be utilized in lieu of overtime thereby the cost for the on-call positions is completely offset by the ability to reduce overtime.
- The decrease in Personnel Services is due to the removal of the one-time payments given from the pay for performance program in FY 2014/15.
- Increase in Contractual Services reflects increase in fleet maintenance and repair rates for solid waste vehicles.
- The increase in Capital Outlays reflects the one-time purchase of specialty field equipment.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Average pounds of recyclable material collected per residential account per year	620	620	620
Note: In FY 2014/15 residential accounts totaled 80,800.			
Efficiency			
Average monthly per customer cost to provide residential solid waste service	\$15.96	\$16.29	\$15.96
Note: No service fee increase expected for upcoming fiscal year.			
Effectiveness			
Diversion rate for material collected by Solid Waste residential collection program	24%	28%	29%
Note: Measure revised - Measure based on level of recycling efforts used to divert material from landfill. Source of waste is household refuse only, not brush and bulk.			
Revenue generated through various diversion programs	\$29,097	\$32,477	\$33,000
Note: Diversion programs include electronic recycling, move-in boxes, appliance collection and cardboard baling.			



FY 2015/16 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, modifies ramps for ADA compliance and provides quick response to damaged pavement and concrete complaints.
- Traffic Signals Program provides preventive maintenance, emergency repairs and construction/installation of new components for the traffic signal system; and enhances system-wide traffic signal performance through repair, replacement or upgrade of vehicle detection equipment, and update of signal timing plans.
- 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 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, provides dust controlling surfaces and controls vegetation on unpaved alleys.

FY 2014/15 Achievements

- Conducted a citywide street evaluation to quantify current pavement condition index (PCI) and developed a dynamic model that enables optimization of road treatment decisions based on budget, with the goal of achieving a minimum of 80 PCI in 5 years, and allowing for better coordination with utility projects.
- Completed surface treatment of 1.6 million square yards of neighborhood streets and pavement treatment of Scottsdale Road, which not only prevented further degradation in the PCI, but increased it from 70.8 to 72.4.
- Completed the final phase of the Highway Safety Improvement Project by upgrading 1,404 PEDs to countdowns, which involved 188 intersections.
- Completed installation of video detection at seven signalized intersections in Old Town.
- Completed signal timing/coordination plans for the Downtown Couplet, Scottsdale Road, and Hayden Road corridors, which resulted in reducing travel time as much as 5 minutes in each corridor.
- 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, arterial shoulders, and unpaved alleys, resulting in no warnings, violations, or fines.
- Began implementation of the Regional Emergency Action Coordinating Team (REACT), a Maricopa County/city cooperative program that helps maintain the safety of emergency responders and motorists by managing the impact of traffic congestion around incident locations.

FY 2015/16 Objectives

- Ensure city streets are well maintained through an effective pavement preservation regime and responsive repair on asphalt and concrete infrastructure, with the goal of achieving a PCI of 80 in 5 years.
- Implement a new work order management system that will enable more thorough tracking of resources and maintenance issues throughout the city.
- Respond to all Virtual Call Center notifications and close them out within 48 hours of receiving notice of the maintenance issue to ensure safe travel on all city streets.
- Enhance system-wide traffic signal performance through repair, replacement or upgrade of vehicle detection equipment, and through the update of signal timing plans.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	60.00	60.00	60.00	0.00
% of City's FTEs			2.42 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Transportation/HURF Fund	12,900,720	14,296,117	14,083,244	-212,873
Total Budget	12,900,720	14,296,117	14,083,244	-212,873

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	4,180,818	4,360,172	4,503,347	143,175
Contractual Services	7,962,841	9,080,552	8,528,829	-551,723
Commodities	729,176	825,093	830,768	5,675
Capital Outlays	27,885	30,300	220,300	190,000
Subtotal Operating Budget	12,900,720	14,296,117	14,083,244	-212,873
Operating Projects	0	0	0	0
Total Budget	12,900,720	14,296,117	14,083,244	-212,873

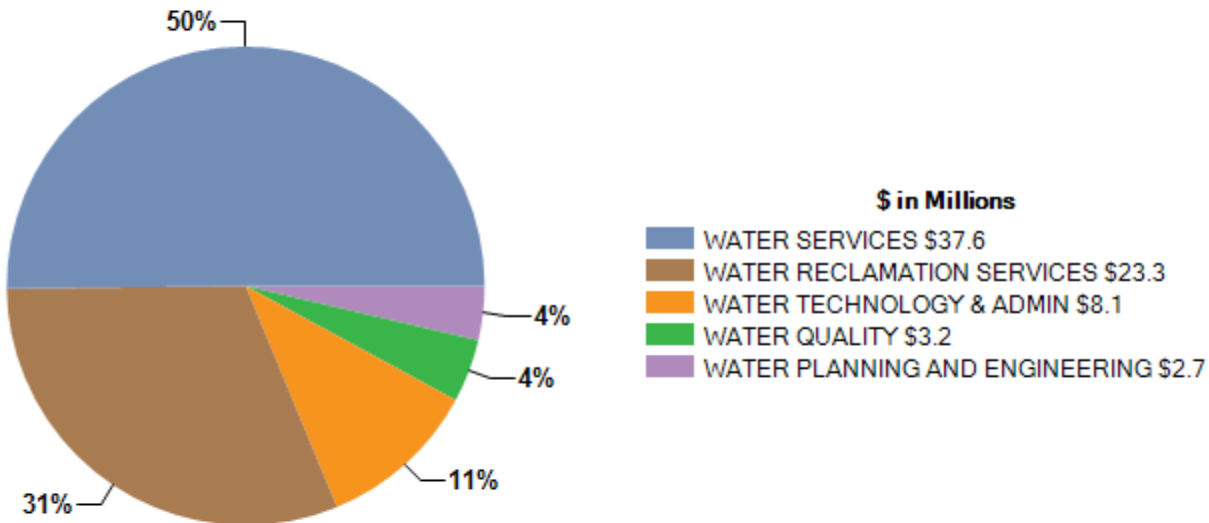
Budget Notes and Changes

- The increase in Personnel Services is mainly due to vacant positions that occurred in FY 2014/15. The budget appears to have increased in FY 2015/16 when compared to the 'Approved FY 2014/15' as the budget for vacant positions is swept thereby reducing the 'Approved FY 2014/15' budget. Additionally, Personnel Services is impacted by the increase in healthcare.
- The decrease in Contractual Services is due to the removal of one-time budget for the street overlay program in the operating budget. However, budget for the Capital Improvement Plan's street overlay program was increased accordingly.
- The increase in Capital Outlays reflects a one-time purchase for three specialty equipped vehicles in partnership with the county's Regional Emergency Action Coordinating Team. The city will receive full reimbursement for the vehicles via an Intergovernmental Agreement (IGA) with Maricopa County.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Treat unpaved alleys annually with a dust palliative to comply with the city's dust control permit	100%	100%	100%
Efficiency			
Achieve a 10% reduction in travel time in target corridors verified through the implementation of corridor travel time studies prior to and after traffic signal operational modifications Note: New performance measure for 2015/16	New	37.5%	10%
No more than 3.5% of total street lights out or malfunctioning in any given month Note: New performance measure for FY 2015/16	New	2.65%	3.5%
Respond to 100% of emergency calls on street-related issues within 1 hour	82%	87%	95%
Replace 8% of retro-reflective traffic sign facings annually	9.8%	9.26%	8%
Effectiveness			
Maintain the city's asphalt street system Pavement Condition Index (PCI) at or above the minimum goal of 80 in 5 years Note: The PCI is used nationally by cities to rate the condition of asphalt streets. An overall system average of 80 is considered good, while a street with a PCI of 70 is considered fair. The current PCI of the city's streets is 72.4, a measure which has consistently declined over the past 7 years due to underfunding, resulting in the inability to implement the proper pavement maintenance measures.	70.8	72.4	75.5
Respond to all pothole trouble calls within 48 hours	94%	96%	98%
Grade unpaved roads at an average frequency of 31 to 42 days	40	45	40
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 Note: Percentages reported for Actual 2014/15 and Projected 2015/16 encompass all street classifications.	Major: 98% / Downtown: 98.1% / Residential: 92%	87%	85%

WATER RESOURCES

FY 2015/16 Adopted Budget

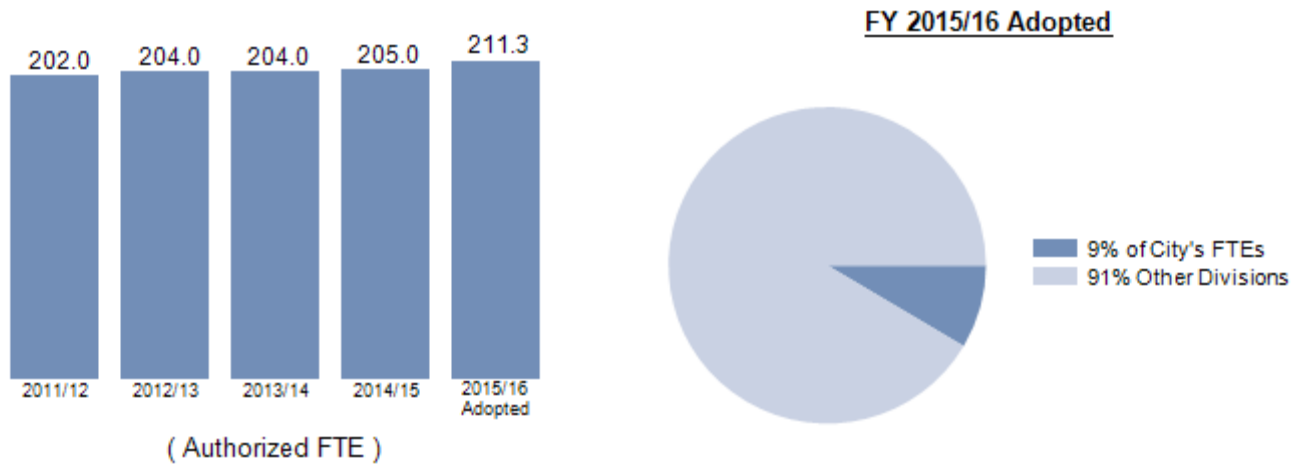


Expenditures By Department	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
WATER SERVICES	33,126,518	36,188,172	37,625,291	1,437,119
WATER RECLAMATION SERVICES	19,764,190	22,714,194	23,303,208	589,014
WATER TECHNOLOGY & ADMIN	6,172,864	7,139,256	8,130,130	990,874
WATER QUALITY	3,094,214	3,250,519	3,194,414	-56,105
WATER PLANNING AND ENGINEERING	3,048,337	3,486,713	2,737,355	-749,358
Total Budget	65,206,123	72,778,854	74,990,398	2,211,544

