




CITY OF  
  
**SCOTTSDALE**

**CITIZEN-FRIENDLY  
REPORTING**

**Why should governments  
create citizen-friendly  
reports?**

*“...the public feels strongly that government has a responsibility to provide understandable financial information to the public.”*

*Harris Interactive Survey (2010)*



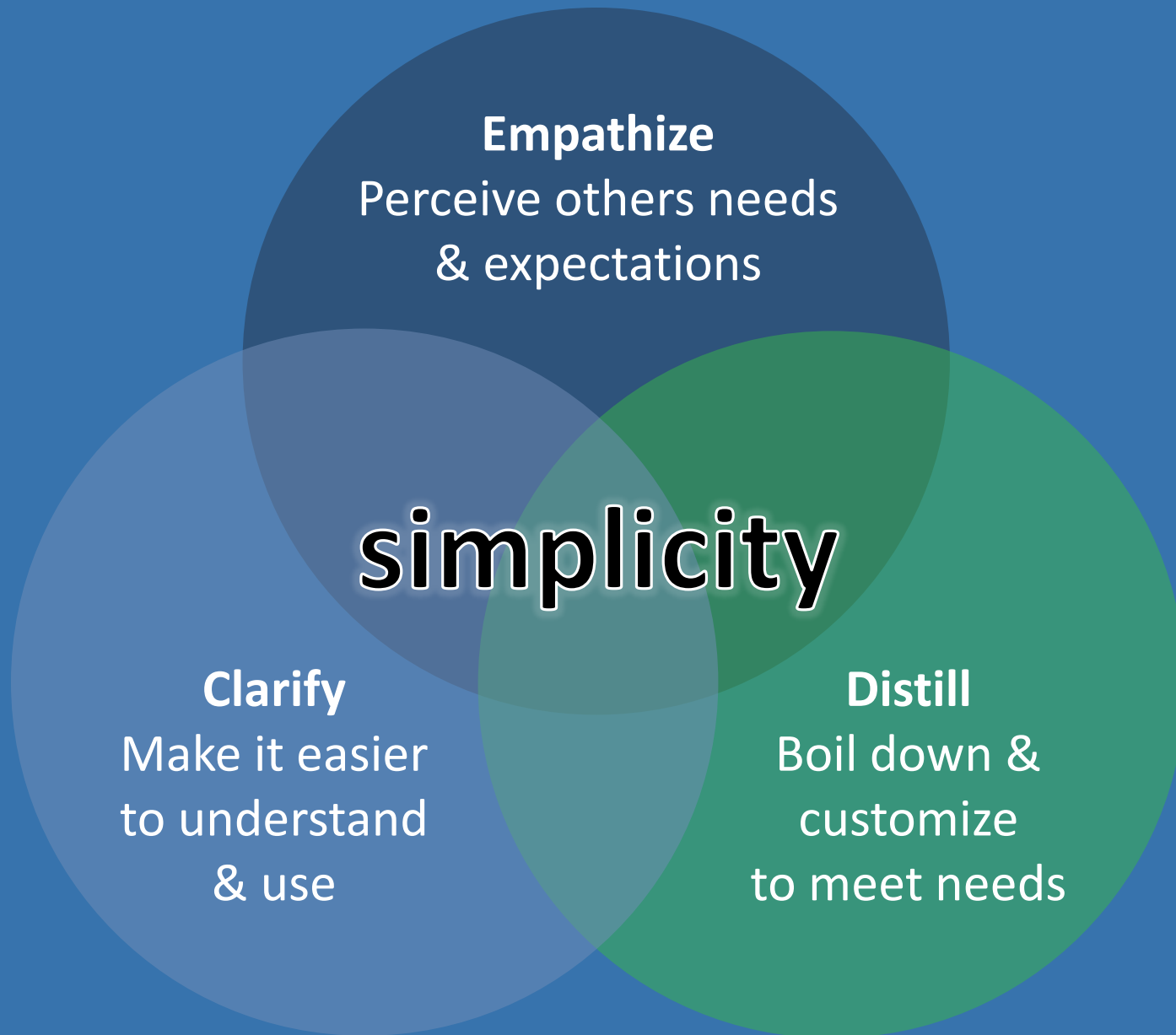
**clutter**



**clarity**



**IF YOU  
CAN'T  
CONVINCE  
THEM  
CONFUSE  
THEM**



From: "Simple: Conquering the Crisis of Complexity," Alan Siegel and Irene Etzkorn (2013)

**40** hours

**640,000** words

**1,600** pages

**25** reports





**You are  
a curator.**



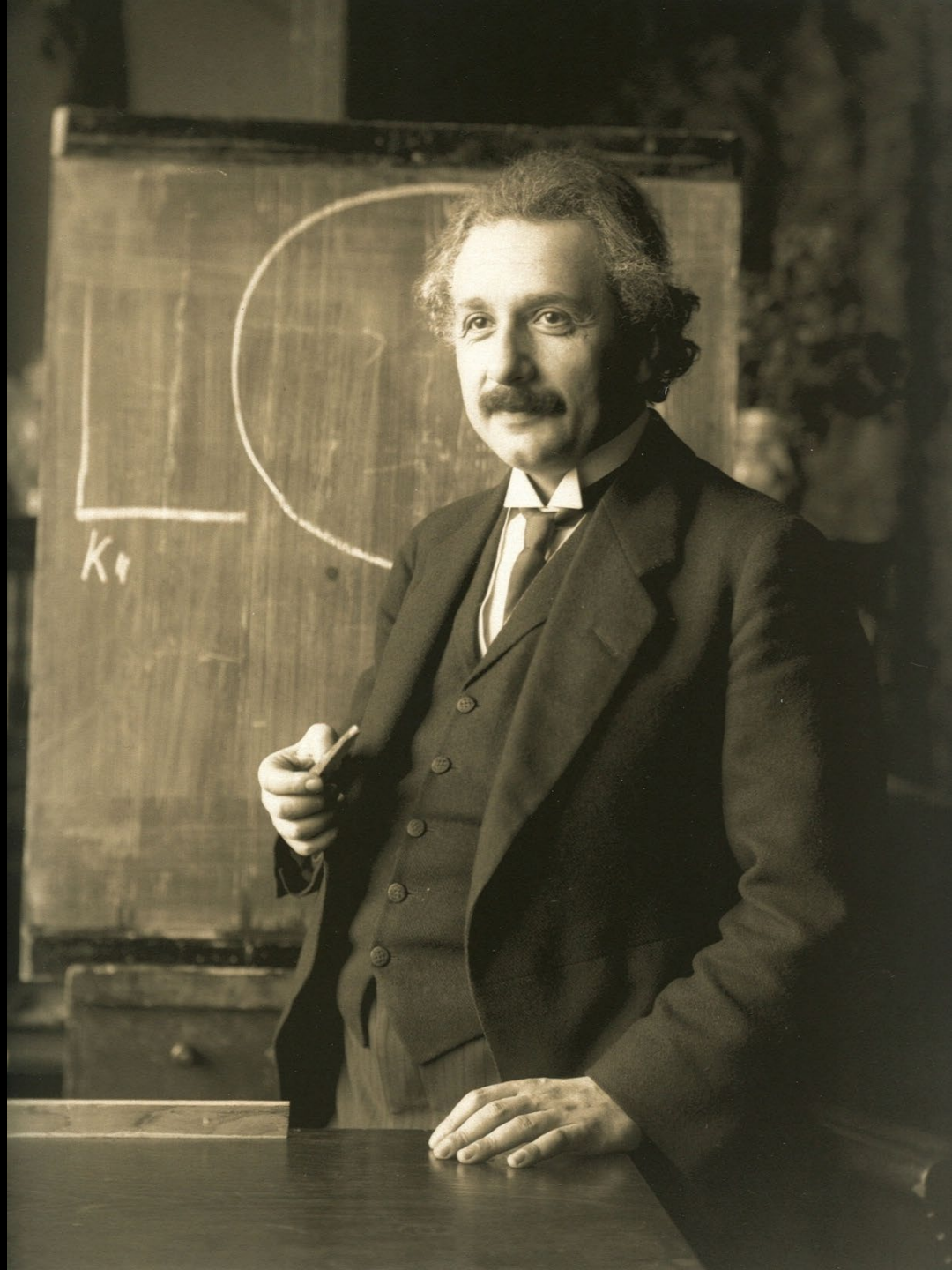


**Don't hide the T-Rex.**

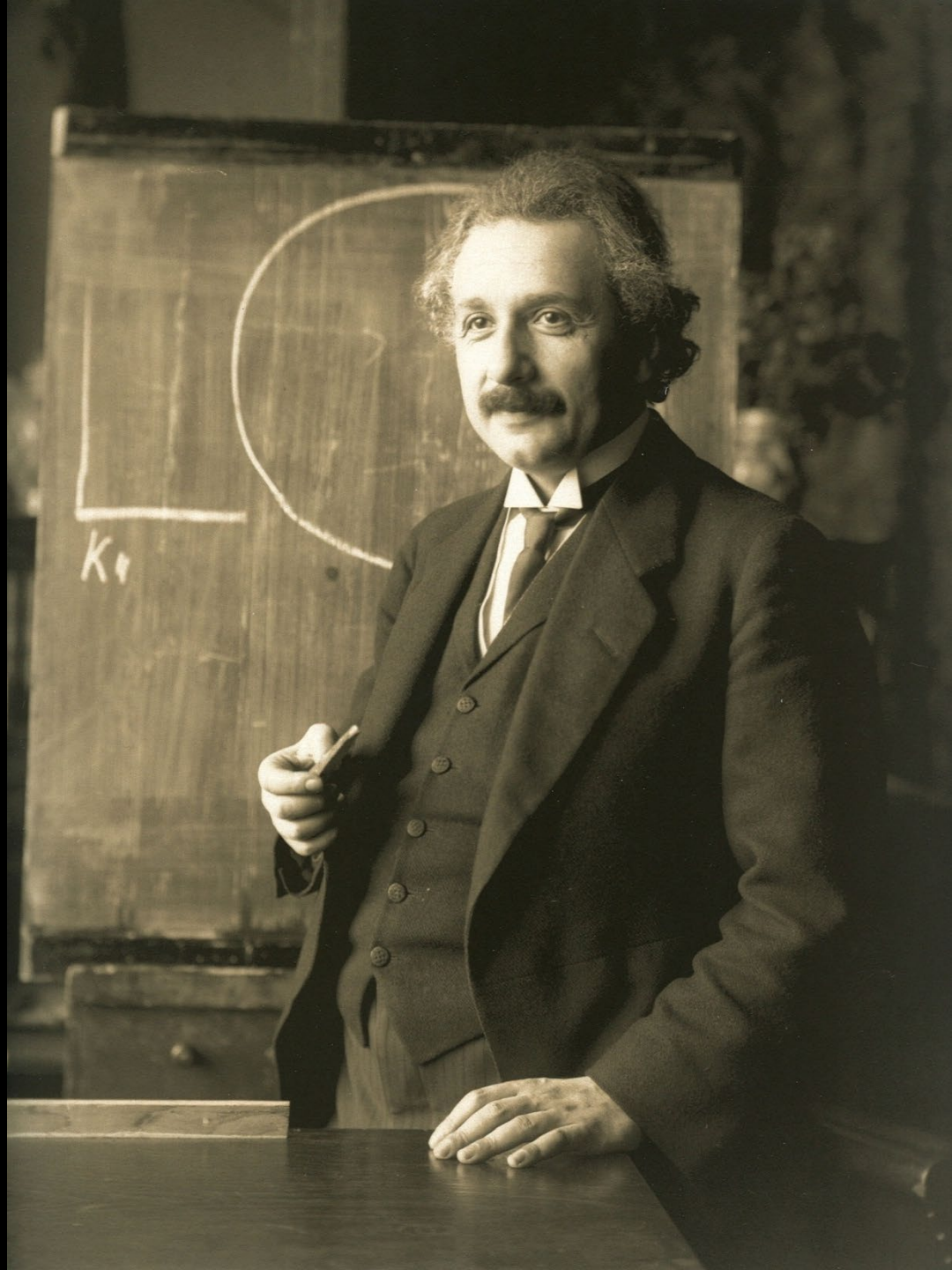
“It can scarcely be denied that the supreme goal of all theory is to make the irreducible basic elements as simple and as few as possible without having to surrender the adequate representation of a single datum of experience.”

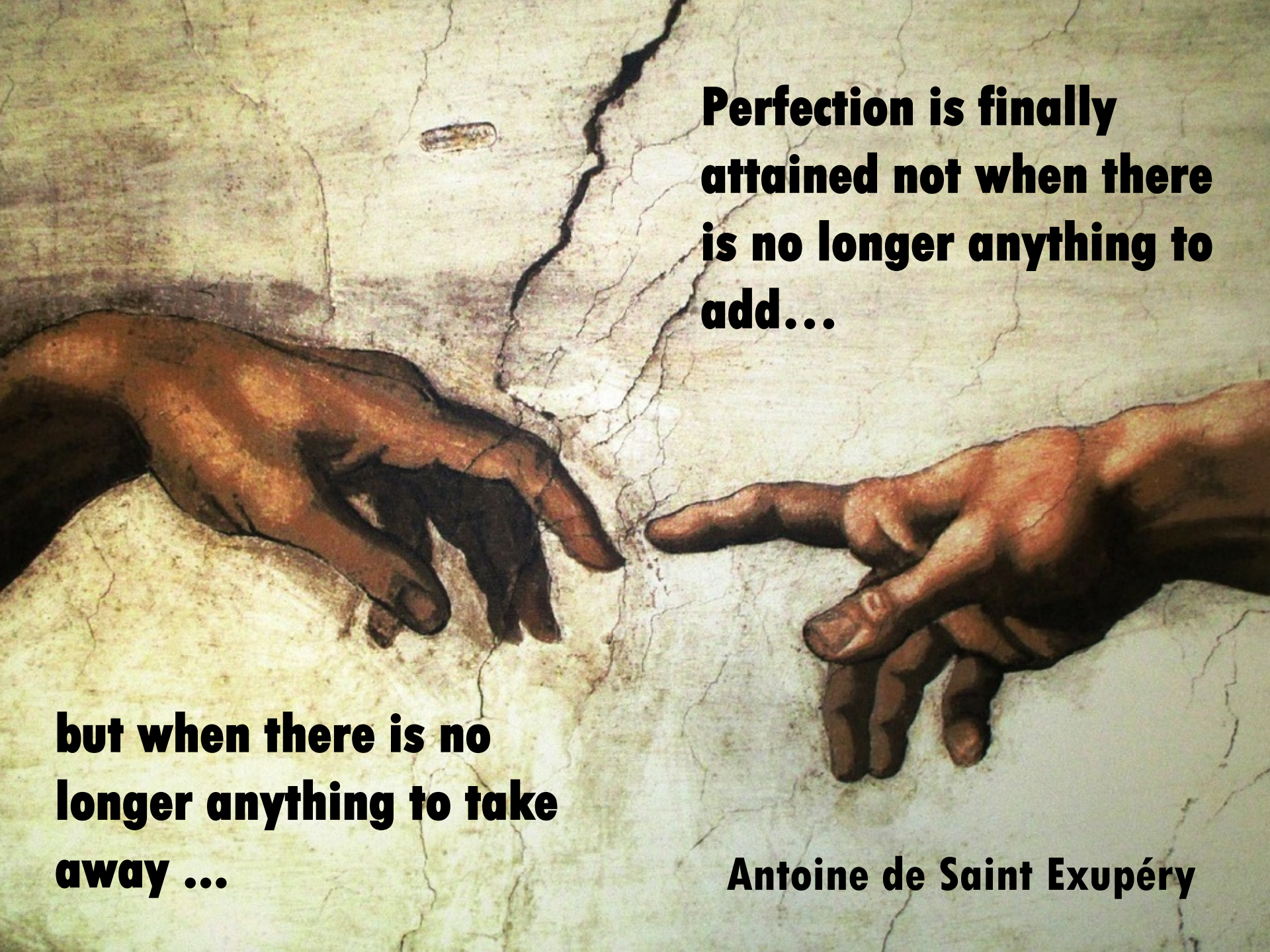
from “On the Method of Theoretical Physics.”