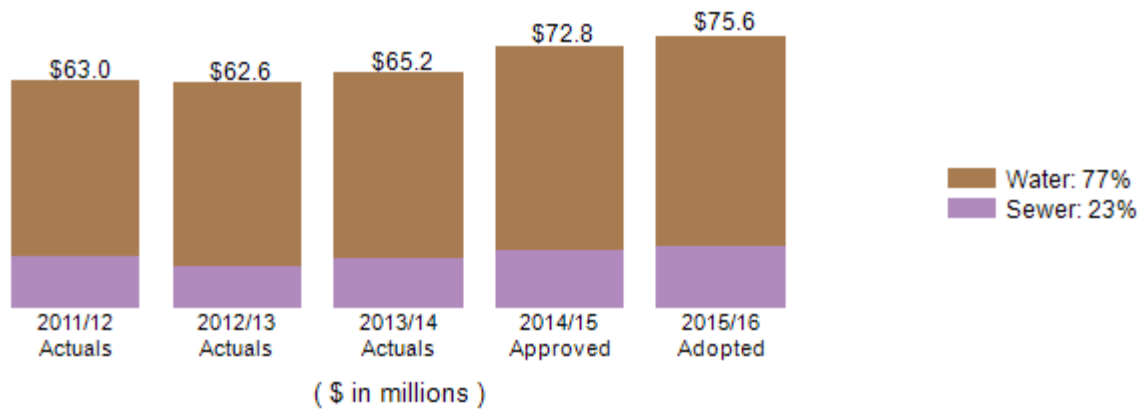


FY 2015/16 Adopted Budget

Staff Summary

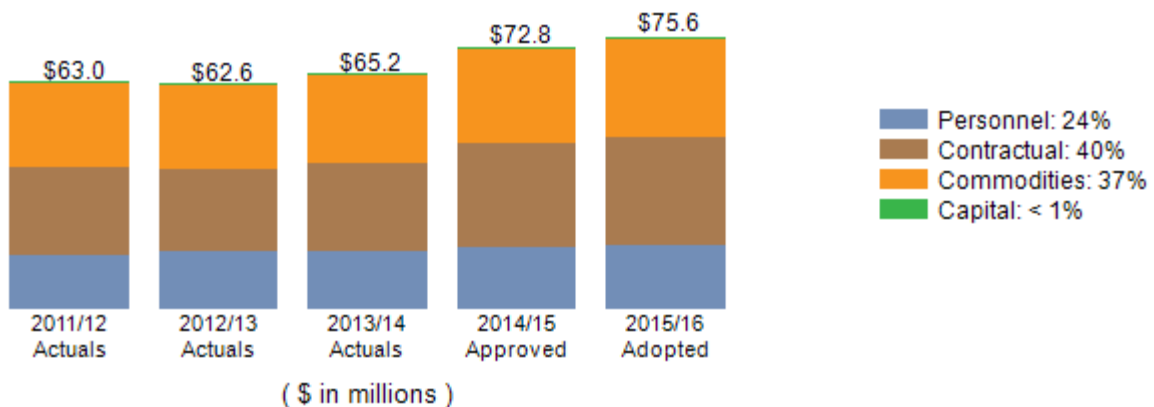


Expenditures By Fund



Percents represent FY 2015/16 Adopted

Expenditures By Type



Percents represent FY 2015/16 Adopted

Strategic Goal(s)

Enhance
NeighborhoodsSeek
SustainabilitySupport
Economic
Vitality

Description

The Water Resources Division is committed to providing efficient, high quality, reliable water and sewer service to Scottsdale residents and businesses. 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 the town of 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. 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

- Ensures long term sustainable water and wastewater services to Scottsdale customers.
- Provides safe, reliable, high quality drinking water service to more than 88,000 water accounts in Scottsdale and neighboring areas of Maricopa County and the Town of Carefree.
- Provides sanitary, reliable, high quality water reclamation services for more than 79,000 accounts including sewer collection, treatment and re-use/recharge.

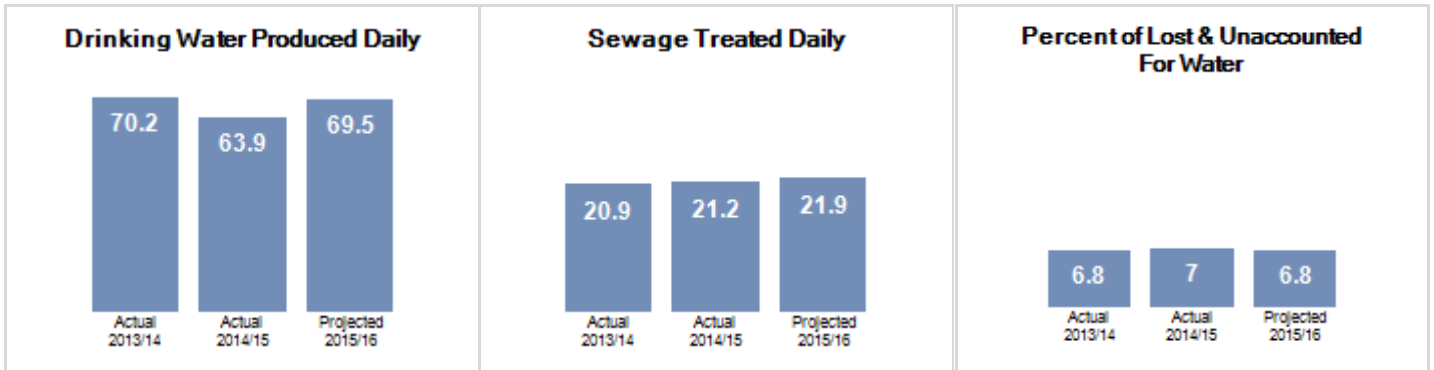
FY 2014/15 Achievements

- Ensured continued water supply sustainability by recharging unused CAP allocation and reclaimed water
- Completed extensive RFP process, awarded contract, and initiated Technology Master Planning efforts.
- Completed implementation of strategies for disinfection byproducts and have achieved a lower running annual average
- Completed a refined concept evaluation for the two identified hydro-turbine sites and subsequent analysis proved that a viable project payback could not be achieved as studied.
- Utilized an educational campaign to accompany Scottsdale Water's execution of the two-year pilot salinity rebate program. A review of records indicated a substantial interest in the pilot program, and educational outreach is planned to continue.
- Enhanced business practices and security by migrating to electronic documentation, eDocs

FY 2015/16 Objectives

- Increase stored water credits for drought reserve
- Conclude and evaluate the results of the salinity-reduction pilot program
- Initiate SCADA network security evaluation
- Complete arc flash assessment of electrical equipment
- Monitor and assess practical efforts to mitigate impacts of invasive species from entering the CAP canal

Charted Performance Measures



Average Day Drinking Water Production (in million gallons)
Workload

Average Day Sewage Collected and Treated (in million gallons)
Workload

ADWR Requires <10% Annually
Efficiency

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	204.00	205.00	211.28	6.28
% of City's FTEs			8.53 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	149,360	20,801	0	-20,801
Sewer Fund	13,939,991	16,279,366	17,107,720	828,354
Water Funds	51,116,772	56,478,687	57,882,678	1,403,991
Total Budget	65,206,123	72,778,854	74,990,398	2,211,544

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	16,058,689	17,077,992	17,428,876	350,884
Contractual Services	24,605,613	28,970,443	29,911,556	941,113
Commodities	24,240,874	26,603,944	27,590,466	986,522
Capital Outlays	300,947	126,475	59,500	-66,975
Subtotal Operating Budget	65,206,123	72,778,854	74,990,398	2,211,544
Operating Projects	0	0	0	0
Total Budget	65,206,123	72,778,854	74,990,398	2,211,544

Budget Notes and Changes

- The increase in FTE is due to a conversion from Water Resources slotted part-time and full-time slots to full-time positions (4.28 FTE) and the expansion of the Division's apprenticeship program to provide training opportunities for positions that are hard to recruit (2.00 FTE).
- The increase in Personnel Services is driven by revised allocations between operating, capital and contractual fund functions. The revised allocations allow for a more accurate allocation of hours to appropriate areas of workload.
- The increase in Contractual Services is driven by increases in electrical and maintenance costs, other professional services for an arc flash study required by OSHA and a WaterSmart Software pilot that will evaluate behavioral water efficiency. These increases are offset by lower security costs and a reallocation of costs for consultant support related to stormwater quality permit requirements to commodities.
- The increase in Commodities is driven by increases in purchased raw water, treatment filter media, treatment chemicals, maintenance, replacement of hand held radios and stormwater quality permit requirements.
- The decrease in Capital Outlays is driven by a need in FY 2014/15 that is no longer applicable.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
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 25,000 phone calls in FY 2014/15.	84%	83%	84%
Effectiveness			
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.	2,721	6,381	5,000
Number of sanitary sewer overflows per year (per 100 miles) 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.	0.1	0.5	0.5

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
One adult volunteer supplements Water Conservation by filing paperwork and assembles materials for mailings and distribution at special events.	1	67	\$1,499	0.0
Volunteers in the Water Quality Laboratory are expected to perform basic laboratory procedures under the supervision of City Scientists.	5	381	\$8,523	0.2
Total	6	448	\$10,022	0.2

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."

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, cross connection control, stormwater quality, air quality and aquifer protection for all Water Resources programs and facilities. It also provides oversight and enforcement on all requirements for the Municipal Separate Storm Sewer System (MS4) Permit, and on seven U.S. Environmental Protection Agency permitted industries and more than 2,000 commercial establishments that discharge into the city's sanitary sewer system. The in-house laboratory performs more than 95,000 water and wastewater quality tests annually to ensure compliance with regulations, permits and efficient and effective treatment processes.

Services Provided

- Ensures compliance with federal, state and local regulations for drinking water, reclaimed water, industrial pretreatment, superfund, cross connection control, stormwater quality, air quality and aquifer protection for Water Resources programs and facilities
- Performs more than 95,000 water and wastewater quality laboratory tests annually to ensure compliance with regulations, permits, and efficient and effective treatment processes
- Provides oversight and enforcement on seven permitted industries and more than 2,000 commercial establishments that discharge into the city sewer system
- Control and monitor the contribution of pollution to the MS4 by stormwater discharges associated with industrial, commercial and construction activities, illicit discharges and spills

FY 2014/15 Achievements

- Completed implementation of strategies for disinfection byproducts and have achieved a lower running annual average.
- Identified multiple areas to improve Cross Connection Control program by aligning program with city code, identifying administrative inefficiencies and creating a streamlined process, and identifying database issues and developing a plan to address.
- Identified infrastructure vulnerable to invasive mussel colonization and initiated pilot scale remediation project.
- Continued gathering the necessary data for assessment of the Aquifer Protection Permit. Modification to permit will proceed when data assessment is complete.