Albert Einstein (1933)



Everything  
should be  
made as  
simple as  
possible but  
no simpler.

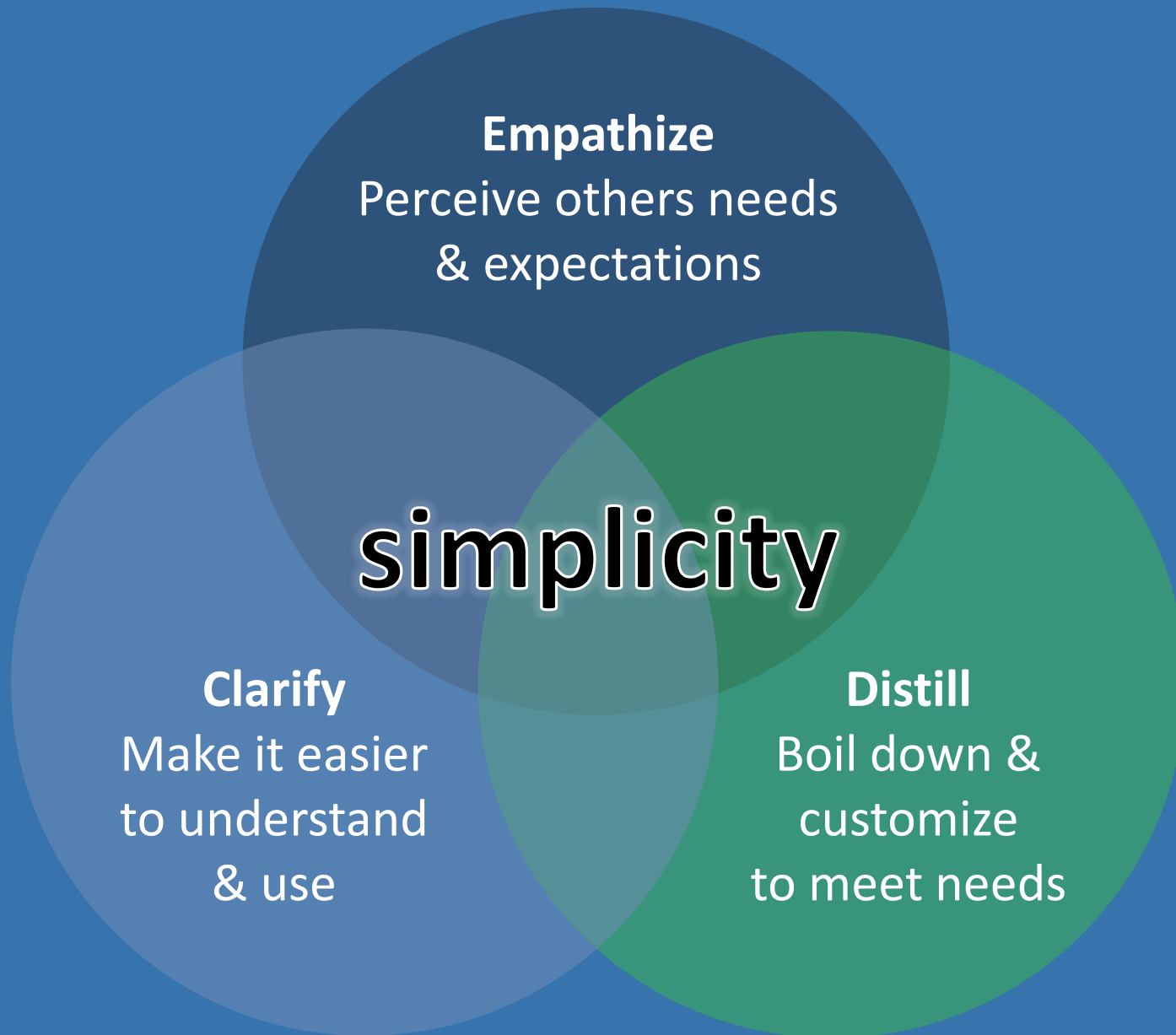




**Perfection is finally  
attained not when there  
is no longer anything to  
add...**

**but when there is no  
longer anything to take  
away ...**

**Antoine de Saint Exupéry**



From: "Simple: Conquering the Crisis of Complexity," Alan Siegel and Irene Etzkorn (2013)

# Why did Scottsdale start doing citizen-friendly reports?

# AGA's Citizen-Centric Reporting

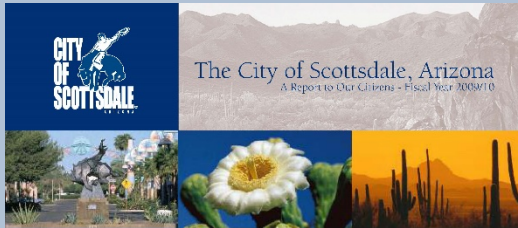
- **accurate financial information**
- **simple and understandable format**
- **updated regularly**
- **available to all**



<https://www.agacgfm.org/citizen/>  
Search “AGA Citizen Centric Report”



# 2010



## The City of Scottsdale, Arizona

A Report to Our Citizens - Fiscal Year 2009/10

### TABLE OF CONTENTS

Page 1. Overview, Strategic Goals and Highlights

Page 2. How Are We Doing—A Performance Report on Key Missions and Service

Page 3. What are the General Fund costs for running the City of Scottsdale and how were those costs paid for?

Page 4. Challenges Moving Forward—What's Next? Future Issues?

### Strategic Goals

- Preserve Meaningful Open Space
- Enhance Neighborhoods
- Sustain Sustainability
- Stimulate Economic Vitality
- Advance Transportation
- Value Scottsdale's Unique Lifestyle and Character

Note: The 2010 Strategic Goals are the same as the major initiatives of the vision adopted 2007. Goals remain the same as the previous year, however, they are not listed in any order.

### About Scottsdale

Scottsdale operates under the council-manager form of government. The Mayor's Office, the City Council, and the City Manager are the governing body. Mayor Ed Rouse, City Manager Steve Starn, City Clerk Carolyn Keger, City Treasurer David N. Smithson, Presiding City Judge & Steve Morgan.

Scottsdale has an estimated 143,501 residents and a staff of approximately 28,500 employees, stretching 31 miles from north to south. Scottsdale is 1,200 feet above sea level, and average 238 days of sunshine and 9.41 inches of annual rainfall. The median household income is \$55,575.

Scottsdale Healthcare is the largest employer in Scottsdale with over 900 employees, other top employers include Mayo Clinic, Grand Dunes, the Scottsdale Unified School District, the City of Scottsdale, CVS CareMark and Go Public.

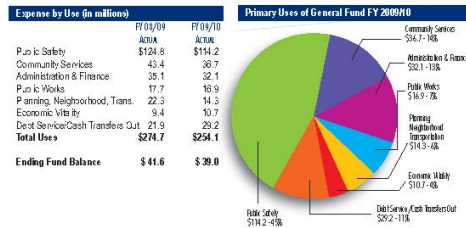
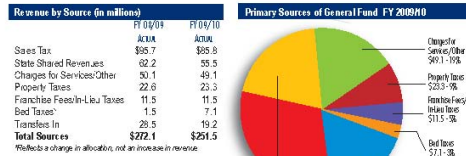
### Selected Highlights

- Voters approve TransitLink, Light Rail, and the new 18.2 mill on private investment.
- Public bond issue and public-private partnership for water treatment.
- Over 8,000 Scottsdale youth and teens participate in recreation programs.
- Municipal Library opens to serve all residents, library attendance up 10 percent annually.
- Sports Center, Tax for the Preserve Gateway opens improving access to persons with disabilities.
- Seven economic development deals in 2009 for \$9.2 million in private investment.
- Public bond issue and public-private partnership for water treatment.
- New police facilities to serve southern neighborhoods open at McDowell and Miller.
- Scottsdale Center for the Performing Arts opens renovated facility.
- Stimulus funds help improve roads and infrastructure, improve street light energy efficiency.

More highlights are included in the FY 2010/11 Budget available at [www.scottsdaleaz.gov/govance](http://www.scottsdaleaz.gov/govance)



What are the General Fund costs for running the City of Scottsdale and how were those costs paid for? The General Fund is the primary operating fund of the City. It costs to account for the resources used to pay for the services traditionally associated with local government. Included 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.



The City's financial statements are audited annually by an independent auditor. Complete financial information can be found on our website at [www.scottsdaleaz.gov/govance](http://www.scottsdaleaz.gov/govance).



### How Are We Doing—A Performance Report on Key Missions and Service

Scottsdale Statistics Fiscal Year End	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10
Population Estimate	220,390	238,270	240,128	242,337	243,501
City Employees (Full-time equivalents)	2,996	2,722	2,799	2,754	2,538
Annual attendance at Parks & Recreation facilities, Human Services facilities and Libraries	7,877,216	7,838,000	7,940,283	8,747,495	9,634,322
Charges adjudicated (resolved) by the City Court	132,096	216,000	219,990	137,887	113,382
New code enforcement cases processed per year	13,137	16,900	15,870	20,968	16,452
Responses by the Fire Department to calls for emergency services	23,962	22,884	22,936	23,953	23,960
Average response time by the Fire Department to urban emergency calls for service (in minutes)	4:20	4:15	4:23	4:23	4:28
Drinking water supplied (mil ion gallons per day)	73.1	72.1	73.7	69.4	69.4
Homes serviced by residents refuse collection	76,300	77,206	76,024	76,007	79,006
Traffic crimes per 1000 (Scottsdale Uniform Crime Report Part 1)	34.9	37.1	35.6	34.3	29.6
Average response time by the Police Department to emergency calls for service (in minutes)	6:08	5:07	5:07	5:07	5:01



\*As of July 1, 2010

Additional performance measures are available in the FY 2010/11 Budget and the FY 2009/10 Comprehensive Annual Financial Report



### Challenges Moving Forward

Unless the economy rebounds quickly, there will be a budget deficit to close for FY 2011/12. All five of budget reduction proposals were estimated at \$20.1 million. Resolving next year's budget requires a combination of both good budget management in the current year and implementing - as soon as possible - a series of changes in services and structures that will help in raising for next year are beyond.

- For a management perspective this list of 10 focuses or best practices moving forward:
1. Continue to provide high priority services, at a high level of quality, at the lowest practical cost.
  2. Consider ending costly, aging revenues, or eliminating low priority services.
  3. Involve interested customers and stakeholders in the process before recommendations are made.
  4. Retain our high-quality, committed workforce of experienced employees.

We are interested if you have comments or suggestions regarding how we can use funds or improve services. In addition, please let us know if you like the report or if there is any other information you would like to be included next year. Please contact the City Manager's Office to provide your comments.

City Manager's Office  
City of Scottsdale  
3650 N. Central Exp. Blvd.  
Scottsdale, AZ 85257  
480.312.2900  
480.312.2933 fax  
[web@scottsdaleaz.gov](mailto:web@scottsdaleaz.gov)

### What are our priorities for FY 2010/11?

#### Protect Municipal Open Space

- Acquire 2,000-acre Preserve parcel from Arizona State Land Department (ASLD)
- Update the Avenue Strategic Acquisition Plan including finding and values, priorities, options, etc.
- Finalize agreement with ASLD regarding staff maintenance and operations for the northern Preserve
- Explore Scottsdale participation in Pegasus Park, including possible acquisition of Bente & Bente acre
- Start construction of Town North Park

#### Improve Neighborhoods

- Complete construction of Center Avenue (the station in Gilbert Rd. to 90th Street) and Telenova Park. Face Street 1 (Miller & McDowell) needs to enhance response time performance and service delivery to those neighborhoods
- Secure site for Desert Highlands Fire Station 13 to improve service response times
- Continue efforts to reduce property crimes and nuisance quality issues
- Prepare options for noise mitigation, including consideration of a noise mitigation
- Develop and implement neighborhood planning programs as a component to the General Plan

#### Support Economic Vitality

- Complete the planning and design phase for the Desert Highlands Center
- Implement local tax increase and associated changes in funding allocations
- Create local resident discussion marketing program (include Positive Workplace, TTC, Courts, etc.)
- Consider and begin implementation of Downtown and McDowell Road Task Force recommendations
- Implement business retention program to aid in retention and expansion of existing businesses
- Complete comprehensive economic analysis, and assess economic development programs

#### Advance Transportation

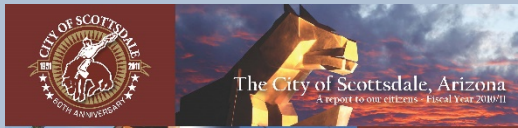
- Award and construct improvements to Pima Road from Thompson Peak to Paradise Lake
- Complete in-house Design Concept Report for the Airport Ring Road, and Phase II design RFP
- Make substantial progress on ARRA funded projects (Goldwater underground, Center Canal trail, etc.)
- Construction underway on Scottsdale/Dowd Transit Center rail station

#### Value Scottsdale's Unique Lifestyle and Character

- Work with Neighbors Committee review and seek public input on the 2011 General Plan Update
- Process major general plan amendments to General Airport and Southern Scottsdale area plans
- Complete design and construction of Scottsdale bridge project
- Construction underway on Scottsdale Road Streetscape

More priorities are available in the FY 2010/11 Budget at [www.scottsdaleaz.gov/govance](http://www.scottsdaleaz.gov/govance)

# 2011



**Contents**

Page 1. Overview, Strategic Goals and Key Highlights

Page 2. How are we doing? Monitoring our productivity and performance

Page 3. Summary of responses: where does it come from and where does it go?

Page 4. What's next? Priorities moving forward.

**About Scottsdale**

The voters elect a mayor and nine council members to govern Scottsdale. The Mayor is W.J. "Jim" Lane and City Council members are Lisa Rowan, Sky Williams, Klara Miller, David Lillard, Ron Socol, Hugh and Frances Robinson. The City Council directly hires six officers to advise them on policy issues and to carry out day-to-day operations. They are City Manager David R. Fisher, City Attorney Bruce Washburn, City Auditor Sharon Galt, City Clerk Carolyn Jagger, City Treasurer David L. Smith and Planning Director Bill Monte Morgan.

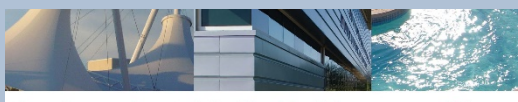
In 2011, Scottsdale celebrated its 60th anniversary. Scottsdale has 212,285 residents, is the sixth largest city in Arizona and the 92nd largest city in the United States. The city encompasses approximately 54.3 square miles, which stretches 31 miles from north to south. There are 183,777 people who work in Scottsdale, including 6,600 in Scottsdale Headquarters, the city's largest employer. The city employs 2,272 full-time and 325 part-time workers as of June 30, 2011.

**Strategic Goals**

- Preserve Mean and/or Open Space
- Enhance Key Roadways
- Seek Sustainability
- Support Economic Vitality
- Advance Transportation
- Value Scottsdale's Unique Lifestyle and Character

**Selected Highlights**

- 94 percent of 2010 survey respondents rated overall quality of life as "excellent" or "good"
- FreshLook® Flow® Extension and Plectronic Monitoring Program for non-potable D12 canals
- Received a 38 percent decrease in department-related collisions
- Saved \$4.0 million in debt service by refunding \$12 million of Preserve revenue bonds
- Acquired a 15 percent reduction in Workday® Compensation expenses
- Expanded McDowell Sonoran Preserve by 2,000 acres with 50 percent funding from state program
- Ranked by the Trust for Public Land as one of the nation's leading cities for pedestrian-friendly land
- Completed the Scottsdale Center for the Performing Arts renovation and the Selenia Bridge and Plaza
- Finished the ornate Saffman Road good bus, transit and junior school road improvements
- Completed Downtown water and sewer line improvements and CAP water treatment plant expansion



**What are the expenses for running the City of Scottsdale and what revenues were available?**

These charts provide a snapshot into how the city as a whole did financially over the past two years. For detailed analysis and explanation of these results, please review the Comprehensive Annual Financial Report available at the city website. The city's financial statements are audited annually by an independent audit firm.

Revenues in millions (all funds, unaudited)		Where does it come from? (fiscal year ending June 30, 2011)	
2010	2011	2010	2011
Property Taxes	60.9	61.7	61.7
Intergovernmental Taxes	55.8	48.2	48.2
Business and Sales Taxes	147.3	134.2	134.2
Capital Grants & Contributions*	199.5	190.0	190.0
Other Revenues	42.1	48.3	48.3
Service Charges	194.5	196.5	196.5
<b>TOTAL REVENUES</b>	<b>\$701.2</b>	<b>\$589.2</b>	<b>\$589.2</b>

\*Includes revenue available for discretionary use with certain other revenue sources.

Expenses in millions (all funds, unaudited)		Where does it go? (fiscal year ending June 30, 2011)	
2010	2011	2010	2011
Community Services	516	52.8	52.8
Public Safety	116.2	112.2	112.2
General Government	30.7	40.9	40.9
Community & Economic Development	138.1	117.9	117.9
Interest on Long-Term Debt	30.4	40.4	40.4
Public Works & Water Resources	166.0	172.5	172.5
<b>TOTAL EXPENSES</b>	<b>\$644.3</b>	<b>\$555.9</b>	<b>\$555.9</b>

**Community Services - \$52.8 million (9% of total)**  
Parks, libraries, pools, recreation, and senior centers and programs

**Public Safety - \$112.2 million (20%)**  
Fire and police department operations and programs

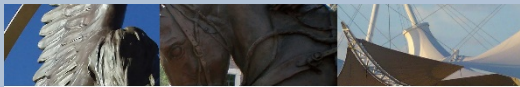
**General Government - \$40.9 million (7%)**  
Administrative services including information technology, human resources, shelter offices and major facilities

**Community & Economic Dev. - \$117.9 million (21%)**  
Includes airport, planning, neighborhood, transportation, building safety and historical

**Interest on Long-Term Debt - \$40.4 million (7%)**  
Includes on long-term debt

**Public Works and Water Resources - \$172.5 million (31%)**  
Includes solid waste, recycling, streets, utilities, water and sewer services

**TOTAL: \$555.9 million**

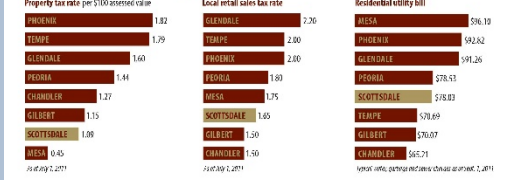


## How are we doing? Measuring our productivity and performance.

Scottsdale Statistics (fiscal year end)	2010	2011	Trend	Citizen Survey Ratings*	2006	2010	Trend	Benchmark
Acres of land acquired for the McDowell Sonoran Preserve	399	2,001	▲	Scottsdale as a place to live	54%	60%	▲	Sub-stone
Annual attendance at parks, community centers and libraries	\$,634,522	8,855,120	▲	Overall quality of life	90%	94%	▲	Sub-stone
Charges resolved by the City Clerk	113,382	108,003	▼	Overall appearance	87%	89%	▲	Sub-stone
New Code Enforcement cases	16,462	16,000	▼	Services provided by the city	87%	88%	▲	Sub-stone
Response by the Fire Department to calls for emergency services	23,986	25,386	▲	Falling service by city employees	76%	85%	▲	Sub-stone
Average Fire Department response (direct to emergency calls in minutes)	4:26	4:22	▼	Value of services for taxes paid	69%	71%	▲	Sub-stone
Drinking water supplied (million gallons per day)	68.4	67.9	▼	<b>Selected Service Ratings**</b>	2006	2010 <td>Trend</td> <td>Benchmark</td>	Trend	Benchmark
Home owned by residential refuse collection	79,006	79,342	▲	Police	83%	85%	▲	Sub-stone
Total crimes per household (Scottsdale Uniform Crime Report, Part 1)	29.6	28.2	▼	Fire	96%	95%	▲	Above
Average Police Department response time to emergency calls (in minutes)	3:01	4:31	▼	Street Repair	65%	67%	▲	Sub-stone
Scottsdale Airport takeoffs & landings	156,696	136,089	▼	Garbage Collection	88%	92%	▲	Sub-stone
Total citywide transit ridership	3,103,185	2,130,241	▼	Recycling	77%	87%	▲	Sub-stone
				City Parks	84%	91%	▲	Sub-stone
				Public Library	88%	93%	▲	Sub-stone
				Code Enforcement	59%	72%	▲	Sub-stone
				Drinking Water	47%	57%	▲	Sub-stone
				Storm Drainage	48%	78%	▲	Sub-stone

\*Values based on "yes" responses in the survey. \*\*Composite of Scottsdale community ratings.

## How do we compare with our neighbors?



## What are our priorities for Fiscal Year 2011-2012?

**Support Economic Vitality**

- Retain and attract new tax revenue from "north and east" Scottsdale commercial and industrial corridors
- Fisheries tax (use through creating new development and jobs on the McDowell and Bell road corridors)
- Identify funding and business development options for the proposed "Neer, Discovery Center"
- Develop strategies and funding options to attract more large creative and tech at WestWorld

**Preserve Meaningful Open Space**

- Leverage existing funds to acquire about 4,400 acres for the Preserve from State Land Department
- Complete construction and open the Tom's Thomas's trailhead
- Complete site design and begin construction of the Brown's Ranch Trailhead

**Enhance Neighborhoods**

- Secure size in DOW's Road to Ring Station II to improve air protection services
- Complete fire protection efforts by working with residents, neighborhood and emergency services
- Improve sustainability for public recreation by partnering with residents
- Continue efforts to resolve claims as well as pressing City Court criminal and civil case processing

**Advance Transportation**

- Complete access way, drainage and trail improvements on the Road from Johnson's Peak Parkway to Pinnacle Peak Road
- Complete design and right-of-way acquisition for the Northlight Boulevard extension in the Airport
- Complete Rattlesnake Drive extension design concept report for the Airport
- Right construction of the federally funded park and trails for Scottsdale and Thunderbolt trails

**Value Scottsdale's Unique Lifestyle and Character**

- Complete construction of the Scottsdale Band Center between Brown's Ranch and Pinnacle Peak
- Initiate construction of the Thomas Band Center on the Brown's Ranch Center and the Indian Bend Wash
- Initiate design of roadway and trail extension improvements at Pinnacle Road between McDowell and Thomas ranch

**Seek Sustainability**

- Reorganize and restructure general office resources in city administration and public safety
- Continue water conservation efforts at public and public facilities by reducing consumption
- Continue to provide safe and reliable drinking water including compliance with new federal regulations

**Challenges Moving Forward**

In response to reduced revenues, the adopted budget for the fiscal year that begins July 1, 2011 reduces overall staffing and expenses in the General Fund, the city's primary operating fund.

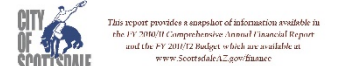
Authorized staffing levels are at the lowest point in seven years, down 253 positions from the year that ended June 30, 2010. Discretionary expenditure levels in the general fund are down \$45 million (24 percent) from actual spending over the same time period.

The challenge is to continue to provide quality services with reduced resources and maintain the high revenue quality of life that has made our sales from citizens and high ratings from media the "Big Money and Booming Business Week."

Your feedback is important to us. If you have comments, questions or suggestions about the information contained in this report, please contact:

City Manager David Fisher  
City of Scottsdale  
30398 Old McDowell Blvd.  
Scottsdale, AZ 85251  
480.312.3000  
http://www.scottsdale.gov  
www.ScottsdaleAZ.gov/feedback

Send us your Page 1: Street and Water Walk at the McDowell Sonoran Preserve  
Street & Water Walk at the McDowell Sonoran Preserve  
Send us your Page 2: Street and Water Walk at the McDowell Sonoran Preserve  
Send us your Page 3: Street and Water Walk at the McDowell Sonoran Preserve  
Send us your Page 4: Street and Water Walk at the McDowell Sonoran Preserve



# 2012



## The City of Scottsdale

A report to our citizens - Fiscal Year 2011/12

### About Scottsdale

The voters elect a mayor and six council members to govern Scottsdale. The Mayor is Neil "Sam" Lane and City Council members are Ilya Boronsky, Suzanne Klapp, Linda Millham, Robert Littlefield, Ron Kuculugh and Dennis Robbins. The City Council appoints its officers to advise them on policy issues and run day-to-day operations. They are Acting City Manager Dan Worth, City Attorney Bruce Swaborn, City Auditor Sharon Walker, City Clerk Carolee Lopez, City Treasurer David H. Smith and President City Judge Joseph Orlowski.

Scottsdale has an estimated 217,965 residents, and is the sixth largest city in Arizona and the 52nd largest city in the United States. The city encompasses 184.5 square miles, 31 miles from north to south. The largest employer is Scottsdale Healthcare with 6,378 employees. Other large employers include Mayo Clinic, General Dynamics, the Scottsdale Unified School District and the City of Scottsdale. The city employed 2,112 full-time and 202 part-time workers as of June 30, 2012. There were 52 fewer full-time and 27 fewer part-time workers on payroll than the prior year.

### Strategic Goals and Selected Highlights

- Advance Transportation**
  - Completed construction of Pima Road Improvements between Thompson Peak and Pinnacle Peak roads
  - Completed construction of Scottsdale Roundabout and Cross Cut Canal path improvements
- Value Scottsdale's Unique Lifestyle and Character**
  - Implemented rebate program encouraging exterior modification and additions to homes
  - Amended Zoning Ordinance to Implement Greater Airports, Downtown and Southern Scottsdale Character Areas Plans
- Seek Sustainability**
  - Retained \$20 million of bonds, saving \$6.0 million of debt service over the life of the bonds
  - Identified approximately \$3.5 million in savings and/or revenue enhancement through audits
- Preserve Meaningful Open Space**
  - Added 4,400 acres of land to the Northside Municipal Sunbelt Preserve
  - Opened Cavalliere Park in Iron north area
- Enhance Neighborhoods**
  - Reopened Owl Center Library, including a new computer lab, library shop and cafe
  - Completed construction of two new fire stations at Bischoff Park and Cactus Aves
- Support Economic Vitality**
  - Approved rezoning for expanded Tony Nelson Aquatics Center at Westwood
  - Attracted 18,000 people to downtown Scottsdale for a new holiday festival
  - Continued to host the PUN's Waste Management Phoenix Open, Barratt-Lockton Collector Car Auction in Scottsdale and Arabian Three

*Note: The strategic goals are the same as the major objectives of the water approved 2003 General Plan and are the six primary categories developed through Ordinance 2020. They are not listed in priority order.*

### What were the expenses for running the City of Scottsdale and what revenues were available?

These charts provide a snapshot into how the city as a whole did financially over the past three years. The city's fiscal year begins on July 1 and ends on June 30. For detailed analysis and explanation of these results, please review the Comprehensive Annual Financial Report available on the city's website. The city's financial statements are audited annually by an independent audit firm.



Net assets can serve as a useful indicator of a government's overall financial health. In the private sector, this concept is commonly referred to as "net worth." Assets are the total property, including cash and investments, owned by the city and liabilities are the total debts or financial obligations. Net assets is calculated by subtracting total liabilities from total assets.

\*Revenue decline attributed to decrease in non-cash (depreciation) contributions to asset capital assets

### How are we doing?

Scottsdale Statistics Fiscal Year Ending June 30	2010	2011	2012
Acreage of land acquired for the McDowell Sonoran Preserve	399	2,001	4,419
Annual attendance at parks, community centers and libraries (in millions)	8.6	8.9	8.5
Total number of filed charges heard and resolved by the City Court	113,382	108,009	100,929
Responses by the Fire Department to calls for emergency services	23,996	25,586	26,341
Average Fire Dept. response time to calls for emergency services (in minutes)	4:28	4:22	4:18
Total crimes per thousand (Scottsdale Uniform Crime Report, Part 1)*	25.6	31.8	32.8
Average Police Department response time to emergency calls (in minutes)	5:01	4:57	5:11
Drinking Water Supplied (million gallons per day)	68.4	67.9	69.2
Homes received by residential refuse collections	79,006	79,508	79,787
New jobs created in targeted industries	731	450	1,165
Average hotel occupancy rate	58%	59%	62%
Total citywide transit ridership (in millions)	3.1	2.5	2.5
Scottsdale Airport takeoffs & landings	156,896	136,089	146,058
Maintained landscaped medians and rights of way (in millions of square feet)	17.0	23.2	23.5
Maintained city facilities (in millions of square feet)	2.9	3.0	3.0

\* For the preceding calendar year, increase due to Census 2010 population estimate recalculation.

### How do we compare with our neighbors?

Population (per 100,000): Scottsdale 217,965 vs. Average 162,503

Combined Property Tax Rate per \$100 assessed value: Scottsdale 0.82 vs. Average 0.81

Local Retail Sales Tax Rate: Scottsdale 1.65% vs. Average 1.50%

Monthly Residential Utility Bill: Scottsdale \$80.87 vs. Average \$69.42



### Challenges Moving Forward

#### What are our priorities for Fiscal Year 2012/13?

- Acquire 4,400 acres of land from the State Land Desert Trust to our north. The Preserve will be the North Mountain Preserve.
- Complete construction of the Brown's Ranch Pathways, including one-half mile interpretive trail to increase the recreational activities in a growing neighborhood to reduce risk of erosion/fires.
- Initiate final phase of access control, signage, trails and restoration to recently acquired Preserve land.
- Implement a water recycling system at an average cost of \$100 per foot of pipe.
- Complete design and construction of a combined water treatment plant for the Airport, Downtown and Southern Scottsdale areas.
- Complete a water development program for the area's water resources, including a new water treatment plant.
- Complete a water development program for the area's water resources, including a new water treatment plant.