FY 2015/16 Objectives

- Evaluate and optimize the Stormwater Quality program towards the required renewal of the MS4 Permit
- Assist in the ongoing mitigation of invasive species in the water and reclaimed water facilities
- Provide data and technical assistance for evaluation of additional treatment options at the Central Groundwater Treatment Facility
- Finalize assessment/modifications to the Water Campus Aquifer Protection Permit to simplify/clarify requirements

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	22.00	23.00	23.00	0.00
% of City's FTEs			0.93 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
General Fund	149,360	20,801	0	-20,801
Sewer Fund	763,174	942,162	962,539	20,377
Water Funds	2,181,680	2,287,556	2,231,875	-55,681
Total Budget	3,094,214	3,250,519	3,194,414	-56,105

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	2,118,509	2,159,813	2,090,710	-69,103
Contractual Services	612,809	774,356	695,494	-78,862
Commodities	352,166	316,350	408,210	91,860
Capital Outlays	10,731	0	0	0
Subtotal Operating Budget	3,094,214	3,250,519	3,194,414	-56,105
Operating Projects	0	0	0	0
Total Budget	3,094,214	3,250,519	3,194,414	-56,105

Budget Notes and Changes

- The decrease in Personnel Services is driven by revised allocations between operating, capital and contractual fund functions. The revised allocations allow for a more accurate allocation of hours to appropriate areas of workload. This decrease is offset by an increase in other Water Resources Departments.
- The decrease in Contractual Services is driven by a reallocation of costs for consultant support related to stormwater quality permit requirements to commodities.
- The increase in Commodities is driven by stormwater quality permit requirements including chemicals, laboratory supplies and other operating equipment.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Effectiveness			
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: In July 2014, one industry detected Mercury in its wastewater discharge that was above the allowable limit. A resample was collected and found to be in compliance.	100%	99%	100%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers Volunteers in the Water Quality Laboratory are expected to perform basic laboratory procedures under the supervision of City Scientists.	5	381	\$8,523	0.2
Total	5	381	\$8,523	0.2

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 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 department manages more than 1,400 miles of sewer lines, three separate treatment facilities and hundreds of pumps, lift stations and other equipment that make up the sewer collection system. Efficient and continuous 24/7 operation 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

- Provides sewer service to more than 79,000 accounts by maintaining and operating more than 1,400 miles of sewer lines, three wastewater treatment plants and six irrigation/reclaimed water distribution systems
- Collects and treats approximately 21 million gallons of wastewater per day
- Performs advanced treatment of reclaimed water for non-potable users and groundwater recharge

FY 2014/15 Achievements

- Awarded a construction contract for the installation of oxygen injection systems at the five sewer Pumpback stations for odor control purposes. The primary equipment has been procured, work has begun, and the system will be fully installed in Q1 of FY 2015/16.
- Initiated the use of glycerin as a carbon supplement in the wastewater treatment process optimizing the system and creating a cost savings in excess of \$250,000.
- Completed mechanical and electrical equipment condition assessment of all sewer lift stations allowing the prioritization of necessary maintenance and rehabilitation efforts.
- Completed the rehabilitation efforts of two secondary clarifiers at the Water Campus.

FY 2015/16 Objectives

- Initiate and confirm a planning schedule to establish a rehabilitation program for the sewer lift stations based on the asset assessment efforts completed in FY 2014/15.
- Complete 50 miles of sewer infrastructure condition assessment.
- Provided all contractual rehabilitation work is completed as anticipated, initiate operation of all five pumpback stations increasing flows into the Water Campus by approximately 30 percent to 35 percent.
- Complete 50 percent of all sewer lift station wet well cleaning activity in-house as opposed to utilizing contractual services.
- Complete cleaning of 479 miles of active sewer lines within the collection system, 10 percent of which will be completed in-house as opposed to outside contractual services.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	28.00	28.00	28.00	0.00
% of City's FTEs			1.13 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Sewer Fund	11,435,510	13,056,102	13,201,221	145,119
Water Funds	8,328,680	9,658,092	10,101,987	443,895
Total Budget	19,764,190	22,714,194	23,303,208	589,014

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	2,579,114	2,739,660	2,922,377	182,717
Contractual Services	10,820,131	12,648,784	12,905,581	256,797
Commodities	6,256,361	7,325,750	7,450,250	124,500
Capital Outlays	108,584	0	25,000	25,000
Subtotal Operating Budget	19,764,190	22,714,194	23,303,208	589,014
Operating Projects	0	0	0	0
Total Budget	19,764,190	22,714,194	23,303,208	589,014

Budget Notes and Changes

- The increase in Personnel Services is driven by revised allocations between operating, capital and contractual fund functions. The revised allocations allow for a more accurate allocation of hours to appropriate areas of workload.
- The increase in Contractual Services is driven by increases in electrical costs and other professional services for an arc flash study required by OSHA.
- The increase in Commodities is driven by treatment chemical and maintenance costs.
- The increase in Capital Outlays is driven by the purchase of utility carts used at the City's Water Campus.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Average day sewage collected and treated (in million gallons)	20.9	21.2	21.9
Miles of sewer lines cleaned annually	560	475	479
<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>			
Efficiency			
Operational cost to collect and treat sewage per thousand gallons	\$2.11	\$2.07	\$2.53
<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>			
Effectiveness			
Number of sanitary sewer overflows per year (per 100 miles)	0.1	0.5	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 2015/16 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 leads the Water Resources Divisions efforts 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

- Provides overall leadership and management of all Water Resources programs and efforts.
- Provides engineering services to ensure water and wastewater systems are engineered and designed according to master plans.
- Manages financial plans to ensure that all rates and fees are set prudently to operate, maintain and replace the systems.
- Manages the city's water rights and allocations, water conservation programs and contracts and intergovernmental agreement management for water deliveries and sewage treatment.

FY 2014/15 Achievements

- Completed initial sewer assessments and began identifying those segments requiring rehabilitation. Continued to inspect and assess large diameter sewers.
- Ensured continued water supply sustainability by recharging unused CAP allocation and reclaimed water, increasing stored water credits.
- Completed detailed design of Water Campus storm water infrastructure through the 60 percent level.
- Completed detailed assessment and design of select reservoir rehabilitation to restore the design life of these critical assets for optimal water quality and asset life.
- Completed Year 1 of Salinity Rebate Pilot Program and implemented Year 2.
- Updated and amended Drought Plan approved by Council which will offer direction to the City during a water shortage.

FY 2015/16 Objectives

- Increase stored water credits for drought reserve.
- Implement the WaterSmart pilot program for the water efficiency behavior platform.
- Conclude and evaluate the results of the salinity-reduction pilot program.
- Initiate a Technology Master Plan to baseline vital communications and controls systems and define implementation plans for recommended improvements.
- Develop a roadmap for expanding the Division's Information Access System (IAS).

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	21.00	21.00	19.00	-2.00
% of City's FTEs			0.77 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Sewer Fund	449,720	513,628	551,691	38,063
Water Funds	2,598,617	2,973,085	2,185,664	-787,421
Total Budget	3,048,337	3,486,713	2,737,355	-749,358

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	1,745,042	1,823,888	1,061,926	-761,962
Contractual Services	757,586	1,042,700	1,109,929	67,229
Commodities	542,596	537,150	565,500	28,350
Capital Outlays	3,113	82,975	0	-82,975
Subtotal Operating Budget	3,048,337	3,486,713	2,737,355	-749,358
Operating Projects	0	0	0	0
Total Budget	3,048,337	3,486,713	2,737,355	-749,358

Budget Notes and Changes

- The decrease in FTEs is due to shifting Water Resources pipeline slots to the Water Technology & Administration Department.
- The decrease in Personnel Services is driven by revised allocations between operating, capital and contractual fund functions. The revised allocations allow for a more accurate allocation of hours to appropriate areas of workload. This decrease is offset by an increase in other Water Resources Departments.
- The increase in Contractual Services is driven by higher electrical costs and a WaterSmart Software pilot which will evaluate behavioral water efficiency.
- The increase in Commodities is driven by increased purchased raw water costs for recharge at the McDowell Mountain facilities.
- The decrease in Capital Outlays is driven by a need in FY 2014/15 that is no longer applicable.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
Number of free residential audits performed by water conservation staff. Note: The demand for residential audits continues to decrease.	305	259	120
Efficiency			
Lost and unaccounted for water per calendar year 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. FY 2013/14 equates to CY 2013 and FY 2014/15 to CY 2014.	6.8%	7.0%	6.8%
Effectiveness			
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.	2,721	6,381	5,000
Percentage of participants who attended a landscape workshop and rated the program as "Excellent" or "Good" in a feedback survey Note: A total of 443 survey cards were returned; 441 were rated "Excellent" or "Good".	99%	99.5%	98%
Number of elementary students who participated in a water conservation educational workshop Note: Schools have reduced the number of water conservation programs for FY 2015/16.	2,911	3,385	2,850

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
One adult volunteer supplements Water Conservation by filing paperwork and assembles materials for mailings and distribution at special events.	1	67	\$1,499	0.0
Total	1	67	\$1,499	0.0

"The value of volunteer hours calculated at an hourly rate of \$22.37 (Source: IndependentSector.org as of 2014)."



FY 2015/16 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 a customer service call center, employee safety and training, utility system security, accounts payable processing and workforce management support services.

Services Provided

- 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.
- Manages the safety programs for all Water Resources facilities and employees.
- Manages and conducts annual training programs for employees.

FY 2014/15 Achievements

- Delayed in securing a wireless communication (Wi-Fi) system at Water Campus by contractor.
- Completed extensive RFP process, awarded contract, and initiated Technology Master Planning efforts.
- Completed SCADA software updates, network improvements, and Water Campus server upgrades.
- Optimized reservoir storage operations resulting in reduced disinfection by-product concentrations across the potable water system.

FY 2015/16 Objectives

- Initiate SCADA network security evaluation.
- Initiate portable radio communications (BDA) improvements at Chaparral Water Treatment Plant and Pumpback facilities.
- Complete data flow schematics of operational data for optimizing data processing and management.
- Complete arc flash assessment of electrical equipment.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	57.00	57.00	65.28	8.28
% of City's FTEs			2.64 %	

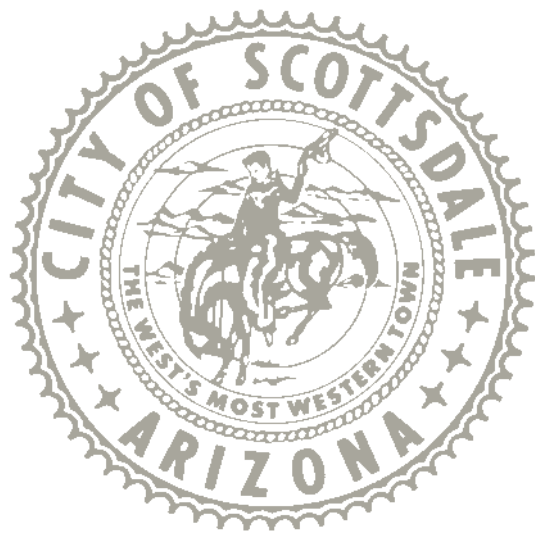
Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Sewer Fund	1,291,587	1,767,474	2,392,269	624,795
Water Funds	4,881,277	5,371,782	5,737,861	366,079
Total Budget	6,172,864	7,139,256	8,130,130	990,874

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	4,218,325	4,663,630	5,337,236	673,606
Contractual Services	1,327,206	1,875,826	2,097,494	221,668
Commodities	508,012	568,800	673,400	104,600
Capital Outlays	119,320	31,000	22,000	-9,000
Subtotal Operating Budget	6,172,864	7,139,256	8,130,130	990,874
Operating Projects	0	0	0	0
Total Budget	6,172,864	7,139,256	8,130,130	990,874

Budget Notes and Changes

- The increase in FTE is due to a conversion from Water Resources pipeline slotted positions to part-time positions and expansion of the Division's apprenticeship program by two full time equivalents which provide training opportunities for positions that are hard to recruit.
- The increase in Personnel Services is driven by revised allocations between operating, capital and contractual fund functions. The revised allocations allow for a more accurate allocation of hours to appropriate areas of workload.
- The increase in Contractual Services is driven by professional services that will install electrical power monitoring equipment, technology support for optimization system programming and modeling and telemetry control systems and other SCADA system needs.
- The increase in Commodities is driven by replacement of hand held radios.
- The decrease in Capital Outlays is driven by a need in FY 2014/15 that is no longer applicable.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Effectiveness			
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 25,000 phone calls in FY 2014/15.	84%	83%	84%
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.	71%	116%	80%
Vehicle accidents per million miles (per calendar year) or vehicle accident rate Note: Water Resources crews drive an average 800,000 miles annually. "Actual 2013/14" equates to CY 2013, "Actual 2014/15" equates to CY 2014, and "Projected 2015/16" equates to CY 2015.	10.2	16.7	10.0
Number of workplace incidents, injuries and illnesses per calendar year, per 100 employees Note: Occupational Safety and Health Administration (OSHA) average for utilities is 7.9 per 100 employees. "Actual 2013/14" equates to CY 2013, "Actual 2014/15" equates to CY 2014, and "Projected 2105/16 equates to CY 2015.	6.8	6.5	6.5



FY 2015/16 Adopted Budget

Strategic Goal(s)



Enhance Neighborhoods



Seek Sustainability



Support Economic Vitality

Description

Water Services treats and distributes drinking water throughout the service area. This department 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. Efficient and continuous operation of this system ensures compliance with numerous regulatory requirements and provides safe, reliable drinking water to our 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, three 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 distributes an average of 70 million gallons of drinking water per day.
- Conducts timely and accurate meter reading to ensure proper customer billing and loss control.