**Challenges Moving Forward:**

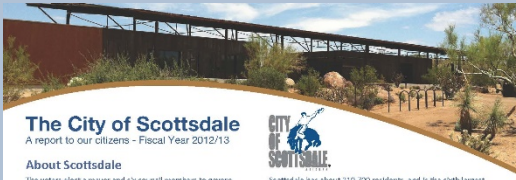
- Deliver cardiac arrest patients (with an AED) to emergency rooms faster or further than the other average.
- Implement a water recycling system at an average cost of \$100 per foot of pipe.
- Complete design and construction of a combined water treatment plant for the Airport, Downtown and Southern Scottsdale areas.
- Complete a water development program for the area's water resources, including a new water treatment plant.

**What are our priorities for Fiscal Year 2012/13?**

- Implement a water recycling system at an average cost of \$100 per foot of pipe.
- Complete design and construction of a combined water treatment plant for the Airport, Downtown and Southern Scottsdale areas.
- Complete a water development program for the area's water resources, including a new water treatment plant.

**City Manager's Office:** 480.312.2800

# 2013



## The City of Scottsdale

A report to our citizens - Fiscal Year 2012/13



### About Scottsdale

The voters elect a mayor and six council members to govern Scottsdale. The Mayor is WILL "Tim" Lane and the City Council members are Suzanne Klapp, Virginia Kovar, Robert Littlefield, Linda McWaters, Guy Phillips and Dennis Robbins. The City Council appoints six officers to advise them on policy issues over a 12-month day operation. They are City Manager for the Behring, City Attorney Bruce Wadhvani, City Auditor Gregory Walker, City Clerk Carolyn Lager, Presiding City Judge Joseph O'Connell, and Acting City Treasurer Lee Gullary.

Scottsdale has about 212,700 residents, and is the sixth largest city in Arizona. The city covers 545 square miles, 31 miles from north to south. The largest employer in Scottsdale is health care and other large employers include Mayo Clinic, General Dynamics, the Scottsdale Unified School District and the City of Scottsdale. The city employs 2,149 full-time and 316 part-time workers as of June 30, 2013. There were 22 fewer full-time, but 28 more part-time workers on payroll than the prior year.

### What was accomplished?

- Value Scottsdale's Unique Lifestyle and Character**
  - Approved operating agreement and funding for Scottsdale Museum of the West construction
  - Hosted major golf tournaments, collector car auctions, major horse shows and tri-a-thlons
- Support Economic Vitality**
  - Attracted and retained significant auto dealerships and assisted in development of their sites
  - Created [www.ChooseScottsdale.com/onlinecar](http://www.ChooseScottsdale.com/onlinecar) for customers interested in relocating
- Enhance Neighborhoods**
  - Remodeled the Vantage Library children's area
  - Acquired 27 heart rate monitors to transmit data to ER doctors to improve heart attack outcomes
- Preserve Meaningful Open Space**
  - Acquired 54,600 acres of land from the State Land Department with help from State Parks grants
  - Opened Don's Truck Trail head, connected Brown's Ranch Trailhead (previously closed) and opened 55 miles of trail
- Seek Sustainability**
  - Expanded alternate fuel fleet by adding four cargo vans and six garbage trucks
  - Expanded facility that treats groundwater and reclaimed water for golf course irrigation
- Advance Transportation**
  - Opened North Scottsdale Park & Ride located at Scottsdale and Thunderbolt
  - Replaced 62 miles of pavement, repaired 35,332 feet of sidewalks & replaced 4,700 storm water drains

Note: These are selected accomplishments grouped by strategic goal. The strategic goals are the major divisions of the voter-approved 2002 General Plan.

### Scottsdale Snapshot



### How do we compare with our neighbors?

Scottsdale is part of the Phoenix metropolitan area, and taxes and rates vary across the eight largest cities. Scottsdale's taxes and rates are lower than a full two or three of the largest cities.



### How are we doing?

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

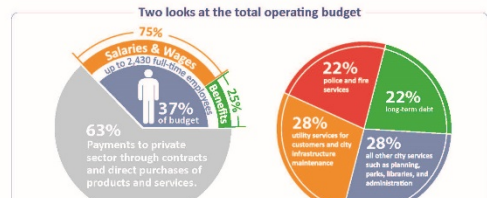
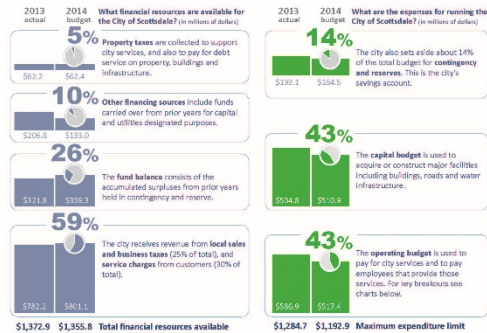


\*This is projected calendar year.

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

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

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



Note: These numbers are adopted by the City Council in June 2013. The city's financial statements are audited annually by an independent auditor. The most recent year for all 10 metrics is 2012. Complete financial information can be found at [www.scottsdaleaz.gov/finance](http://www.scottsdaleaz.gov/finance).

### Challenges Moving Forward

The next fiscal year anticipates a moderate increase in revenue with continued focus on efficient spending to maintain services to the community.

The key issues are as follows:

- Watching city spending carefully
- Reinvesting in the workforce
- Catching up on deferred maintenance by using prior year savings
- Continuing the multi-year effort to reduce charges to the enterprise funds

Because of sound financial practices and a robust local economy, the three major bond-rating agencies continue to rate Scottsdale's general obligation bonds in the highest category - Scottsdale is one of a handful of cities in the nation to earn this distinction.

The mayor and city council have also identified a number of priorities to focus on over the next year. These relate to reevaluating the McDowell Road corridor, ensuring financial sustainability, improving support of tourism events, developing economic development and transportation strategies, and building a high performance organization. Action plans are being developed for each priority.

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

Please contact the City Manager's Office at 3910 N. Drinkwater Blvd. Scottsdale, AZ 85251 480-311-2800 [feedback@scottsdaleaz.gov](mailto:feedback@scottsdaleaz.gov)

### What are our priorities for Fiscal Year 2013/14?

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

- Acquire 2,400 acres of mountainous State Trust land in the southern area of the Preserve
- Complete first phase of two trailheads north of dynamic Granite Mountain and Frazehood
- Finalize location and complete first phase of construction of the northern Preserve trails
- Update five-year human services plan to address identified community needs
- Initiate renovation of community center at Chaparral Park that serves persons with disabilities
- Utilize EB3 room-in-room with pro-term judges to decrease driving under the influence (DUI) case backlog
- Increase investment in assets, infrastructure, and employees through balanced, sustainable budgets
- Reduce deferred maintenance backlog by providing timely maintenance and repair to city facilities
- Stabilize fuel costs, emissions and dependence on foreign oil by procuring alternative fuel fleet
- Negotiate long-term landfill contract to ensure sustainable disposal location for refuse
- Attract new development and jobs to Scottsdale, including downtown, Hill and McDowell areas
- Improve ChooseScottsdale.com online and marketing efforts promoting Scottsdale
- Coordinate activities of new five year tourism development and marketing Strategic Plan
- Expand access to transit by opening Thunderbird Park & Ride, Mustang and SkySong Transit centers
- Improve traffic flow through airport area by completing North-South Roadway extension
- Complete Scottsdale Road improvements between Thompson Peak and Pinnacle Peak roads
- Provide significant opportunities for widespread citizen involvement in General Plan update process
- Enhance roadside appearance and bicycle accessibility through Thomas Road streetcrops and bike lanes
- Open Tony Nelson Equestrian Center expansion by hosting new events and expanding existing shows
- Continue efforts to develop new attractions such as Desert Discovery Center and Museum of the West

# 2014



## The City of Scottsdale

A report to our citizens - Fiscal Year 2013/2014



### About Scottsdale

The voters elected a mayor and six council members to govern Scottsdale. The Mayor is Mike Tomlin and City Council members are Suzanne Kapp, Virginia Koka, Roger Lillibridge, Linda McInerney, Jay Phillips and Sarah Robbins. The City Council met 91 evenings during the year and decided on 575 items.

The City Council appoints six officers to advise them on policy issues and run day-to-day operations. They are City Manager Fritz Seifinger, City Attorney Brent Waltham, City Auditor Sharon Walker, City Clerk Lisa Kopy Miller, Building City Manager Joseph O'Connell, and City Treasurer Jeffrey M. Nichols.

The city also employed 2,147 full-time and 299 part-time workers at the end of the year. There were two fewer full-time and 19 fewer part-time workers than the prior year. More than 4,000 residents volunteered 242,000 hours with the city. About 750 residents volunteered on the City's boards, committees and task forces.

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

### What we accomplished: Highlights in Priority Areas

- Value Scottsdale's Unique Lifestyle and Character**
  - Completed Multi-Use Arizona Canal Path from 54th Street to Colewater Roadway
  - Bill Seery's "The Family Circus" cartoon commemorated in bronze statue at McCormick-Gibson Railroad Park
- Support Economic Vitality**
  - The 470,000 square foot Tony Nelson Aquatics Center expansion opened at WestWorld in January
  - Implemented operating agreement and identified funding to build Scottsdale's Museum of the West
- Enhance Neighborhoods**
  - Used federal grants to upgrade 260 street lights to LED energy efficient lighting in four neighborhoods
  - Rehabilitated historic housing complex on Bellevue Street in partnership with Habitat for Humanity
- Preserve Meaningful Open Space**
  - Added 2,265 acres to the McDowell Sonoran Preserve acquired by state grants
  - Opened Brown Family trail (east and north) along and over the Phoenix Mountains and a new trail on the west
- Seek Sustainability**
  - All three major credit rating agencies affirmed the city's "AA" bond rating - the highest possible rating
  - Refinanced \$206 million of city bonds, saving \$7.5 million of debt service over the life of the bonds
- Advance Transportation**
  - Completed "Northlight" extension, Hayden roundabout and the Sawdust Wash bridge on Scottsdale Road
  - Added "Safe Routes to Schools" to neighborhoods and downtown routes



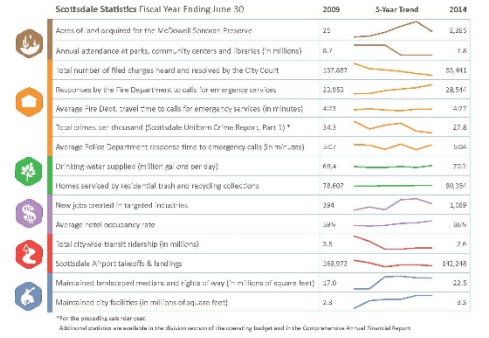
### How do we compare with our neighbors?

Scottsdale is part of the Phoenix metropolitan area, and taxes and rates vary across the eight largest cities. Scottsdale's rates are lower than all but two or three of the largest cities.



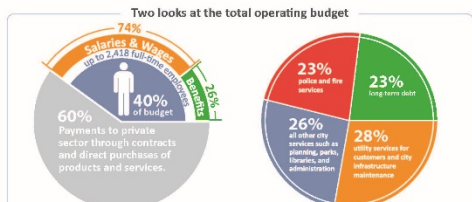
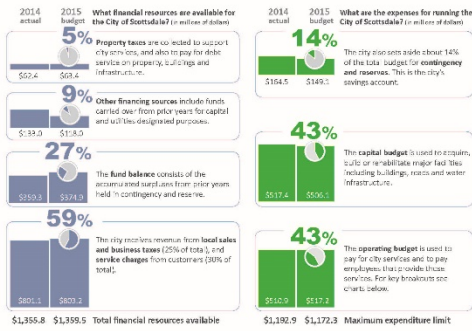
### How are we doing?

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



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

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



\*Note: These numbers are not audited by the City Council in June 2014. The City's financial statements are audited annually by an independent auditor. The most recent audit for 2013 included a "clean" opinion. Complete the total information can be found at [www.ScottsdaleAZ.gov/100](http://www.ScottsdaleAZ.gov/100)

### Challenges Moving Forward

The fiscal year 2014/2015 budget is balanced and reflects the city's priorities and policy decisions over the last several years. When developing the budget, the council focused on spending more money on the city government's core and more on the city's infrastructure and public services, while the city's budget also included investments in the city's long-term future.

Spending was reduced by \$2.7 million and the city's revenues were increased by the same amount. This is a net increase of \$2.7 million for the city's operating budget. The city's operating budget is used to pay for the city's day-to-day operations.

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

Finally, consolidating city staff and other facilities will allow the city to reduce its operating budget. The city's operating budget is used to pay for the city's day-to-day operations.

Please contact us if you have comments or suggestions on how we can improve our report. In addition, please let us know if you have any questions or if you would like to see other reports or data. We are happy to help you get the most out of our report. Please contact the City Manager's Office to provide your comments.

Scottsdale's City Manager's Office  
10001 N. Greenway Avenue  
Scottsdale, AZ 85254  
480.212.2300  
[www.ScottsdaleAZ.gov](http://www.ScottsdaleAZ.gov)



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

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

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

- City Council priorities:
- Partner with residents and businesses to revitalize the McDowell Road corridor
  - Provide strategic support for tourism and visitor needs
  - Create and adopt a comprehensive economic development strategy
  - Develop a transportation strategy that is sustainable, future ready
  - Prepare and adopt fiscal sustainable operating and capital budgets
  - Investment in a high performance organization and work culture

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

- Preserve Meaningful Open Space**
  - Acquire two parcels near Pima and Chandler
  - Develop a strategic plan for the city's parks and recreation
- Support Economic Vitality**
  - Coordinate with Scottsdale Convention & Visitors Bureau to host 2014-2015 Block events in Scottsdale
  - Coordinate construction and open the Scottsdale Museum of the West
  - Complete renovation to the TRC Scottsdale Clubhouse and Steel Truss Course
- Enhance Neighborhoods**
  - Redesign ScottsdaleAZ.gov website to occur mobile devices and mobile devices
  - Develop a response to anticipated increases in customer demand
  - Increase land and design of the city's parks and recreation
  - Complete renovation to the TRC Scottsdale Clubhouse and Steel Truss Course
- Advance Transportation**
  - Improve traffic signal performance by repair, replacement or upgrade of parameters locations for the Chandler/Scottsdale and Chandler/Scottsdale
  - Begin construction of transit improvements on Chandler/Scottsdale and Chandler/Scottsdale
  - Improve bus stop signage and lighting on Chandler/Scottsdale and Chandler/Scottsdale
- Value Scottsdale's Unique Lifestyle and Character**
  - Begin construction of a new walk path along the Arizona Canal from Chandler Road to Chandler Drive
  - Acquire and restore historic property on the McDowell Road bridge over the Chandler Water Treatment Plant on Chandler/Scottsdale
  - Complete bicycle lanes and pedestrian crossings on Chandler Road from Scottsdale Road to Indian Bend Wash

This report provides a snapshot of information available in the budget and comprises a total financial report document which is available at [www.ScottsdaleAZ.gov/finance](http://www.ScottsdaleAZ.gov/finance). This report is prepared according to ARS chapter 100 regarding standards.