FY 2014/15 Achievements

- Completed the control system rehabilitation project resulting in improved operational efficiency and maintenance.
- Continued integrating the work order system with asset management. The Water Resources Technology Master Plan will further investigate improvements.
- Accelerated the water meter replacement program to aggressively reduce meter age and leverage AMR/AMI technology resulting in decreased water loss and improve billing accuracy.
- Completed the integration of well PCX-1 into the water system. Water Quality impacts will continue to be monitored.

FY 2015/16 Objectives

- Continue meter replacement program and installation of AMR/AMI technology to decrease water loss and maximize customer billing accuracy.
- Implement necessary water treatment at the CGTF (Central Groundwater Treatment Facility) to reduce water hardness in the distribution system.
- Complete Chaparral Plant infrastructure and programming enhancements of operating system for maximum efficiency of water treatment.
- Monitor and assess practical efforts to mitigate impacts of invasive species from entering the CAP canal.

Staff Summary	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Full-time Equivalents (FTE)	76.00	76.00	76.00	0.00
% of City's FTEs			3.07 %	

Expenditures By Fund	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Water Funds	33,126,518	36,188,172	37,625,291	1,437,119
Total Budget	33,126,518	36,188,172	37,625,291	1,437,119

Expenditures By Type	Actual 2013/14	Approved 2014/15	Adopted 2015/16	Change 14/15 to 15/16
Personnel Services	5,397,698	5,691,001	6,016,627	325,626
Contractual Services	11,087,881	12,628,777	13,103,058	474,281
Commodities	16,581,738	17,855,894	18,493,106	637,212
Capital Outlays	59,200	12,500	12,500	0
Subtotal Operating Budget	33,126,518	36,188,172	37,625,291	1,437,119
Operating Projects	0	0	0	0
Total Budget	33,126,518	36,188,172	37,625,291	1,437,119

Budget Notes and Changes

- The increase in Personnel Services is driven by revised allocations between operating, capital and contractual fund functions. The revised allocations allow for a more accurate allocation of hours to appropriate areas of workload.
- The increase in Contractual Services is driven by increases in electrical and maintenance costs as well as other professional services for an arc flash study required by OSHA.
- The increase in Commodities is driven by increases in purchased raw water and treatment filter media costs.

Performance Measures	Actual 2013/14	Actual 2014/15	Projected 2015/16
Workload			
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.	70.2	63.9	69.5
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.	94.9	94.3	95.5
Number of water meters replaced system-wide Note: The October 2014 Meter Upgrade Plan and Cost provides a schedule for transitioning all remaining water meters to Automated Meter Reading (AMR) by 2023. These numbers are from that plan.	6,639	6,946	6,500
Efficiency			
Operational cost to treat and deliver water (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.	\$1.77	\$1.95	\$2.25

ORDINANCE NO. 4217

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, 2015, AND ENDING JUNE 30, 2016, 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 2015/16 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 12, 2015, make a budget estimate of the different amounts required to meet the public expenses for the fiscal year beginning July 1, 2015, and ending June 30, 2016, 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 2, 2015, 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 2015/16; 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 16, 2015, 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, 2015, and ending June 30, 2016 ("Fiscal Year 2015/16"):

Schedule A, Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2015/16

Schedule B, Summary of Property Tax Levy and Property Tax Rate Information Fiscal Year 2015/16

Schedule C, Summary By Fund of Revenues Other than Property Taxes Fiscal Year 2015/16

Schedule D, Summary By Fund Type of Other Financing Sources/(Uses) and Interfund Transfers Fiscal Year 2015/16

Schedule E, Summary By Division of Expenditures/Expenses Within Each Fund Type Fiscal Year 2015/16

Schedule F, Summary By Division of Expenditures/Expenses Fiscal Year 2015/16

Schedule G, Full-Time Employees and Personnel Compensation Fiscal Year 2015/16

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 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.

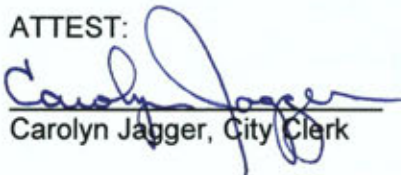
SECTION 4. That resources from any fund may be used to meet the adopted budget, except funds specifically restricted by Federal or State law or by City ordinance or resolution.

SECTION 5. That pursuant to section 14-20 *et seq.* of the Scottsdale Revised Code, the Final FY 2015/16 Classification/Compensation Schedule, which is on file with, and available for review at, the Office of the City Clerk, is hereby adopted.

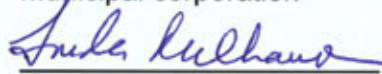
SECTION 6. That the City Council, subject to the limitation in Section 4 and to the extent allowable by law, expressly authorizes the City Manager, at any time, to transfer grant/match contingency funds to airport Capital Improvement Plan projects as may become necessary or desirable during the fiscal year.

PASSED AND ADOPTED by the Council of the City of Scottsdale, Arizona, this 3rd day of June, 2015.

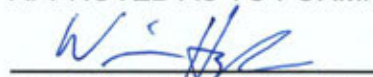
ATTEST:


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 Hylen, Senior Assistant City Attorney

CITY OF SCOTTSDALE
 Summary Schedule of Estimated Revenues and Expenditures/Expenses
 Fiscal Year 2015/2016
 Schedule A

Fiscal Year		SCH	FUNDS								Total All Funds
			General Fund	Special Revenue Fund	Debt Service Fund	Capital Project Funds	Trust & Agency Funds	Enterprise Funds	Internal Service Funds'		
2015	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	\$260,912,071	\$69,798,200	\$83,567,557	\$521,360,100	\$16,000	\$203,243,852	\$33,442,290	\$1,172,340,070	
2015	Actual Expenditures/Expenses**	E	\$234,452,015	\$59,951,279	\$83,567,557	\$139,066,370	\$6,000	\$133,020,610	\$6,374,255	\$656,438,086	
2016	Fund Balance/Net Position at July 1***		\$46,216,296	\$51,076,820	\$22,421,951	\$172,123,772	\$8,621	\$80,311,534	\$32,112,481	\$404,271,475	
2016	Primary Property Tax Levy	B	\$26,009,870	\$0	\$0	\$0	\$0	\$0	\$1,312,809	\$27,322,679	
2016	Secondary Property Tax Levy	B	\$0	\$0	\$32,227,765	\$0	\$0	\$0	\$0	\$32,227,765	
2016	Estimated Revenues Other than Property Taxes	C	\$228,778,202	\$115,699,325	\$1,643,520	\$271,262,040	\$16,000	\$171,440,895	\$8,125,186	\$796,965,168	
2016	Other Financing Sources	D	\$0	\$0	\$0	\$115,400,000	\$0	\$0	\$0	\$115,400,000	
2016	Other Financing (Uses)	D	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
2016	Interfund Transfers In	D	\$9,088,906	\$60,000	\$47,838,398	\$82,761,862	\$0	\$18,079,939	\$0	\$157,829,105	
2016	Interfund Transfers (Out)	D	\$18,144,316	\$56,020,252	\$0	\$33,301,249	\$0	\$49,571,588	\$791,700	\$157,829,105	
2016	Reduction for Amounts Not Available:										
LESS:	Amounts for Future Debt Retirement:										
2016	Total Financial Resources Available		\$291,948,958	\$110,815,893	\$104,131,634	\$608,246,425	\$24,621	\$220,260,780	\$40,758,776	\$1,376,187,087	
2016	Budgeted Expenditures/Expenses	E	\$273,234,364	\$70,262,276	\$83,024,355	\$525,298,100	\$16,000	\$212,535,619	\$37,319,618	\$1,201,690,332	

Expenditure Limitation

1. Budgeted expenditures
2. Add/subtract : estimated net reconciling items
3. Budgeted expenditures adjusted for reconciling
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC or voter-approved alternative expenditure

	2014/2015	2015/2016
1. Budgeted expenditures	\$1,172,340,070	\$1,201,690,332
2. Add/subtract : estimated net reconciling items	0	0
3. Budgeted expenditures adjusted for reconciling	1,172,340,070	1,201,690,332
4. Less: estimated exclusions	(792,409,425)	(811,123,542)
5. Amount subject to the expenditure limitation	379,930,645	390,566,790
6. EEC or voter-approved alternative expenditure	\$422,478,531	\$437,448,723

*Includes expenditure adjustments approved in FY 2014/2015 from Schedule E.

**Includes actual amounts as of the date the adopted 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 2015/2016
Schedule B

	Fiscal Year 2014/2015	Fiscal Year 2015/2016
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	<u>29,943,828</u>	<u>30,022,358</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>27,821,197</u>	<u>27,322,679</u>
B. Secondary property taxes ^(a)	<u>35,559,287</u>	<u>32,227,765</u>
C. Total property tax levy amounts	<u>63,380,484</u>	<u>59,550,444</u>
4. Property taxes collected ^(b)		
A. Primary property taxes		
(1) 2014/2015 levy	27,264,773	
(2) Prior years' levies	<u>343,756</u>	
(3) Total primary property taxes	<u>27,608,529</u>	
B. Secondary property taxes		
(1) 2014/2015 levy	34,848,101	
(2) Prior years' levies	<u>491,922</u>	
(3) Total secondary property taxes	<u>35,340,023</u>	
C. Total property taxes collected	<u>62,948,552</u>	
5. Property tax rates		
A. City tax rate		
(1) Primary property tax rate	0.5580	0.5293
(2) Secondary property tax rate	<u>0.6869</u>	<u>0.6244</u>
(3) Total city tax rate	<u>1.2449</u>	<u>1.1537</u>

B. Special assessment district tax rates

Secondary property tax rates - As of the date the tentative budget was prepared, the city was operating 355 special assessment districts (streetlight improvement districts) for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the City of Scottsdale Finance and Accounting Division.

^(a)The Secondary Property Tax Levy amount changed for FY 2014/15 after budget adoption due to the recalculation of assessed value.

^(b)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 2015/2016
Schedule C

Source of Revenues	Budgeted Revenues 2014/2015	Actual Revenues 2014/2015*	Estimated Revenues 2015/2016
GENERAL FUND			
TAXES - LOCAL			
TRANSACTION PRIVILEGE TAX	\$97,214,941	\$97,214,941	\$100,224,051
TRANSACTION PRIVILEGE TAX - PUBLIC SAFETY	\$9,491,270	\$9,491,270	\$9,803,522
ELECTRIC & GAS FRANCHISE	\$8,443,750	\$8,443,750	\$8,324,540
CABLE TV LICENSE FEE	\$3,395,000	\$3,395,000	\$3,415,000
SALT RIVER PROJECT IN LIEU	\$267,000	\$267,000	\$244,000
STORMWATER QUALITY CHARGE	\$897,600	\$897,600	\$906,576
TOTAL TAXES - LOCAL	\$119,709,561	\$119,709,561	\$122,917,689
TAXES- FROM OTHER AGENCIES			
STATE SHARED SALES TAX	\$19,642,557	\$19,642,557	\$20,767,461
STATE SHARED INCOME TAX	\$26,314,255	\$26,314,255	\$26,173,125
AUTO LIEU TAX	\$7,686,538	\$7,686,538	\$8,591,756
TOTAL TAXES- FROM OTHER AGENCIES	\$53,643,350	\$53,643,350	\$55,532,342
CHARGES FOR SERVICE/OTHER			
BUILDING & RELATED PERMITS	\$12,332,183	\$12,332,183	\$14,276,420
BUSINESS & LIQUOR LICENSES	\$1,805,192	\$1,805,192	\$1,845,667
FIRE CHARGES FOR SERVICES	\$664,400	\$664,400	\$755,974
RECREATION FEES	\$3,537,796	\$3,537,796	\$3,586,898
WESTWORLD EQUESTRIAN FACILITY FEES	\$3,920,520	\$3,920,520	\$5,060,700
COURT FINES	\$4,528,736	\$4,528,736	\$3,903,551
SERVICE ENHANCEMENT FEE	\$300,000	\$300,000	\$303,000
LIBRARY	\$369,468	\$369,468	\$305,109
PARKING FINES	\$237,528	\$237,528	\$222,430
PHOTO RADAR	\$2,110,289	\$2,110,289	\$2,879,450
INTERGOVERNMENTAL AGREEMENTS	\$1,024,105	\$1,024,105	\$1,213,826
TOTAL CHARGES FOR SERVICE/OTHER	\$30,830,217	\$30,830,217	\$34,353,025
INTEREST EARNINGS			
INTEREST EARNINGS	\$574,573	\$574,573	\$884,964
TOTAL INTEREST EARNINGS	\$574,573	\$574,573	\$884,964
OTHER REVENUE			
INDIRECT/DIRECT COST ALLOCATIONS	\$6,439,205	\$6,439,205	\$5,966,388
MISCELLANEOUS	\$4,380,669	\$4,380,669	\$4,926,369
PROPERTY RENTAL	\$1,836,120	\$1,836,120	\$3,049,943
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$1,247,165	\$1,247,165	\$1,147,482
TOTAL OTHER REVENUE	\$13,903,159	\$13,903,159	\$15,090,182
TOTAL GENERAL FUND	\$218,660,860	\$218,660,860	\$228,778,202

CITY OF SCOTTSDALE
Summary by Fund of Revenues Other than Property Taxes
Fiscal Year 2015/2016
Schedule C

Source of Revenues	Budgeted Revenues 2014/2015	Actual Revenues 2014/2015*	Estimated Revenues 2015/2016
SPECIAL REVENUE FUNDS			
PRESERVATION PRIVILEGE TAX FUNDS			
TRANSACTION PRIVILEGE TAX	\$33,219,447	\$33,219,447	\$34,312,327
INTEREST EARNINGS	\$77,231	\$77,231	\$163,088
TOTAL PRESERVATION PRIVILEGE TAX FUNDS	\$33,296,678	\$33,296,678	\$34,475,415
TRANSPORTATION/HURF FUND			
TRANSACTION PRIVILEGE TAX	\$18,413,065	\$18,413,065	\$19,018,833
HIGHWAY USER TAX	\$12,944,922	\$12,944,922	\$13,564,928
LOCAL TRANSPORTATION ASSISTANCE FUND	\$0	\$0	\$645,000
INTERGOVERNMENTAL AGREEMENTS	\$675,539	\$675,539	\$550,000
FEDERAL GRANTS	\$750,000	\$750,000	\$550,000
STATE GRANTS	\$650,000	\$650,000	\$0
INDIRECT/DIRECT COST ALLOCATIONS	\$524,741	\$524,741	\$535,415
MISCELLANEOUS	\$15,000	\$15,000	\$30,000
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$0	\$0	\$200,000
TOTAL TRANSPORTATION/HURF FUND	\$33,973,267	\$33,973,267	\$35,094,176
TOURISM DEVELOPMENT			
TRANSIENT OCCUPANCY TAX	\$15,794,000	\$15,794,000	\$16,928,000
MISCELLANEOUS	\$20,500	\$20,500	\$20,500
PROPERTY RENTAL	\$1,600,000	\$1,600,000	\$1,600,000
TOTAL TOURISM DEVELOPMENT	\$17,414,500	\$17,414,500	\$18,548,500
SPECIAL PROGRAMS FUND			
ELECTRIC & GAS FRANCHISE	\$250,000	\$250,000	\$250,000
BUSINESS & LIQUOR LICENSES	\$24,000	\$24,000	\$25,000
RECREATION FEES	\$1,697,282	\$1,697,282	\$1,702,378
COURT FINES	\$1,891,952	\$1,891,952	\$1,755,938
POLICE FEES	\$480,000	\$480,000	\$480,000
INTERGOVERNMENTAL AGREEMENTS	\$208,240	\$208,240	\$208,240
INTEREST EARNINGS	\$15,986	\$15,986	\$19,330
MISCELLANEOUS	\$3,880,199	\$3,880,199	\$3,637,800
PROPERTY RENTAL	\$458,050	\$458,050	\$382,525
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$487,492	\$487,492	\$582,146
CONTRIBUTIONS & DONATIONS	\$878,154	\$878,154	\$650,702
TOTAL SPECIAL PROGRAMS FUND	\$10,271,355	\$10,271,355	\$9,694,059
GRANT FUNDS			
INTERGOVERNMENTAL AGREEMENTS	\$120,000	\$120,000	\$120,000
FEDERAL GRANTS	\$17,580,029	\$17,406,777	\$15,456,986
STATE GRANTS	\$122,591	\$122,591	\$125,966
PROPERTY RENTAL	\$0	\$0	\$29,508
CONTRIBUTIONS & DONATIONS	\$655,000	\$655,000	\$1,575,091
TOTAL GRANT FUNDS	\$18,477,620	\$18,304,368	\$17,307,551

CITY OF SCOTTSDALE
Summary by Fund of Revenues Other than Property Taxes
Fiscal Year 2015/2016
Schedule C

Source of Revenues	Budgeted Revenues 2014/2015	Actual Revenues 2014/2015*	Estimated Revenues 2015/2016
SPECIAL DISTRICTS			
STREETLIGHT DISTRICTS	\$533,043	\$533,043	\$579,624
TOTAL SPECIAL DISTRICTS	\$533,043	\$533,043	\$579,624
TOTAL SPECIAL REVENUE FUNDS	\$113,966,463	\$113,793,211	\$115,699,325
DEBT SERVICE FUNDS			
MPC EXCISE DEBT			
INTERGOVERNMENTAL AGREEMENTS	\$1,317,489	\$1,317,489	\$1,498,520
PROPERTY RENTAL	\$145,000	\$145,000	\$145,000
TOTAL MPC EXCISE DEBT	\$1,462,489	\$1,462,489	\$1,643,520
TOTAL DEBT SERVICE FUNDS	\$1,462,489	\$1,462,489	\$1,643,520
CAPITAL PROJECT FUNDS			
CAPITAL IMPROVEMENT PROGRAM			
ESTIMATED UNEXPENDED PRIOR YEAR	\$273,971,956	\$0	\$235,825,868
OTHER WATER REVENUE	\$100,950	\$100,950	\$1,800,000
OTHER WATER RECLAMATION REVENUE	\$61,260	\$61,260	\$1,300,000
BUILDING & RELATED PERMITS	\$0	\$0	\$120,000
INTERGOVERNMENTAL AGREEMENTS	\$12,761,600	\$12,761,600	\$9,010,000
INTEREST EARNINGS	\$652,633	\$652,633	\$1,287,272
FEDERAL GRANTS	\$6,766,200	\$6,766,200	\$19,146,600
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$110,000	\$110,000	\$0
CONTRIBUTIONS & DONATIONS	\$134,800	\$134,800	\$2,772,300
TOTAL CAPITAL IMPROVEMENT PROGRAM	\$294,559,399	\$20,587,443	\$271,262,040
TOTAL CAPITAL PROJECT FUNDS	\$294,559,399	\$20,587,443	\$271,262,040
TRUST & AGENCY FUNDS			
TRUSTS			
MISCELLANEOUS	\$10,000	\$10,000	\$10,000
CONTRIBUTIONS & DONATIONS	\$6,000	\$6,000	\$6,000
TOTAL TRUSTS	\$16,000	\$16,000	\$16,000
TOTAL TRUST & AGENCY FUNDS	\$16,000	\$16,000	\$16,000
ENTERPRISE FUNDS			
AVIATION FUND			
TRANSACTION PRIVILEGE TAX	\$149,702	\$149,702	\$173,192
AIRPORT FEES	\$3,278,800	\$3,278,800	\$3,630,464
INTEREST EARNINGS	\$25,630	\$25,630	\$27,249
PROPERTY RENTAL	\$100,029	\$100,029	\$101,029
TOTAL AVIATION FUND	\$3,554,161	\$3,554,161	\$3,931,934

CITY OF SCOTTSDALE
Summary by Fund of Revenues Other than Property Taxes
Fiscal Year 2015/2016
Schedule C