# 2015

## 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 Oldtowne Scottsdale in January  
 • Four new public art pieces added including Impulsion at WestWorld and Copper Falls in Oldtowne

**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 downy gartering tracks with compressed natural gas tracks  
 • Pumped a 6,243 million-gallon reservoir and reclaimed water into aquifer that 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 1,140 jobs and an average wage of \$37.875  
 • The Scottsdale Chamber and structure code 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 300,000

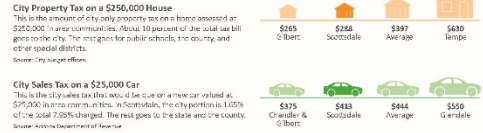
**PRESERVE MEANINGFUL OPEN SPACE**  
 • Improved parking, signage and trailhead access to Flagstaff and Granite Mountain in northern Preserve  
 • Opened multi-sensory room at community center that serves persons of all ages with disabilities  
 • Purchased land for future Desert Foothills Ski Station at Jordan and Hayden at a state land auction

**ENHANCE NEIGHBORHOODS**  
 • Reduced building permit fees for the McDowell Corridor neighborhood area  
 • Four properties win inaugural Spirit of Scottsdale home and business awards  
 • Opened multi-sensory room at community center that serves persons of all ages with disabilities  
 • Purchased land for future Desert Foothills Ski Station at Jordan and Hayden at a state land auction

\*View our achievements on the scope: [cityofscottsdale.gov/achievements](http://cityofscottsdale.gov/achievements)  
 For information on our sustainability goals and progress visit [www.cityofscottsdale.gov/sustainability](http://www.cityofscottsdale.gov/sustainability)

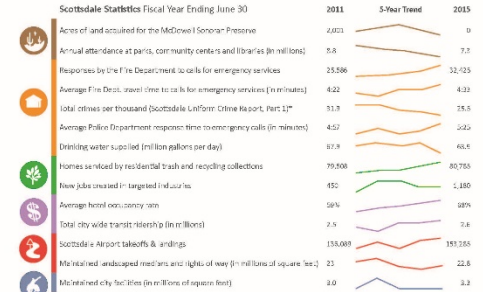
### How do we compare with our neighbors?

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.



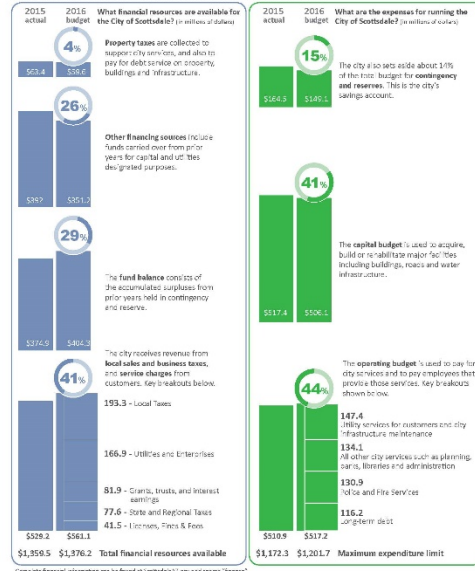
### How are we doing?

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



### 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 [scottsdale.gov/finance](http://scottsdale.gov/finance)

### What are our priorities for Fiscal Year 2015/16?

The Scottsdale City Council reviewed important strategic plan priorities at a strategic planning workshop in February before approving three 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 incident conditions and focus marketing efforts to attract desirable businesses
- Support community efforts to establish a new "brand" or identity
- Engage neighbors 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**

- Influence 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 base on feedback from community and event providers
- Advance Desert Discovery Center through considering concept development contract

**Carry out the comprehensive economic development strategy**

- Attract and grow existing economic drivers and employees
- Support efforts to cultivate, maintain and attract talent needed by present and future employees
- Focus efforts and investments in strengthening key employment and business centers
- Drive Scottsdale's engagement in the national and international economic development arena
- Attract and grow business location based on our work with Scottsdale's tourism brand
- Grow and attract high quality firms and jobs in targeted sectors
- Seize 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 facility conditions of the existing right-of-way to improve, build, complete, and maintain barrier-free access for all users
- Promote communication and transportation options for existing and new

**Prepare and adopt fiscally sustainable operating and capital budgets**

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

**Reinvest in a high performance organization and work culture**

- Review and update an 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 visit [www.cityofscottsdale.gov](http://www.cityofscottsdale.gov) for the full fiscal year comments or suggestions on how we can improve our services.

Scottsdale City Manager's Office  
 9600 N. Drinkwater Blvd.  
 Scottsdale, AZ 85258  
 480.317.3750  
[CityManager@ScottsdaleAZ.gov](mailto:CityManager@ScottsdaleAZ.gov)

City of Scottsdale logo and seal.

\*This report provides a snapshot of information available in the budget and is not intended to be used for legal or financial purposes. It is not a contract. For more information, please contact the City Manager's Office at 480.317.3750.

# 2016

## The City of Scottsdale

A report to our citizens - Fiscal Year 2015/2016



### About Scottsdale

The voters elect a mayor and six council members to govern Scottsdale. The City Council appoints six officers to advise them on policy issues and run day-to-day operations: 3,473 city employees and 6,867 volunteers serve the 231,206 citizens of Scottsdale.

### What was accomplished?

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



**VALUE SCOTTSDALE'S UNIQUE LIFESTYLE AND CHARACTER**

- Attendance at **Canal Convergence** event increased by almost 50% from prior year, attracting 56,000 visitors to Scottsdale Waterfront
- Celebrated Scottsdale's 65th birthday and the 40th anniversary of both Scottsdale Center for the Performing Arts and Scottsdale Public Art



**ADVANCE TRANSPORTATION**

- Reduced travel time by an average of 35% by **improving signal timing and coordination** on McDowell Drive and Chaparral Road corridors
- Paved three dirt roadways, La Dena, Hayden and Pinnacle Vista, to improve air quality, lessen maintenance costs and provide better access for all users
- Reconstructed wheelchair accessible (ADA) ramps at 293 intersections



**SEEK SUSTAINABILITY**

- Increased diversion of recyclable materials from residential single-family homes to 26% (highest rate of any large Valley city)
- Increased the percentage of **compressed natural gas vehicles** to 54% through replacing diesel equipment
- Reinforced the city's solid standing with credit rating agencies and maintained Scottsdale's excellent bond ratings



**ENHANCE NEIGHBORHOODS**

- Library circulation increased by 4% citywide (Phoenix Library pictured above)
- A new after school and summer Police **P.L.A.Y. Program** was created where Scottsdale youth interact with Police Officers through arts and crafts and recreational activities
- Self-service MVD kiosks installed at Scottsdale City Court to offer the public real-time registration renewal, registration tags, permits, license reinstatements, driving history reports, voter registration, and address changes



**PRESERVE MEANINGFUL OPEN SPACE**

- Opened 7.5 miles of new **trails** in the northern preserve region, including the Renaissance, Desperado, North Diablo, South Diablo, and a portion of the High Desert Trail



**SUPPORT ECONOMIC VITALITY**

- Attracted or **expanded 9 businesses** with 1,180 jobs and an average wage of \$47,065
- Operated new operations center at Scottsdale Airport

More achievements are in the adopted budget. Go to [scottsdale2.gov](http://scottsdale2.gov) and search "finance" for more information about demographics, leadership, or community profile. Visit [scottsdale2.gov](http://scottsdale2.gov) and search "about" for more information.

Top photo: Bill in memory

### How do we compare with our neighbors?

Scottsdale is part of the Phoenix metropolitan area, and taxes and rates vary across the eight largest cities. Scottsdale's rates are lower than all but two or three of the largest cities. Scottsdale's rates are also at or below last year's levels.

#### City property tax on a \$250,000 house

This is the amount city-only property tax on a home assessed at \$250,000 in area communities. About 15 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 sales tax is 1.65% of the total 7.95% charged. The rest goes to the state and the county.

Source: Phoenix Department of Revenue



#### Monthly residential utility bill

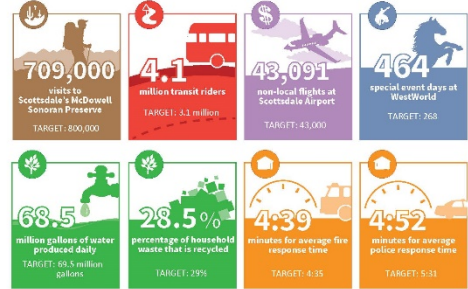
This includes water, wastewater (sewer) and solid waste (trash and recycling) for a single-family residential customer in each community. Actual bills may vary based on actual usage and size of property.

Source: City of Tempe



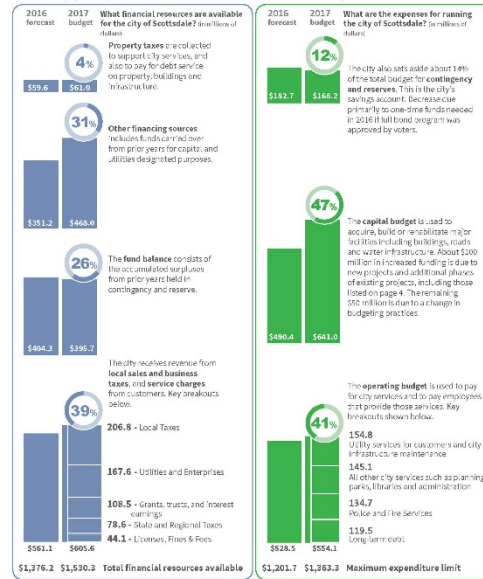
### How are we doing?

Here is a snapshot of measures from the city's Quarterly Performance Report. For more measures, go to [scottsdale2.gov](http://scottsdale2.gov), search "performance"



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

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 reports were 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 2015 received a clean opinion.



Complete financial information can be found at [scottsdale2.gov](http://scottsdale2.gov) and search "finance"

### What are our priorities for Fiscal Year 2016/17?

The city's mission statement is Simply Better Service for a World-Class Community. In addition to the city's long-term strategic goals, the Scottsdale City Council has also identified six priorities relating to revitalizing McDowell Road, tourism and/or events, economic development, transportation, fiscal sustainability, and a high performance organization. Selected objectives to advance strategic and/or short-term priorities are listed below.



- Preserve Meaningful Open Space**
  - Acquire two parcels in the Pima/Dynamite area for future trailhead facility and major wash corridor protection
  - Start planning for a trailhead at Pima and Dynamite roads and planning trails for the area
- Support Economic Vitality**
  - Increase small business activity at the Eureka Loft through training and mentorship programs, expanded marketing and outreach, and a comprehensive small business support program
  - Several Downtown projects will improve walkability and access to persons with disabilities, add street lights, address decorative lighting safety and reliability by adding electrical outlets, and build additional public restrooms
- Enhance Neighborhoods**
  - Work will begin to relocate Fire Station 603 (McCormick Ranch area), renovate Fire Station 605 (75th Street and Shea Boulevard) and design and build Fire Stations 613 (Desert Foothills) and 616 (Desert Mountain)
  - Ongoing improvements will provide 100-year flood protection and eliminate the need for mandatory flood insurance for the structures in the Granite Reef Wash corridor between Thomas and McKellip roads.
- Advance Transportation**
  - Continue paving program designed to restore the average condition of city streets to the high standard attained prior to 2008
  - Rebuild a portion of Redfield Road, 76th Place, Acacia Drive and 78th Way to create the extension of Raintree Drive west of Hayden Road
- Seek Sustainability**
  - Install approximately four miles of large diameter water transmission main in the Frank Lloyd Wright corridor east of the Loop 101 and upgrade a booster station in the area to improve the capacity and pressure in the east Shea service area
  - Evaluate options for ensuring employee benefit programs are cost effective, competitive and desired by employees
  - Install a two megawatt renewable solar energy system at the Water Campus to provide more than 10 percent of campus energy needs and reduce city utility costs
- Value Scottsdale's Unique Lifestyle and Character**
  - Conduct citizen survey to evaluate effectiveness of city services and programs and gauge citizen satisfaction
  - Hold Canal Convergence celebration of Public Art on the Arizona Canal Banks, Feb. 25-26, 2017



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. Dinosaur Blvd.  
Scottsdale, AZ 85261  
480-351-2800  
citymanager@scottsdale2.gov

The report provides a snapshot of information available in the budget and comprehensive annual financial reports documents which are available at: [scottsdale2.gov](http://scottsdale2.gov) and search "finance"

This report is prepared according to Ask Citizens Center reporting standards.

# 2017

## CITY OF SCOTTSDALE

A FISCAL YEAR TO OUR CITIZENS  
FISCAL YEAR 2016/2017

### About Scottsdale

The voters elect a mayor and six council members to govern Scottsdale. The City Council appoints six officers to advise them on policy issues and run daily operations. 2,711 city employees and 5,509 volunteers serve the 238,000 citizens of Scottsdale.

### What was accomplished?

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

#### VALUE SCOTTSDALE'S UNIQUE LIFESTYLE AND CHARACTER

- See **Scottsdale** holiday and Western Week events focus attention on Downtown Scottsdale
- New monthly downtown e-newsletter provides info on city efforts to 1,500+ subscribers

#### SEEK SUSTAINABILITY

- Improved **green waste recycling** from single-family homes by 7 percent
- Improved safety and reduced risk in four city buildings by installing new fire alarms

#### PRESERVE MEANINGFUL OPEN SPACE

- Acquired 400+ acres of state land for Scottsdale's McDowell Sonoran Preserve
- Opened 7½ miles of **new preserve trails** north of Dynamite Boulevard

#### ADVANCE TRANSPORTATION

- Adjusted **traffic signals** to reduce commutes by 15+ percent on 4 major roads
- Began designing project to add bike lanes along McDowell Road corridor

#### ENHANCE NEIGHBORHOODS

- **Back to school program** provided 992 children with clothing and backpacks filled with supplies
- More than 4,000 participate in Library's fourth Ultimate Play Date for families
- Police and Fire departments hosted successful **5-day** inter-agency teen academy

#### SUPPORT ECONOMIC VITALITY

- Attracted, retained or expanded **14 businesses with 1,019 jobs** with average wages of \$52,744

#### How our residents rate Scottsdale

Percent "excellent" or "good"



Source: City of Scottsdale Survey

### How do we compare with our neighbors?

Scottsdale is part of the Phoenix metropolitan area, and taxes and rates vary across the eight largest cities. Scottsdale's rates are lower than all but two or three of the largest cities. Scottsdale's rates are also at or below last year's levels.

#### 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 1.10 percent of the total tax bill goes to the city. The rest goes for public schools, the county, and other special districts.

Source: City of Phoenix



#### 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 7.85% charged. The rest goes to the state and the county.

Source: City of Phoenix



#### 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 Phoenix



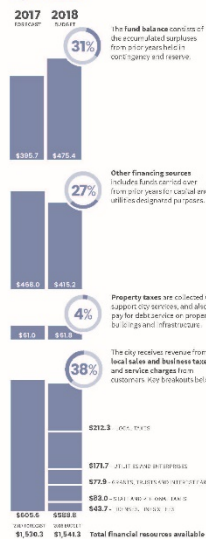
### How are we doing?

This is a snapshot of measures from the city's Quarterly Performance Report. For more measures, go to [ScottsdaleAZ.gov/search/performance](http://ScottsdaleAZ.gov/search/performance).