Source of Revenues	Budgeted Revenues 2014/2015	Actual Revenues 2014/2015*	Estimated Revenues 2015/2016
WATER AND SEWER UTILITY FUNDS			
STORMWATER QUALITY CHARGE	\$0	\$0	\$106,300
WATER SERVICE FEES	\$91,692,000	\$91,692,000	\$92,170,000
NON-POTABLE WATER FEES	\$10,398,600	\$10,398,600	\$12,572,032
SEWER SERVICE FEES	\$37,877,000	\$37,877,000	\$39,209,000
INTEREST EARNINGS	\$435,328	\$435,328	\$645,323
INDIRECT/DIRECT COST ALLOCATIONS	\$0	\$0	\$912,538
MISCELLANEOUS	\$1,554,493	\$1,554,493	\$1,497,700
PROPERTY RENTAL	\$217,700	\$217,700	\$185,000
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$110,000	\$110,000	\$100,840
TOTAL WATER AND SEWER UTILITY FUNDS	\$142,285,121	\$142,285,121	\$147,398,733
SOLID WASTE FUND			
SOLID WASTE FEES	\$20,091,453	\$20,091,453	\$20,040,000
INTEREST EARNINGS	\$47,725	\$47,725	\$70,228
TOTAL SOLID WASTE FUND	\$20,139,178	\$20,139,178	\$20,110,228
TOTAL ENTERPRISE FUNDS	\$165,978,460	\$165,978,460	\$171,440,895
INTERNAL SERVICE FUNDS			
FLEET MANAGEMENT FUND			
INTERNAL SERVICE OFFSETS	(\$19,412,352)	(\$19,412,352)	(\$20,270,868)
EQUIPMENT REPLACEMENT REVENUE	\$7,168,644	\$7,168,644	\$7,532,676
FUEL REVENUE	\$5,033,604	\$5,033,604	\$5,035,476
MAINTENANCE & OPERATIONS REVENUE	\$7,210,104	\$7,210,104	\$7,702,716
MISCELLANEOUS	\$372,600	\$372,600	\$382,197
TOTAL FLEET MANAGEMENT FUND	\$372,600	\$372,600	\$382,197
PC REPLACEMENT FUND			
INTERNAL SERVICE OFFSETS	(\$1,046,384)	(\$1,046,384)	(\$1,009,835)
PC REPLACEMENT REVENUE	\$1,046,384	\$1,046,384	\$1,009,835
TOTAL PC REPLACEMENT FUND	\$0	\$0	\$0
SELF INSURANCE FUNDS			
INTERNAL SERVICE OFFSETS	(\$29,316,768)	(\$29,316,768)	(\$31,231,497)
COS DENTAL PREMIUMS	\$805,104	\$805,104	\$823,767
COS MEDICAL PREMIUMS	\$19,211,664	\$19,211,664	\$20,707,728
EMPLOYEE DENTAL PREMIUMS	\$772,248	\$772,248	\$732,025
EMPLOYEE MEDICAL PREMIUMS	\$6,466,224	\$6,466,224	\$6,125,964
PROPERTY - WORKERS COMP	\$9,200,000	\$9,200,000	\$9,600,002
UNEMPLOYMENT CLAIMS	\$100,000	\$100,000	\$100,000
MISCELLANEOUS	\$348,000	\$348,000	\$273,000
REIMBURSEMENTS FROM OUTSIDE SOURCES	\$562,000	\$562,000	\$612,000
TOTAL SELF INSURANCE FUNDS	\$8,148,472	\$8,148,472	\$7,742,989
TOTAL INTERNAL SERVICE FUNDS	\$8,521,072	\$8,521,072	\$8,125,186
TOTAL ALL FUNDS	\$803,164,743	\$529,019,535	\$796,965,168

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the adopted budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

CITY OF SCOTTSDALE
Summary by Fund Type of Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2015/2016
Schedule D

Fund	Other Financing Sources/(Uses) 2015/2016	Adopted Interfund Transfers 2015/2016	
		IN	OUT
GENERAL FUND			
GENERAL FUND		\$9,088,906	\$18,144,316
TOTAL GENERAL FUND		\$9,088,906	\$18,144,316
SPECIAL REVENUE FUNDS			
GRANT FUNDS			\$3,400
PRESERVATION PRIVILEGE TAX FUNDS			\$36,493,633
SPECIAL PROGRAMS FUND		\$60,000	\$723,039
TOURISM DEVELOPMENT			\$5,241,363
TRANSPORTATION/HURF FUND			\$13,558,817
TOTAL SPECIAL REVENUE FUNDS		\$60,000	\$56,020,252
DEBT SERVICE FUNDS			
DEBT SERVICE FUND		\$15,624,765	
GO DEBT SERVICE		\$25,724,260	
SPECIAL ASSESSMENT DEBT FUND		\$6,489,373	
TOTAL DEBT SERVICE FUNDS		\$47,838,398	
CAPITAL PROJECT FUNDS			
CAPITAL IMPROVEMENT PROGRAM		\$82,761,862	\$33,301,249
CAPITAL PROJECT FUND	\$115,400,000	\$0	\$0
TOTAL CAPITAL PROJECT FUNDS	\$115,400,000	\$82,761,862	\$33,301,249
ENTERPRISE FUNDS			
AVIATION FUND		\$113,500	\$7,400
SOLID WASTE FUND		\$1,875,000	\$2,091,000
WATER AND SEWER UTILITY FUNDS		\$16,091,439	\$47,473,188
TOTAL ENTERPRISE FUNDS		\$18,079,939	\$49,571,588
INTERNAL SERVICE FUNDS			
FLEET MANAGEMENT FUND			\$786,300
SELF INSURANCE FUNDS			\$5,400
TOTAL INTERNAL SERVICE FUNDS			\$791,700
TOTAL ALL FUNDS	\$115,400,000	\$157,829,105	\$157,829,105

*Municipal Properties Corporation Bonds

CITY OF SCOTTSDALE
Summary by Division Expenditures/Expenses Within Each Fund Type
Fiscal Year 2015/2016
Schedule E

Fund/Divisions	Adopted Budget Expenditures 2014/2015	Expenditure Adjustments Approved 2014/2015	Actual Expenditures 2014/2015*	Adopted Budget Expenditures 2015/2016
GENERAL FUND				
MAYOR AND CITY COUNCIL	\$761,731	(\$36,583)	\$725,148	\$759,996
CITY ATTORNEY	\$5,923,923	\$160,480	\$6,084,403	\$6,353,215
CITY AUDITOR	\$848,781	\$16,676	\$865,457	\$873,324
CITY CLERK	\$1,000,448	\$17,374	\$1,017,822	\$719,164
CITY COURT	\$4,044,001	(\$31,409)	\$4,012,592	\$4,327,911
CITY MANAGER	\$1,046,891	\$9,125	\$1,056,016	\$1,279,424
CITY TREASURER	\$5,314,877	\$16,700	\$5,331,577	\$5,899,008
ADMINISTRATIVE SERVICES	\$15,358,147	\$200,943	\$15,559,090	\$15,893,388
COMMUNITY AND ECONOMIC DEVELOPMENT	\$23,231,613	\$270,734	\$23,502,347	\$24,216,806
COMMUNITY SERVICES	\$34,039,350	\$401,916	\$34,441,266	\$35,037,966
PUBLIC SAFETY - FIRE	\$32,036,337	\$639,700	\$32,676,037	\$33,566,605
PUBLIC SAFETY - POLICE	\$87,013,834	\$1,879,704	\$88,893,538	\$94,442,353
PUBLIC WORKS	\$18,308,732	(\$31,258)	\$18,277,474	\$18,259,676
WATER RESOURCES	\$20,801	\$0	\$20,801	\$0
CITYWIDE PAY PROGRAM	\$4,585,954	(\$4,585,954)	\$0	\$3,094,557
DEBT SERVICE	\$2,830,099	\$0	\$2,830,099	\$2,844,171
ESTIMATED DIVISION SAVINGS	(\$3,800,000)	\$2,261,813	(\$1,538,187)	(\$3,800,000)
LEAVE ACCRUAL PAYMENTS	\$1,900,000	(\$1,203,465)	\$696,535	\$1,900,000
CONTINGENCY / RESERVE APPROPRIATION	\$26,446,552	\$0	\$0	\$27,566,800
TOTAL GENERAL FUND	\$260,912,071	(\$13,504)	\$234,452,015	\$273,234,364
TOTAL GENERAL FUND	\$260,912,071	(\$13,504)	\$234,452,015	\$273,234,364
SPECIAL REVENUE FUNDS				
TOURISM DEVELOPMENT				
MAYOR AND CITY COUNCIL	\$75,000	\$0	\$75,000	\$75,000
COMMUNITY AND ECONOMIC DEVELOPMENT	\$10,367,655	\$10,869	\$10,378,524	\$11,454,599
NON DIVISIONAL	\$425,000	\$0	\$425,000	\$500,000
CITYWIDE PAY PROGRAM	\$4,345	(\$4,345)	\$0	\$4,647
CONTINGENCY / RESERVE APPROPRIATION	\$2,500,000	\$0	\$0	\$2,500,000
TOTAL TOURISM DEVELOPMENT	\$13,372,000	\$6,524	\$10,878,524	\$14,534,246
SPECIAL PROGRAMS FUND				
CITY COURT	\$1,864,970	\$32,084	\$1,897,054	\$1,755,816
COMMUNITY AND ECONOMIC DEVELOPMENT	\$1,025,337	\$0	\$1,025,337	\$507,226
COMMUNITY SERVICES	\$2,727,674	\$13,846	\$2,741,520	\$2,514,094
PUBLIC SAFETY - FIRE	\$2,300	\$0	\$2,300	\$7,300
PUBLIC SAFETY - POLICE	\$1,611,712	\$10,698	\$1,622,410	\$2,601,265
PUBLIC WORKS	\$250,000	\$0	\$250,000	\$250,000
CITYWIDE PAY PROGRAM	\$50,186	(\$50,186)	\$0	\$40,520
CONTINGENCY / RESERVE APPROPRIATION	\$1,500,000	\$0	\$0	\$1,500,000
TOTAL SPECIAL PROGRAMS FUND	\$9,032,179	\$6,442	\$7,538,621	\$9,176,221

CITY OF SCOTTSDALE
Summary by Division Expenditures/Expenses Within Each Fund Type
Fiscal Year 2015/2016
Schedule E

Fund/Divisions	Adopted Budget Expenditures 2014/2015	Expenditure Adjustments Approved 2014/2015	Actual Expenditures 2014/2015*	Adopted Budget Expenditures 2015/2016
GRANT FUNDS				
COMMUNITY SERVICES	\$10,414,438	\$54,908	\$10,469,346	\$10,134,374
NON DIVISIONAL	\$4,778,700	(\$398,962)	\$4,379,738	\$0
PUBLIC SAFETY - FIRE	\$30,000	\$173,252	\$203,252	\$0
PUBLIC SAFETY - POLICE	\$229,591	\$364,776	\$594,367	\$273,730
CITYWIDE PAY PROGRAM	\$20,091	(\$20,091)	\$0	\$16,802
CONTINGENCY / RESERVE APPROPRIATION	\$3,000,000	\$0	\$0	\$6,879,245
TOTAL GRANT FUNDS	\$18,472,820	\$173,883	\$15,646,703	\$17,304,151
SPECIAL DISTRICTS				
NON DIVISIONAL	\$599,654	\$0	\$599,654	\$611,568
TOTAL SPECIAL DISTRICTS	\$599,654	\$0	\$599,654	\$611,568
TRANSPORTATION/HURF FUND				
COMMUNITY AND ECONOMIC DEVELOPMENT	\$9,208,553	\$13,170	\$9,221,723	\$9,543,520
COMMUNITY SERVICES	\$1,066,815	\$0	\$1,066,815	\$1,320,986
PUBLIC WORKS	\$14,967,341	(\$14,924)	\$14,952,417	\$14,675,544
CITYWIDE PAY PROGRAM	\$154,006	(\$154,006)	\$0	\$142,640
ESTIMATED DIVISION SAVINGS	(\$156,300)	\$152,197	(\$4,103)	(\$156,300)
LEAVE ACCRUAL PAYMENTS	\$49,900	(\$1,175)	\$48,725	\$49,900
CONTINGENCY / RESERVE APPROPRIATION	\$3,029,032	\$0	\$0	\$3,057,600
TOTAL TRANSPORTATION/HURF FUND	\$28,319,347	(\$4,738)	\$25,285,577	\$28,633,890
PRESERVATION PRIVILEGE TAX FUNDS				
DEBT SERVICE	\$2,200	\$0	\$2,200	\$2,200
TOTAL PRESERVATION PRIVILEGE TAX FUNDS	\$2,200	\$0	\$2,200	\$2,200
TOTAL SPECIAL REVENUE FUNDS	\$69,798,200	\$182,111	\$59,951,279	\$70,262,276
DEBT SERVICE FUNDS				
GO DEBT SERVICE				
DEBT SERVICE	\$59,778,796	\$0	\$59,778,796	\$58,466,992
TOTAL GO DEBT SERVICE	\$59,778,796	\$0	\$59,778,796	\$58,466,992
MPC EXCISE DEBT				
DEBT SERVICE	\$17,310,688	\$0	\$17,310,688	\$18,067,990
TOTAL MPC EXCISE DEBT	\$17,310,688	\$0	\$17,310,688	\$18,067,990
SPECIAL ASSESSMENT DEBT FUND				
DEBT SERVICE	\$6,478,073	\$0	\$6,478,073	\$6,489,373
TOTAL SPECIAL ASSESSMENT DEBT FUND	\$6,478,073	\$0	\$6,478,073	\$6,489,373
TOTAL DEBT SERVICE FUNDS	\$83,567,557	\$0	\$83,567,557	\$83,024,355
TRUST & AGENCY FUNDS				
TRUSTS				
MAYOR AND CITY COUNCIL	\$6,000	\$0	\$6,000	\$6,000
CONTINGENCY / RESERVE APPROPRIATION	\$10,000	\$0	\$0	\$10,000
TOTAL TRUSTS	\$16,000	\$0	\$6,000	\$16,000
TOTAL TRUST & AGENCY FUNDS	\$16,000	\$0	\$6,000	\$16,000