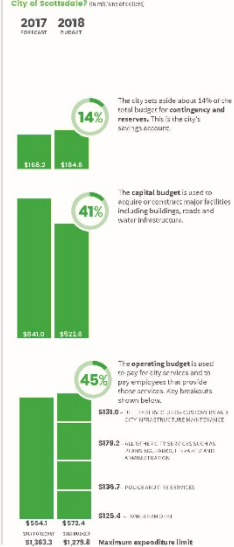


### What does it cost to run the city and how are those costs paid?

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 on June 20, 2017. The city's financial statements are audited annually by an independent auditor. The most recent audit for 2016 received a clean opinion. What financial resources are available for the City of Scottsdale? [www.scottsdaleaz.gov](http://www.scottsdaleaz.gov)



#### What are the expenses for running the City of Scottsdale?



### What are our priorities for Fiscal Year 2017/18?

The city's mission statement is **Simply Better Service for a World-Class Community**. The city has six long-term strategic goals to make that a reality. Selected objectives that advance these efforts are listed below.



- PRESERVE MEANINGFUL OPEN SPACE**
  - Initiate site design and public input process for new trail head at Pima and Dynamite
  - Acquire remaining private parcel within the Preserve recommended study boundary area
- SUPPORT ECONOMIC VITALITY**
  - Develop and carry out strategies that support new investment in key employment centers
  - Implement Downtown Marketing plan to attract regional visitors and support local business
- ENHANCE NEIGHBORHOODS**
  - Create new grant-funded Family Resource Center to provide library and other services
  - Build 3 new fire stations and refurbish a fourth with bond financing approved by voters in 2015
- ADVANCE TRANSPORTATION**
  - Begin planning and acquisition for Cactus Trolley, Arpa & Trolley and Scottsdale Trolley Bus service
  - Invest additional \$30 million to replace aging pavement to restore streets to pre-recession standards using bond financing approved by voters in 2015
- SEEK SUSTAINABILITY**
  - Increase residential recycling diversion rate to 30% or more over next five years
  - Improve citizen access to services and data through new online app and open data portal
- VALUE SCOTTSDALE'S UNIQUE LIFESTYLE AND CHARACTER**
  - Improve pedestrian and disabled access along sidewalks and improve lighting downtown
  - Expand Canal Convergence event to two weekends and move event to Fall 2018



For more information on city services, visit [www.scottsdaleaz.gov](http://www.scottsdaleaz.gov). For more information on city services, visit [www.scottsdaleaz.gov](http://www.scottsdaleaz.gov). For more information on city services, visit [www.scottsdaleaz.gov](http://www.scottsdaleaz.gov).



# Scottsdale's Snapshot Summary

- Designed to give citizens a better understanding of what their government is doing and what it spends their money on
- Provides easy access to key information without having to sort through pages and pages of documents and web sites
- A resource to begin the conversation and a portal into in-depth discussions and input about your jurisdiction

**CITY OF SCOTTSDALE** REPORT TO OUR CITIZENS Fiscal Year 2017/18

### Where we've been and where we're going

Fifty years ago, Scottsdale celebrated the opening of City Hall. Completing a project of that scale required cooperation between a renowned architect, residents and city staff. Thousands celebrated its grand opening, an opportunity that will be recreated this fall with 'Scottsdale Celebrate '68.'

Like constructing a building, operating a city is a collaborative effort. Voters elect a mayor and six council members to govern. Nearly 2,700 employees and more than 5,100 volunteers serve our nearly 250,000 residents.

As residents, your tax dollars support city services. Read this annual report to learn how. Please contact the City Manager's Office if you have comments or suggestions on how we can improve this report: 480-312-2800 | citymanager@ScottsdaleAZ.gov

### Value Scottsdale's Unique Lifestyle and Character

**Highlighted Accomplishments**

- ▶ The city launched a rebranding effort to focus attention on Old Town Scottsdale and its unique character.

**Looking Forward**

- ▶ Scottsdale Arts, with additional financial support from the city, will continue to grow Canal Convergence, a destination event that brings increasing amounts of people and attention to Scottsdale.

**Get Involved**  
Looking for a way to contribute your skills? Volunteer as an Old Town Ambassador.

Learn more at [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov), search "about"

**Seek Sustainability**

**Preserve Beautiful Old Town**

**Advance Transportation**

**Support Economic Vitality**

# 2018

**How did Scottsdale approach  
our most recent report?**

# Questions a Citizen-Friendly Annual Report Should Answer

- How are you organized?
- What are your goals?
- What was accomplished?
- What did you do?
- How well did you do it?
- What do your customers think?
- How can I provide feedback?
- What challenges do you anticipate?
- Where does the money come from?
- Where does it go?
- Where can I get more info?
- How do I know this is reliable?
- How do you compare?

## **Where we've been and where we're going**

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**Value  
Scottsdale's  
Unique Lifestyle  
and Character**



**Advance  
Transportation**



**Seek  
Sustainability**



**Support  
Economic  
Vitality**



**Preserve  
Meaningful  
Open Space**



**Enhance  
Neighborhoods**



# Value Scottsdale's Unique Lifestyle and Character



## Highlighted Accomplishments

- ▶ The city launched a rebranding effort to focus attention on Old Town Scottsdale and its unique character.

## Looking Forward

- ▶ Scottsdale Arts, with additional financial support from the city, will continue to grow Canal Convergence, a destination event that brings increasing amounts of people and attention to Scottsdale.



WestWorld hosted 280 days of special events



More than 9,000 people dug into the 42nd Mighty Mud Mania



## Get Involved

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# Typical Financial Statement Presentation of Performance Measures

City of Scottsdale, Arizona  
Operating Indicators by Division<sup>(1)</sup>  
Last Ten Fiscal Years

Table XXI

Division	2008	2009	2010 <sup>(2)</sup>	2011	2012	2013	2014	2015	2016	2017
<b>General Government</b>										
<i>City Attorney</i>										
% of cases resolved at first court appearance (arraignment)	35%	34%	32%	40%	37%	37%	34%	39%	39%	35%
<i>City Auditor</i>										
# of reports performed	11	13	16	17	14	14	14	16	13	13
<i>City Clerk</i>										
# of legal postings	1,173	1,158	1,301	1,241	1,185	1,124	1,080	1,005	1,000	1,067
# of minutes	90	71	87	66	63	63	65	57	61	56
<i>City Court</i>										
Charges filed /charges adjudicated (resolved)	221,400 / 219,980	115,319 / 137,887	107,720 / 113,382	104,301 / 108,003	102,953/ 100,929	93,306/ 90,016	99,063/ 83,441	96,741/ 91,200	100,920/ 92,993	100,092/ 85,295
<i>City Treasurer<sup>(3)</sup></i>										
# of Accounts Payable checks issued	38,000	36,442	33,620	45,592	45,112	33,599	32,865	32,491	31,648	31,268
# of customer contacts (utilities, taxes and licensing)	230,143	176,680	175,918	255,124	246,319	254,992	209,325	196,549	190,422	195,819
<i>City Manager</i>										
% of survey respondents rating the "Overall Quality of Life in Scottsdale" as good to excellent <sup>(4)</sup>	No Survey	No Survey	No Survey	94%	No Survey	No Survey	98%	No Survey	No Survey	96%
News releases, media updates, traffic alerts, construction updates released to news media	220	N/A	240	281	N/A	N/A	N/A	N/A	N/A	N/A
Total ad value equivalency generated <sup>(5)</sup>	N/A	N/A	N/A	N/A	\$20,000	\$78,861	\$64,931	\$34,863	N/A	N/A
Acres of land acquired for inclusion in the McDowell Sonoran Preserve	648	25	399	2,001	4,419	6,400	2,365	0	0	420
<b>Administrative Services</b>										
<i>Human Resources</i>										
Citywide turnover	12.0%	6.0%	9.5%	7.3%	7.1%	7.3%	6.0%	7.8%	9.6%	8.1%
HR operating cost as a % of City payroll	2.1%	2.1%	1.6%	1.8%	1.3%	1.7%	1.4%	1.4%	1.1%	1.2%
<i>Information Technology</i>										
# of SPAM emails blocked (monthly) from being delivered to the City (An average of 30 seconds per email is expended by staff)	1,200,000	2,200,000	2,100,000	1,775,000	1,870,000	1,588,935	1,335,869	1,395,338	2,686,000	2,117,633
Annual disk storage size (DAS, NAS, and SAN) (Terabytes)	80.0	147.8	170.0	266.0	266.0	167.3	45.8	51.4	58.6	67.2
<i>Purchasing</i>										
# of purchase orders	8,224	6,234	5,748	5,310	5,018	4,678	5,019	5,064	5,078	5,143
<b>Community Services</b>										
# attending Parks and Recreation facilities, Human Services facilities, and Libraries annually	7,940,283	8,747,495	8,634,522	8,855,120	8,471,649	8,223,148	7,765,110	7,322,719	6,457,925	5,678,945
# of square feet of medians and rights of way maintained	16,918,438	17,000,000	17,000,000	23,168,510	23,475,510	22,726,329	22,502,626	22,832,327	22,913,730	22,827,842



## Seek Sustainability

### Highlighted Accomplishments

- ▶ Residents diverted 28 percent of household waste to recycling, rather than shipping it to the landfill.
- ▶ The city recycled 8.3 million gallons of wastewater per day, treating it to a high standard and delivering it to turf irrigation at 24 golf courses, a service paid for by users of the recycled system.
- ▶ The city recharged 4.8 million gallons per day of ultra-pure, advanced-treated recycled water back into our local aquifer, replenishing our groundwater.

### Looking Forward

- ▶ Scottsdale's solid waste team will continue to work with residents to increase the residential recycling rate to 30 percent by 2020.



Mechanized residential trash collection with standardized containers was invented in 1969 by Scottsdale city staff.

The average Scottsdale household **pays less** for monthly water, wastewater, trash and recycling pickup than residents in most other Valley cities.



**\$66**  
Gilbert



**\$79**  
Scottsdale



**\$87**  
Average



**\$123**  
Mesa

Actual bills may vary based on actual usage and size of property.

Source: City of Tempe

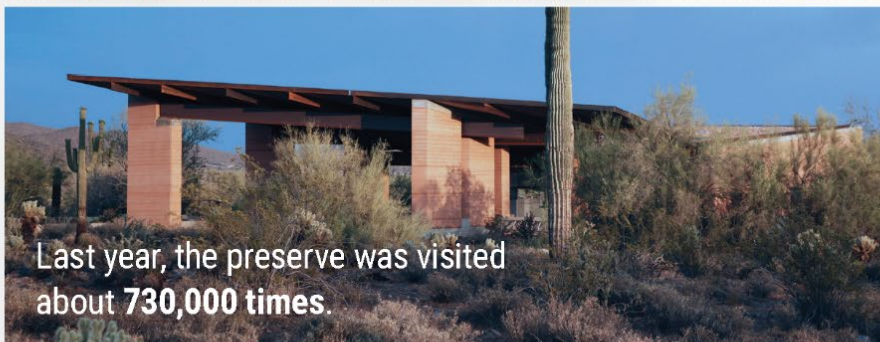




## Preserve Meaningful Open Space



At nearly 48 square miles, Scottsdale's **McDowell Sonoran Preserve** is larger than San Francisco, covering one-third of Scottsdale's land area.



Last year, the preserve was visited about **730,000** times.

Photos: McDowell Sonoran Conservancy/Michael Burns, Chris Brown

### Highlighted Accomplishments

- ▶ New trailheads at Granite Mountain and Fraesfield will improve access into the northern reaches of Scottsdale's McDowell Sonoran Preserve.

### Looking Forward

- ▶ Community Services will begin a new master plan for Vista del Camino Park and the adjacent Indian Bend Wash to improve park amenities, open spaces and functionality of this key storm water conveyance system.



### Get Involved

Protect the beauty of the Sonoran Desert by volunteering at Pinnacle Peak Park.



## Advance Transportation

### Highlighted Accomplishments

- ▶ The city completed the Mustang Transit Center, which improved access to Mustang Library and HonorHealth Shea Medical Center, added connections to regional transit lines with additional capacity for future routes and provided better access for bicyclists and pedestrians using the Camelback Walk.
- ▶ Thanks to voter-approved bond financing, the city is well over halfway to resurfacing 20 streets, which will improve driving conditions and lower maintenance costs. By summer of 2019, over 194 lane miles will have been replaced—54 more than the original estimate.
- ▶ The city added bicycle lanes on Chaparral Road and bicycle signal detection at 16 intersections.

### Looking Forward

- ▶ Trolley routes to change this fall will reduce travel times and expand service, including free 20-minute service frequency to neighborhoods from Roosevelt and Raintree.



More than 2 million people used public transit in Scottsdale last year on both Valley Metro buses and the **Scottsdale Trolley**.



You can explore Scottsdale's public art through **Cycle The Arts ride**, held each spring.



## Enhance Neighborhoods



4:46 minutes for average fire response time



4:57 minutes for average police response time



1,282 number of families with children under five served at Paiute Neighborhood Center



447 volunteers with Vista del Camino and Paiute Neighborhood Center



1.1 million visitors to five library branches

### Highlighted Accomplishments

- ▶ An all-inclusive playground was installed at Chaparral Park, serving both able-bodied children and those with disabilities.
- ▶ The city developed Scottsdale EZ, a single, mobile-optimized system to report issues that need to be fixed.
- ▶ Thanks to bond financing approved by voters in 2015, Fire Station 605 on Shea Boulevard was renovated to modern standards, and Fire Station 613 in Desert Foothills was built, replacing a “temporary” modular building that was used for more than 20 years.

### Looking Forward

- ▶ The treatment systems at all four city aquatic centers will be modernized by the end of 2018. The advanced systems will improve water quality and swimming conditions while eliminating the need to store and handle large amounts of chemicals, making things safer for the public and staff.



## Support Economic Vitality

### Highlighted Accomplishments

- ▶ Scottsdale Economic Development attracted new companies and helped others expand, resulting in 1,183 new jobs with an average wage of more than \$67,000.
- ▶ The city completed building two 30,000 square foot hangars at Scottsdale Airport, part of the \$27 million Terminal Area Redevelopment Project, which will include a new Aviation Business Center.
- ▶ The Scottsdale Job Board was launched, helping companies advertise open positions and workers find jobs. So far, more than 30 companies have posted around 300 openings.



### Looking Forward

- ▶ Proposed Museum Square and Southbridge expansions could, if approved, bring more than \$700 million in new mixed-use development to Old Town Scottsdale.

# Typical State Forms Budget Presentation

**CITY OF SCOTTSDALE**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2017/2018**  
**Schedule A**

**FUNDS**

Fiscal Year		SCH	General Fund	Special Revenue Fund	Debt Service Fund	Capital Project Funds	Trust & Agency Funds	Enterprise Funds	Internal Service Funds	Total All Funds
2017	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	\$288,917,304	\$71,109,020	\$85,331,404	\$659,385,163	\$16,000	\$214,935,871	\$43,643,288	\$1,363,338,050
2017	Actual Expenditures/Expenses**	E	\$259,674,194	\$60,733,847	\$85,331,404	\$178,339,642	\$6,000	\$141,937,477	\$10,330,206	\$736,352,770
2018	Fund Balance/Net Position at July 1		\$52,601,967	\$61,835,878	\$21,508,163	\$216,973,676	\$25,469	\$85,880,240	\$36,568,346	\$475,393,739
2018	Primary Property Tax Levy	B	\$27,197,112	\$0	\$0	\$0	\$0	\$0	\$1,046,624	\$28,243,736
2018	Secondary Property Tax Levy	B	\$0	\$0	\$33,558,964	\$0	\$0	\$0	\$0	\$33,558,964
2018	Estimated Revenues Other than Property Taxes	C	\$245,470,642	\$119,876,853	\$3,631,400	\$378,401,388	\$0	\$175,408,094	\$9,992,840	\$932,781,217
2018	Other Financing Sources	D	\$0	\$0	\$0	\$70,950,000	\$0	\$0	\$0	\$70,950,000
2018	Other Financing (Uses)	D	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2018	Interfund Transfers In	D	\$9,116,167	\$310,000	\$51,874,249	\$66,350,702	\$0	\$54,280,429	\$230,000	\$182,161,547
2018	Interfund Transfers (Out)	D	\$20,584,437	\$52,172,995	\$4,210,537	\$16,620,147	\$0	\$86,999,587	\$1,573,844	\$182,161,547
2018	Reduction for Amounts Not Available:									
LESS:	Amounts for Future Debt Retirement:									
2018	Total Financial Resources Available		\$313,801,451	\$129,849,736	\$106,362,239	\$716,055,619	\$25,469	\$228,569,176	\$46,263,966	\$1,540,927,656
2018	Budgeted Expenditures/Expenses	E	\$298,298,637	\$70,868,166	\$106,362,239	\$539,716,356	\$0	\$222,128,780	\$43,946,967	\$1,281,321,145

**Expenditure Limitation Comparison**

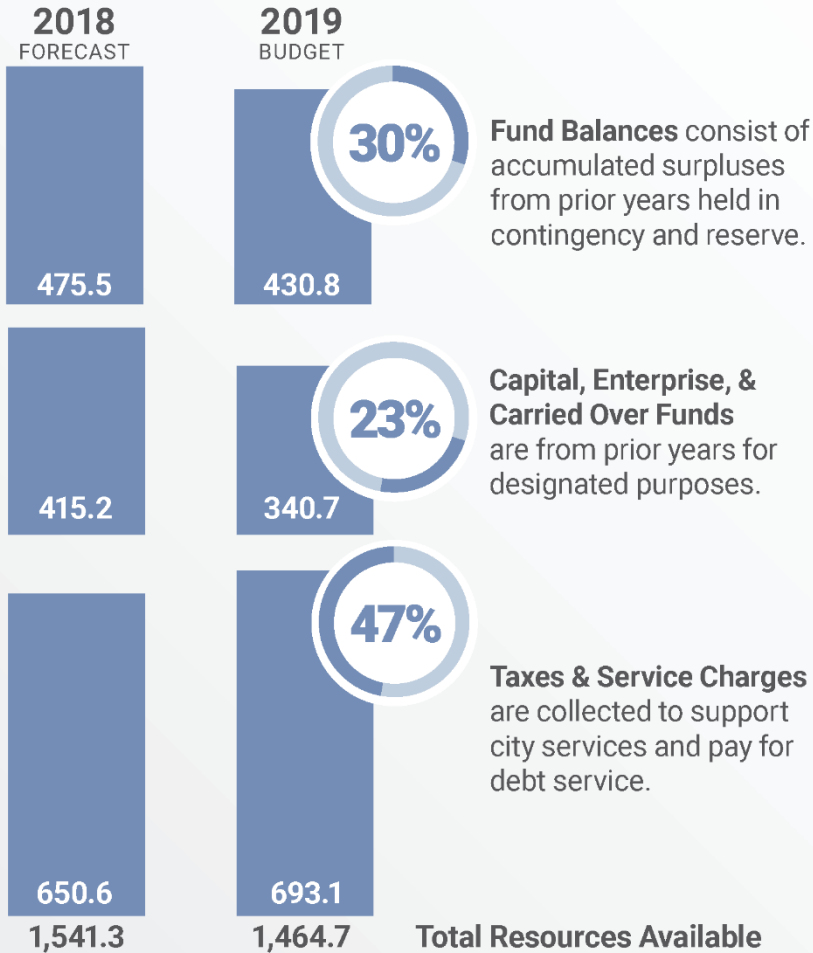
	<u>2016/2017</u>	<u>2017/2018</u>
1. Budgeted expenditures	\$1,363,338,050	\$1,281,321,145
2. Add/subtract : estimated net reconciling items	-	-
3. Budgeted expenditures adjusted for reconciling items	1,363,338,050	1,281,321,145
4. Less: estimated exclusions	(941,113,413)	(831,174,341)
5. Amount subject to the expenditure limitation	422,224,637	450,146,804
6. EEC or voter-approved alternative expenditure limitation	<u>\$454,278,214</u>	<u>\$473,700,830</u>

\*Includes expenditure adjustments approved in FY 2016/2017 from Schedule E.

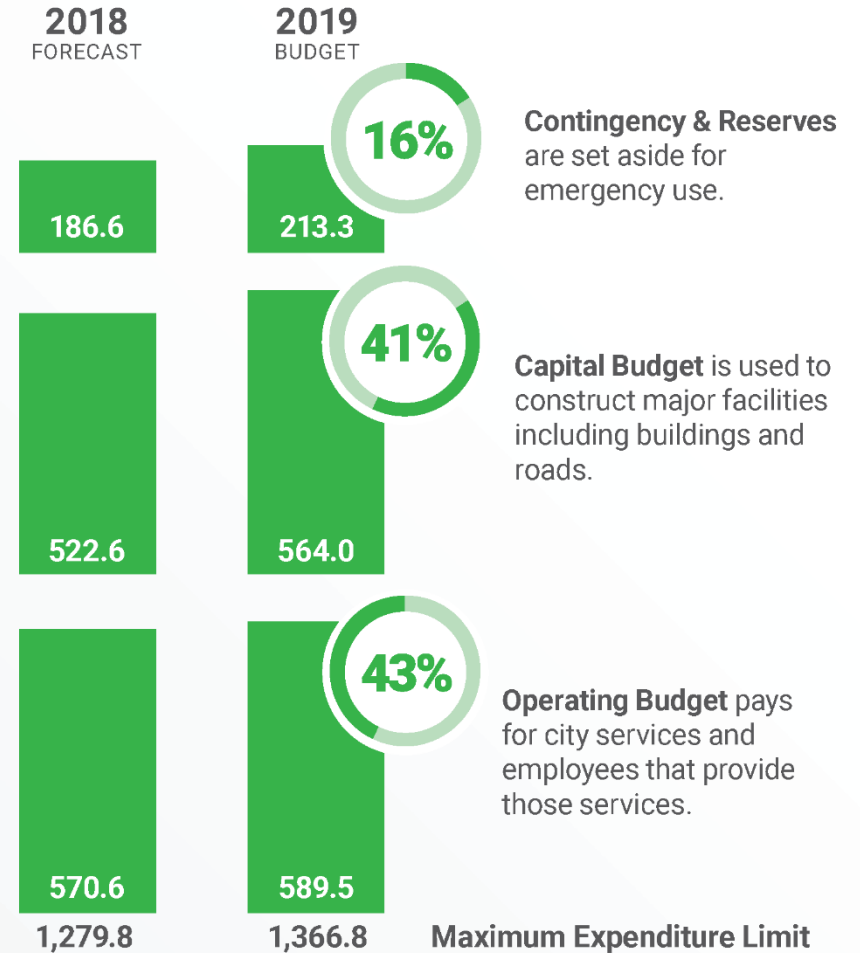
\*\*Includes actual amounts as of the date the tentative budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

► 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 2018. The city's financial statements are audited annually by an independent auditor. The most recent audit for 2017 received a clean opinion.

**Resources** (in millions of dollars)



**Expenses** (in millions of dollars)



Some numbers may not add correctly due to rounding.

**How has this approach  
influenced how we do  
citizen-friendly reporting?**

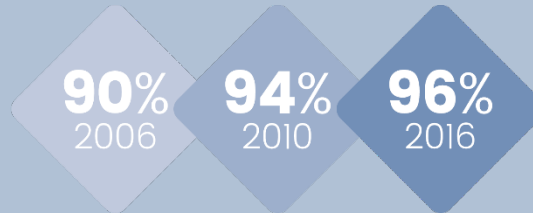
# How our residents rate Scottsdale

Percent “excellent” or “good”

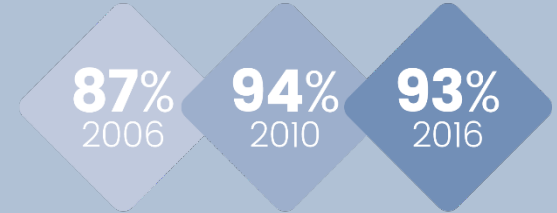
## As a place to live



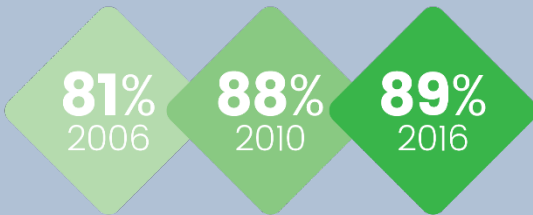
## Quality of life



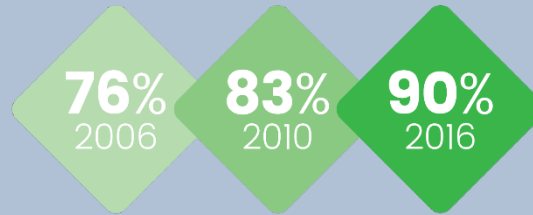
## Appearance



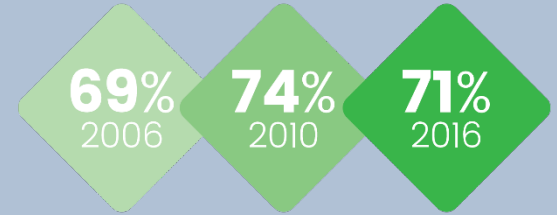
## City services



## City employees



## Value of services for taxes paid

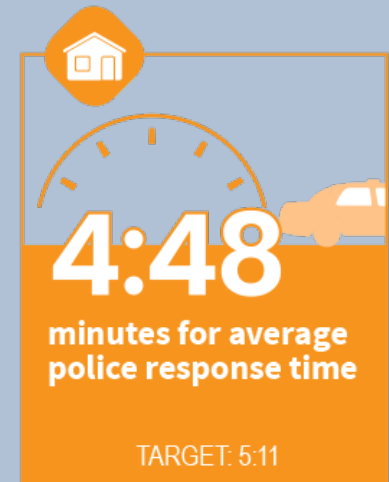
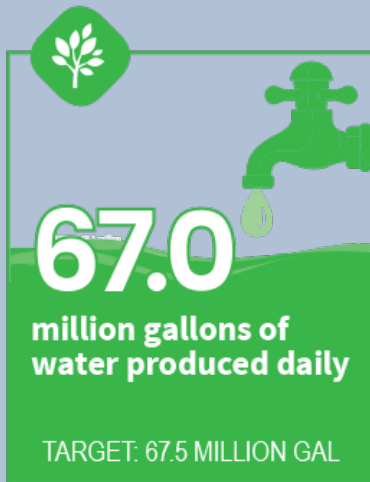


For complete results go to [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov) and search “survey.”



# How are we doing?

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



# How do we compare with our neighbors?

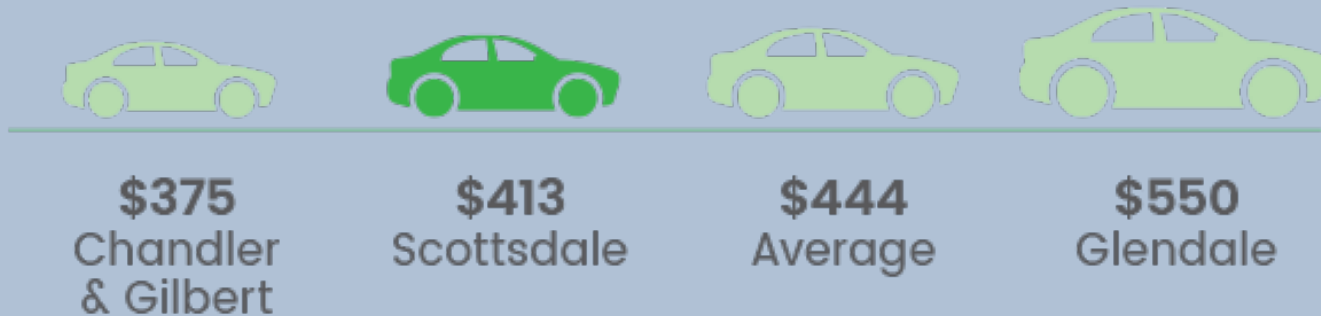
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## CITY PROPERTY TAX ON A \$250,000 HOUSE

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.