CITY OF SCOTTSDALE
Summary by Division Expenditures/Expenses Within Each Fund Type
Fiscal Year 2015/2016
Schedule E

Fund/Divisions	Adopted Budget Expenditures 2014/2015	Expenditure Adjustments Approved 2014/2015	Actual Expenditures 2014/2015*	Adopted Budget Expenditures 2015/2016
ENTERPRISE FUNDS				
WATER AND SEWER UTILITY FUNDS				
MAYOR AND CITY COUNCIL	\$110,000	\$0	\$110,000	\$110,000
CITY TREASURER	\$2,125,720	\$37,461	\$2,163,181	\$2,165,390
WATER RESOURCES	\$72,316,076	\$441,977	\$72,758,053	\$74,990,398
CITYWIDE PAY PROGRAM	\$474,462	(\$474,462)	\$0	\$475,508
DEBT SERVICE	\$29,661,938	\$0	\$29,661,938	\$29,936,938
INDIRECT/DIRECT COST ALLOCATION	\$4,864,885	\$0	\$4,864,885	\$5,356,129
CONTINGENCY / RESERVE APPROPRIATION	\$62,725,949	\$0	\$0	\$65,941,623
TOTAL WATER AND SEWER UTILITY FUNDS	\$172,279,030	\$4,976	\$109,558,057	\$178,975,986
SOLID WASTE FUND				
CITY TREASURER	\$907,868	\$13,338	\$921,206	\$915,202
PUBLIC WORKS	\$18,125,935	\$161,233	\$18,287,168	\$18,731,878
CITYWIDE PAY PROGRAM	\$174,277	(\$174,277)	\$0	\$144,201
INDIRECT/DIRECT COST ALLOCATION	\$1,646,264	\$0	\$1,646,264	\$1,580,388
CONTINGENCY / RESERVE APPROPRIATION	\$5,135,663	\$0	\$0	\$5,785,316
TOTAL SOLID WASTE FUND	\$25,990,007	\$294	\$20,854,638	\$27,156,985
AVIATION FUND				
COMMUNITY AND ECONOMIC DEVELOPMENT	\$2,126,575	\$28,543	\$2,155,118	\$2,107,032
CITYWIDE PAY PROGRAM	\$30,416	(\$30,416)	\$0	\$29,724
DEBT SERVICE	\$0	\$0	\$0	\$352,743
INDIRECT/DIRECT COST ALLOCATION	\$452,797	\$0	\$452,797	\$477,824
CONTINGENCY / RESERVE APPROPRIATION	\$2,365,027	\$0	\$0	\$3,435,325
TOTAL AVIATION FUND	\$4,974,815	(\$1,873)	\$2,607,915	\$6,402,648
TOTAL ENTERPRISE FUNDS	\$203,243,852	\$3,397	\$133,020,610	\$212,535,619
INTERNAL SERVICE FUNDS				
SELF INSURANCE FUNDS				
CITY TREASURER	\$8,268,900	\$20,498	\$8,289,398	\$8,797,497
ADMINISTRATIVE SERVICES	\$27,353,234	\$3,380	\$27,356,614	\$28,607,655
CITYWIDE PAY PROGRAM	\$23,625	(\$23,625)	\$0	\$24,486
INTERNAL SERVICE OFFSETS	(\$29,316,768)	\$0	(\$29,316,768)	(\$31,231,497)
CONTINGENCY / RESERVE APPROPRIATION	\$21,357,500	\$0	\$0	\$24,426,369
TOTAL SELF INSURANCE FUNDS	\$27,686,491	\$253	\$6,329,244	\$30,624,510
FLEET MANAGEMENT FUND				
PUBLIC WORKS	\$19,993,143	(\$1,339)	\$19,991,804	\$20,458,559
CITYWIDE PAY PROGRAM	\$90,914	(\$90,914)	\$0	\$75,911
ESTIMATED DIVISION SAVINGS	(\$199,500)	\$94,839	(\$104,661)	(\$199,500)
INTERNAL SERVICE OFFSETS	(\$19,412,352)	\$0	(\$19,412,352)	(\$20,270,868)
LEAVE ACCRUAL PAYMENTS	\$33,200	(\$1,591)	\$31,609	\$33,200
CONTINGENCY / RESERVE APPROPRIATION	\$5,245,311	\$0	\$0	\$6,291,700
TOTAL FLEET MANAGEMENT FUND	\$5,750,716	\$995	\$506,400	\$6,389,002

CITY OF SCOTTSDALE
Summary by Division Expenditures/Expenses Within Each Fund Type
Fiscal Year 2015/2016
Schedule E

Fund/Divisions	Adopted Budget Expenditures 2014/2015	Expenditure Adjustments Approved 2014/2015	Actual Expenditures 2014/2015*	Adopted Budget Expenditures 2015/2016
PC REPLACEMENT FUND				
ADMINISTRATIVE SERVICES	\$551,467	\$0	\$551,467	\$815,941
INTERNAL SERVICE OFFSETS	(\$1,046,384)	\$33,528	(\$1,012,856)	(\$1,009,835)
CONTINGENCY / RESERVE APPROPRIATION	\$500,000	\$0	\$0	\$500,000
TOTAL PC REPLACEMENT FUND	<u>\$5,083</u>	<u>\$33,528</u>	<u>(\$461,389)</u>	<u>\$306,106</u>
TOTAL INTERNAL SERVICE FUNDS	<u>\$33,442,290</u>	<u>\$34,776</u>	<u>\$6,374,255</u>	<u>\$37,319,618</u>
CAPITAL PROJECT FUNDS				
CAPITAL IMPROVEMENT PROGRAM				
CAPITAL PROJECTS	\$506,110,100	\$0	\$139,066,370	\$490,448,000
CONTINGENCY / RESERVE APPROPRIATION	\$15,250,000	\$0	\$0	\$34,850,100
TOTAL CAPITAL IMPROVEMENT PROGRAM	<u>\$521,360,100</u>	<u>\$0</u>	<u>\$139,066,370</u>	<u>\$525,298,100</u>
TOTAL CAPITAL PROJECT FUNDS	<u>\$521,360,100</u>	<u>\$0</u>	<u>\$139,066,370</u>	<u>\$525,298,100</u>
TOTAL ALL FUNDS	<u><u>\$1,172,340,070</u></u>	<u><u>\$206,780</u></u>	<u><u>\$656,438,086</u></u>	<u><u>\$1,201,690,332</u></u>

*Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the adopted budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

CITY OF SCOTTSDALE
Summary by Division of Expenditures/Expenses
Fiscal Year 2015/2016
Schedule F

Division/Fund	Adopted Budget Expenditures 2014/2015	Expenditure Adjustments Approved 2014/2015	Actual Expenditures 2014/2015*	Adopted Budget Expenditures 2015/2016
MAYOR AND CITY COUNCIL				
GENERAL FUND	\$761,731	(\$36,583)	\$725,148	\$759,996
SPECIAL REVENUE FUND - TOURISM DEVELOPMENT	\$75,000	\$0	\$75,000	\$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
TOTAL MAYOR AND CITY COUNCIL	\$952,731	(\$36,583)	\$916,148	\$950,996
CITY ATTORNEY				
GENERAL FUND	\$5,923,923	\$160,480	\$6,084,403	\$6,353,215
TOTAL CITY ATTORNEY	\$5,923,923	\$160,480	\$6,084,403	\$6,353,215
CITY AUDITOR				
GENERAL FUND	\$848,781	\$16,676	\$865,457	\$873,324
TOTAL CITY AUDITOR	\$848,781	\$16,676	\$865,457	\$873,324
CITY CLERK				
GENERAL FUND	\$1,000,448	\$17,374	\$1,017,822	\$719,164
TOTAL CITY CLERK	\$1,000,448	\$17,374	\$1,017,822	\$719,164
CITY COURT				
GENERAL FUND	\$4,044,001	(\$31,409)	\$4,012,592	\$4,327,911
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$1,864,970	\$32,084	\$1,897,054	\$1,755,816
TOTAL CITY COURT	\$5,908,971	\$675	\$5,909,646	\$6,083,727
CITY MANAGER				
GENERAL FUND	\$1,046,891	\$9,125	\$1,056,016	\$1,279,424
TOTAL CITY MANAGER	\$1,046,891	\$9,125	\$1,056,016	\$1,279,424
CITY TREASURER				
GENERAL FUND	\$5,314,877	\$16,700	\$5,331,577	\$5,899,008
ENTERPRISE FUND - SOLID WASTE	\$907,868	\$13,338	\$921,206	\$915,202
ENTERPRISE FUND - WATER AND SEWER UTILITY	\$2,125,720	\$37,461	\$2,163,181	\$2,165,390
INTERNAL SERVICE FUND - SELF INSURANCE	\$8,268,900	\$20,498	\$8,289,398	\$8,797,497
TOTAL CITY TREASURER	\$16,617,365	\$87,997	\$16,705,362	\$17,777,097
ADMINISTRATIVE SERVICES				
GENERAL FUND	\$15,358,147	\$200,943	\$15,559,090	\$15,893,388
INTERNAL SERVICE FUND - PC REPLACEMENT	\$551,467	\$0	\$551,467	\$815,941
INTERNAL SERVICE FUND - SELF INSURANCE	\$27,353,234	\$3,380	\$27,356,614	\$28,607,655
TOTAL ADMINISTRATIVE SERVICES	\$43,262,848	\$204,323	\$43,467,171	\$45,316,984
COMMUNITY AND ECONOMIC DEVELOPMENT				
GENERAL FUND	\$23,231,613	\$270,734	\$23,502,347	\$24,216,806
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$1,025,337	\$0	\$1,025,337	\$507,226
SPECIAL REVENUE FUND - TOURISM DEVELOPMENT	\$10,367,655	\$10,869	\$10,378,524	\$11,454,599
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	\$9,208,553	\$13,170	\$9,221,723	\$9,543,520
ENTERPRISE FUND - AVIATION	\$2,126,575	\$28,543	\$2,155,118	\$2,107,032
TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT	\$45,959,733	\$323,316	\$46,283,049	\$47,829,183

CITY OF SCOTTSDALE
Summary by Division of Expenditures/Expenses
Fiscal Year 2015/2016
Schedule F

Division/Fund	Adopted Budget Expenditures 2014/2015	Expenditure Adjustments Approved 2014/2015	Actual Expenditures 2014/2015*	Adopted Budget Expenditures 2015/2016
COMMUNITY SERVICES				
GENERAL FUND	\$34,039,350	\$401,916	\$34,441,266	\$35,037,966
SPECIAL REVENUE FUND - GRANT	\$10,414,438	\$54,908	\$10,469,346	\$10,134,374
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$2,727,674	\$13,846	\$2,741,520	\$2,514,094
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	\$1,066,815	\$0	\$1,066,815	\$1,320,986
TOTAL COMMUNITY SERVICES	\$48,248,277	\$470,670	\$48,718,947	\$49,007,420
NON DIVISIONAL				
SPECIAL REVENUE FUND - GRANT	\$4,778,700	(\$398,962)	\$4,379,738	\$0
SPECIAL REVENUE FUND - SPECIAL DISTRICTS	\$599,654	\$0	\$599,654	\$611,568
SPECIAL REVENUE FUND - TOURISM DEVELOPMENT	\$425,000	\$0	\$425,000	\$500,000
TOTAL NON DIVISIONAL	\$5,803,354	(\$398,962)	\$5,404,392	\$1,111,568
PUBLIC SAFETY - FIRE				
GENERAL FUND	\$32,036,337	\$639,700	\$32,676,037	\$33,566,605
SPECIAL REVENUE FUND - GRANT	\$30,000	\$173,252	\$203,252	\$0
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$2,300	\$0	\$2,300	\$7,300
TOTAL PUBLIC SAFETY - FIRE	\$32,068,637	\$812,952	\$32,881,589	\$33,573,905
PUBLIC SAFETY - POLICE				
GENERAL FUND	\$87,013,834	\$1,879,704	\$88,893,538	\$94,442,353
SPECIAL REVENUE FUND - GRANT	\$229,591	\$364,776	\$594,367	\$273,730
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$1,611,712	\$10,698	\$1,622,410	\$2,601,265
TOTAL PUBLIC SAFETY - POLICE	\$88,855,137	\$2,255,178	\$91,110,315	\$97,317,348
PUBLIC WORKS				
GENERAL FUND	\$18,308,732	(\$31,258)	\$18,277,474	\$18,259,676
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	\$250,000	\$0	\$250,000	\$250,000
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	\$14,967,341	(\$14,924)	\$14,952,417	\$14,675,544
ENTERPRISE FUND - SOLID WASTE	\$18,125,935	\$161,233	\$18,287,168	\$18,731,878
INTERNAL SERVICE FUND - FLEET MANAGEMENT	\$19,993,143	(\$1,339)	\$19,991,804	\$20,458,559
TOTAL PUBLIC WORKS	\$71,645,151	\$113,712	\$71,758,863	\$72,375,657
WATER RESOURCES				
GENERAL FUND	\$20,801	\$0	\$20,801	\$0
ENTERPRISE FUND - WATER AND SEWER UTILITY	\$72,316,076	\$441,977	\$72,758,053	\$74,990,398
TOTAL WATER RESOURCES	\$72,336,877	\$441,977	\$72,778,854	\$74,990,398
OTHER				
CAPITAL PROJECTS	\$506,110,100	\$0	\$139,066,370	\$490,448,000
CITYWIDE PAY PROGRAM	\$5,608,276	(\$5,608,276)	\$0	\$4,048,996
CONTINGENCY / RESERVE APPROPRIATION	\$149,065,034	\$0	\$0	\$182,744,078
DEBT SERVICE	\$116,061,794	\$0	\$116,061,794	\$116,160,407
ESTIMATED DIVISION SAVINGS	(\$4,155,800)	\$2,508,849	(\$1,646,951)	(\$4,155,800)
INDIRECT/DIRECT COST ALLOCATION	\$6,963,946	\$0	\$6,963,946	\$7,414,341
INTERNAL SERVICE OFFSETS	(\$49,775,504)	\$33,528	(\$49,741,976)	(\$52,512,200)
LEAVE ACCRUAL PAYMENTS	\$1,983,100	(\$1,206,231)	\$776,869	\$1,983,100
TOTAL OTHER	\$731,860,946	(\$4,272,130)	\$211,480,052	\$746,130,922
TOTAL ALL FUNDS	\$1,172,340,070	\$206,780	\$656,438,086	\$1,201,690,332

*Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the adopted budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

CITY OF SCOTTSDALE
Full-Time Employees and Personnel Compensation
Fiscal Year 2015/2016
Schedule G

Fund	Full-Time Equivalent (FTE) 2015/2016	Employee Salaries and Hourly Costs 2015/2016	Retirement Costs 2015/2016	Healthcare Costs 2015/2016	Other Benefit Costs 2015/2016	Total Estimated Personnel Compensation 2015/2016
GENERAL FUND						
GENERAL FUND	1,966.37	\$129,153,547	\$22,309,277	\$16,635,354	\$9,533,206	\$177,631,384
TOTAL GENERAL FUND	<u>1,966.37</u>	<u>\$129,153,547</u>	<u>\$22,309,277</u>	<u>\$16,635,354</u>	<u>\$9,533,206</u>	<u>\$177,631,384</u>
SPECIAL REVENUE FUNDS						
GRANT FUNDS	12.00	\$605,686	\$67,317	\$92,095	\$46,863	\$811,961
SPECIAL PROGRAMS FUND	31.54	\$1,514,798	\$163,401	\$143,594	\$118,097	\$1,939,890
TOURISM DEVELOPMENT	2.00	\$134,465	\$15,382	\$23,143	\$10,050	\$183,040
TRANSPORTATION/HURF FUND	82.00	\$4,235,574	\$610,529	\$756,608	\$413,207	\$6,015,918
TOTAL SPECIAL REVENUE FUNDS	<u>127.54</u>	<u>\$6,490,523</u>	<u>\$856,629</u>	<u>\$1,015,440</u>	<u>\$588,217</u>	<u>\$8,950,809</u>
ENTERPRISE FUNDS						
AVIATION FUND	14.47	\$900,932	\$102,451	\$85,390	\$69,326	\$1,158,099
SOLID WASTE FUND	90.84	\$5,227,642	\$543,121	\$880,684	\$369,048	\$7,020,495
WATER AND SEWER UTILITY FUNDS	222.28	\$14,574,381	\$1,636,013	\$2,004,987	\$1,108,381	\$19,323,762
TOTAL ENTERPRISE FUNDS	<u>327.59</u>	<u>\$20,702,955</u>	<u>\$2,281,585</u>	<u>\$2,971,061</u>	<u>\$1,546,755</u>	<u>\$27,502,356</u>
INTERNAL SERVICE FUNDS						
FLEET MANAGEMENT FUND	46.00	\$2,519,625	\$309,263	\$447,158	\$207,830	\$3,483,876
SELF INSURANCE FUNDS	8.00	\$785,739	\$60,626	\$50,891	\$41,894	\$939,150
TOTAL INTERNAL SERVICE FUNDS	<u>54.00</u>	<u>\$3,305,364</u>	<u>\$369,889</u>	<u>\$498,049</u>	<u>\$249,724</u>	<u>\$4,423,026</u>
TOTAL ALL FUNDS	<u>2,475.50</u>	<u>\$159,652,389</u>	<u>\$25,817,380</u>	<u>\$21,119,904</u>	<u>\$11,917,902</u>	<u>\$218,507,575</u>

ORDINANCE NO. 4207

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 30TH DAY OF JUNE, 2016.

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, 2015, and ending June 30, 2016; 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 2, 2015, 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 one million three hundred twelve thousand eight hundred and nine dollars (\$1,312,809) for tort claim payments for calendar year 2014; 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, 2016, and allowable tort liability claims. The total primary levy is twenty-seven million three hundred twenty-two thousand six hundred seventy-nine dollars (\$27,322,679), resulting in a tax rate of \$0.5293 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 \$0.6244 per one hundred and no/100 dollars (\$100.00) of assessed value, which is a rate sufficient to raise the sum of thirty-two million two hundred twenty-seven thousand seven hundred sixty-five dollars (\$32,227,765) for the purpose of providing a bond interest and redemption fund for General Obligation debt service for the fiscal year ending June 30, 2016.

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 23rd day of June, 2015.


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
Senior Assistant City Attorney

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.

Division	Project Description	Adopted FY 2015/16
ADMINISTRATIVE SERVICES		
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.	228,854
TOTAL FOR ADMINISTRATIVE SERVICES		228,854
COMMUNITY AND ECONOMIC DEVELOPMENT		
ART IN PUBLIC PLACES - OPERATING	This project supports, via an agreement between the city and the Scottsdale Cultural Council, Scottsdale's public art program. This project supports the acquisition, commissioning and programming of public art in Scottsdale.	105,269
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.	250,000
PUBLIC ART CONSV AND RESTORATION	This project will fund the on-going conservation and restoration of the city's public art collection.	134,400
WW HORSE BARN REPAIRS	This program is to replace and/or perform 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
TOTAL FOR COMMUNITY AND ECONOMIC DEVELOPMENT		506,669
COMMUNITY SERVICES		
PLAYGROUND EQUIPMENT REPL	This project includes replacement of playground equipment and shade at one site.	232,140
PUBLIC POOL EQUIPMENT REPL	This project will address scheduled replacement of pool equipment at the City of Scottsdale's aquatic facilities.	97,000
TOTAL FOR COMMUNITY SERVICES		329,140
PUBLIC WORKS		
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.	537,335
TOTAL FOR PUBLIC WORKS		537,335
GRAND TOTAL		1,601,998

ADA	Americans with Disabilities Act
ADOT	Arizona Department of Transportation
AED	Automated External Defibrillators
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)
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAFR	Comprehensive Annual Financial Report
CAO	Community Assistance Office
CAP	Central Arizona Project
CDBG	Community Development Block Grant
CDL	Commercial Driver's License
CEF	Court Enhancement Fund
CFD	Community Facility District
CIP	Capital Improvement Plan
CMOM	Capacity, Management, Operations & Maintenance
CNG	Compressed Natural Gas
COP	Certificate of Participation
COS	City of Scottsdale
CPI	Consumer Price Index
CVB	Convention and Visitors Bureau
CY	Calendar Year
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 Equivalents
FTG	Fill The Gap
FY	Fiscal Year
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
MPS	Mobile Public Safety
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.

Division – The combination of departments and programs of the city with a specific and unique set of goals and objectives (i.e., Public Safety, 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 their 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, Information Technology, Human Resources, City Attorney, etc.).

In-Lieu Property Tax – Charges to the Enterprise Funds, which compensate 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 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 1st and the second half is due on the following March 1st.

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.