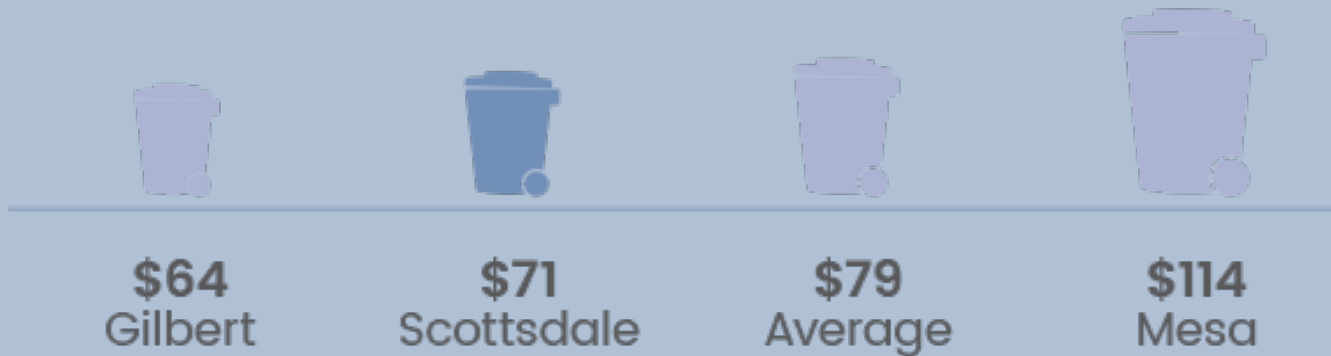
Source: City budget offices



## 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



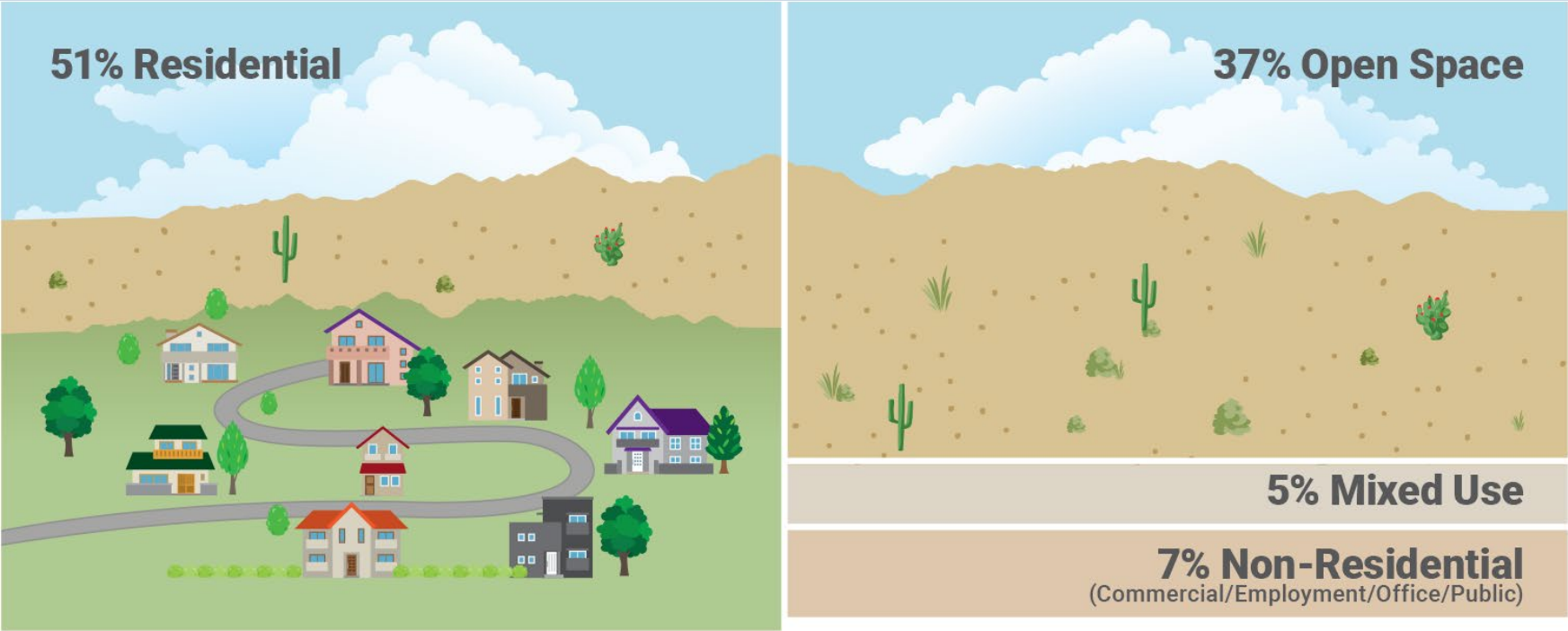
## MONTHLY RESIDENTIAL UTILITY BILL

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

# More than 35% of Scottsdale's land area is dedicated as Open Space.

Source: Scottsdale General Plan



## Demographics

### Demographics

The following tables provide additional demographic statistics for the City of Scottsdale and its citizenry primarily from data from the 2010 US Census and the American Community Survey Estimates.

Gender	
Male	48.3%
Female	51.7%

Age Composition	
Under 5 years	4.2%
5 – 19 years	15.3%
20 – 24 years	5.0%
25 – 54 years	40.5%
55 – 74 years	25.8%
75+	9.2%
Median age (years)	45.4

Occupational Composition	
Managerial & Professional	49.2%
Service	16.5%
Sales & Office	26.3%
Construction, Extraction & Maintenance	2.9%
Production & Transportation	5.1%

Source: 2009 US Census American Community Survey 1-year estimates

Race/Ethnic Origin	
White	89.3%
Asian	3.3%
African American	1.7%
Native American	0.8%
Other	2.5%

Educational Attainment	
Bachelor Degree or Higher	50.5%
Associate Deg. Only/Some College	28.5%
High School Graduate Only	16.1%
Less than High School Graduate	4.9%

### Land Use

Residential	40.3%
Undeveloped/Agricultural	50.5%
Industrial/Commercial	9.2%

Note: "Undeveloped/Agricultural" includes street right-of-ways, parks, golf courses, open-space preserves

Source: City of Scottsdale Planning, Neighborhood, and Transportation Division "2011 Proposed General Plan Land Uses"

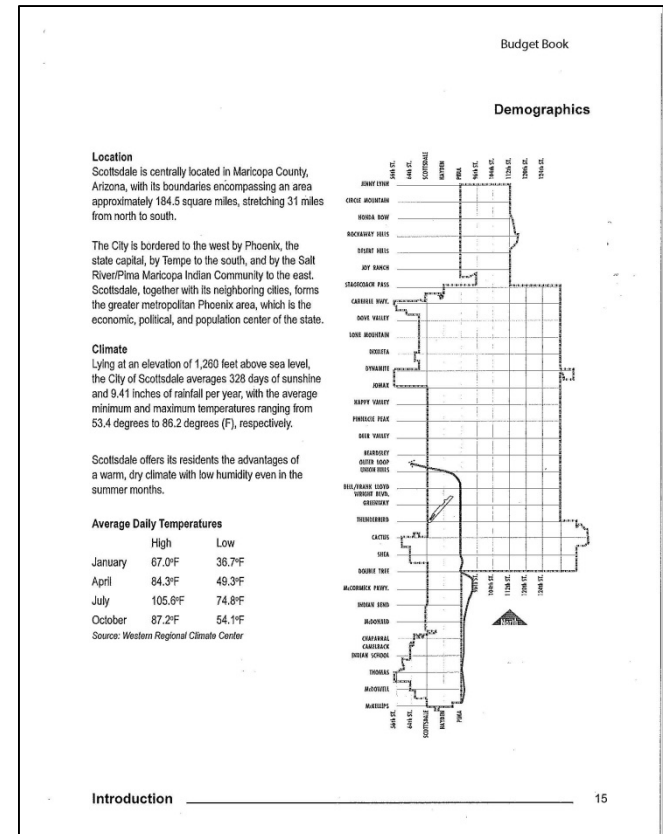
### Population

1951	2,021
1960	27,010
1965	54,504
1970	67,841
1975	77,107
1980	88,364
1985	108,447
1990	130,069
1995	168,176
2000	204,680
2005	235,010
2010	217,385

### Household Income Distribution

Less than \$25,000	15.4%
\$25,000- \$34,999	7.7%
\$35,000 - \$49,999	12.6%
\$50,000 – \$74,999	17.5%
\$75,000 – \$99,999	12.4%
\$100,000+	34.3%
Median Household Income	\$70,040

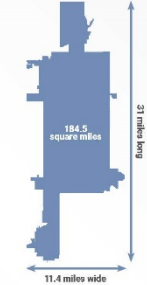
# Typical Budget Book / Financial Statement Demographic Presentations



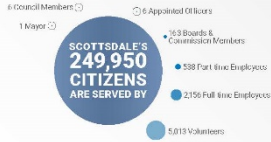
**Scottsdale By The Numbers**

**A Demographic Summary**

Scottsdale is the 45th largest city in the U.S. by area.  
Source: U.S. Census and City of Scottsdale (2018)

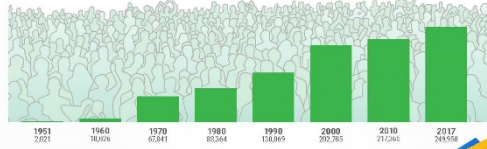


Scottsdale's elevation rises by nearly 4,000 feet from south to north.  
Source: City of Scottsdale and Scottsdale Airport Weather Station (2017-18)



**SCOTTSDALE'S 249,950 CITIZENS ARE SERVED BY**

Scottsdale is the 85th largest city in the U.S. by population, and currently has nearly a quarter million residents.  
Source: U.S. Census (2017)

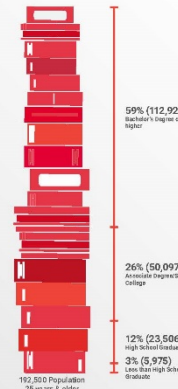


**Scottsdale Residents**

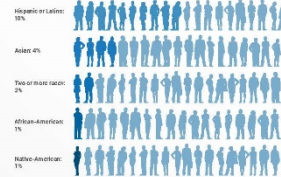
Scottsdale's median age of 49 is 11 years older than the U.S. median age of 38.  
Source: U.S. Census Bureau (2018)



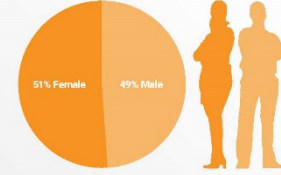
More than half of Scottsdale adults have earned a bachelor's degree or higher.  
Source: U.S. Census Bureau (2018)



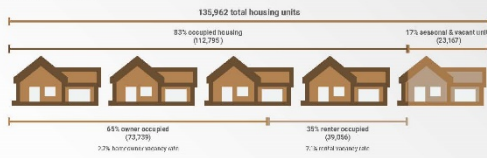
While most residents are white, about 1 in 10 are Hispanic or Latino.  
Source: U.S. Census Bureau (2018)



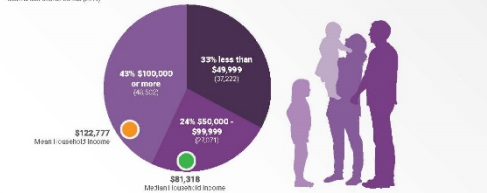
There are more women than men in Scottsdale.  
Source: U.S. Census Bureau (2018)



While most homes are owner-occupied year-round, about 16,000 homes (12 percent) are for seasonal residents.  
Source: U.S. Census Bureau (2016)



More than 40% of Scottsdale households make more than \$100,000 a year.  
Source: U.S. Census Bureau (2016)



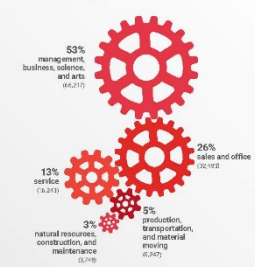
Scottsdale has the highest median housing price of any of the large Valley cities.  
Source: U.S. Census Bureau (2016)



Health care, finance and technology firms dominate the list of large employers.  
Source: LinkedIn Company Work Location and Size Statistics with Employers, July 2018



Most residents work in management or office jobs.  
Source: U.S. Census Bureau (2018)



More workers come to Scottsdale than leave to work in other communities.  
Source: U.S. Census Bureau (2018)

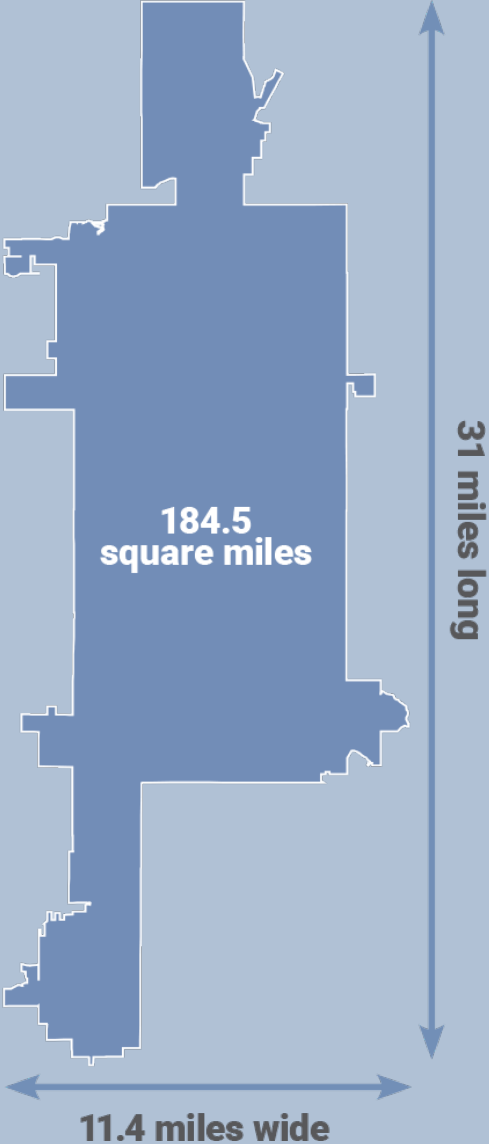


124,928 Civilian Employed Population (16 years & over)

Learn more at [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov), search "about"

**Scottsdale is the 45th largest city in the U.S. by area.**

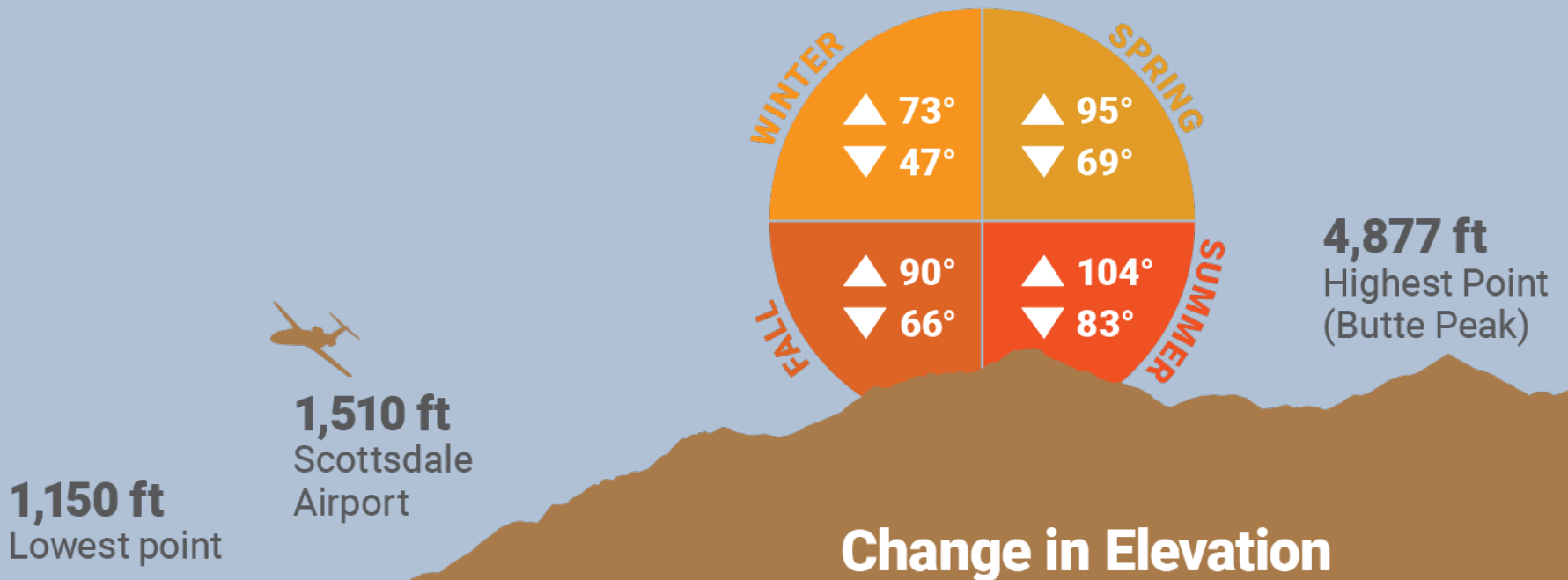
Source: U.S. Census and City of Scottsdale (2010)





# Scottsdale's elevation rises by nearly 4,000 feet from south to north.

Source: City of Scottsdale and Scottsdale Airport Weather Station (2017-18)



6 Council Members ○

○ 6 Appointed Officers

1 Mayor ○

**SCOTTSDALE'S  
249,950  
CITIZENS  
ARE SERVED BY**

● 163 Boards &  
Commission Members

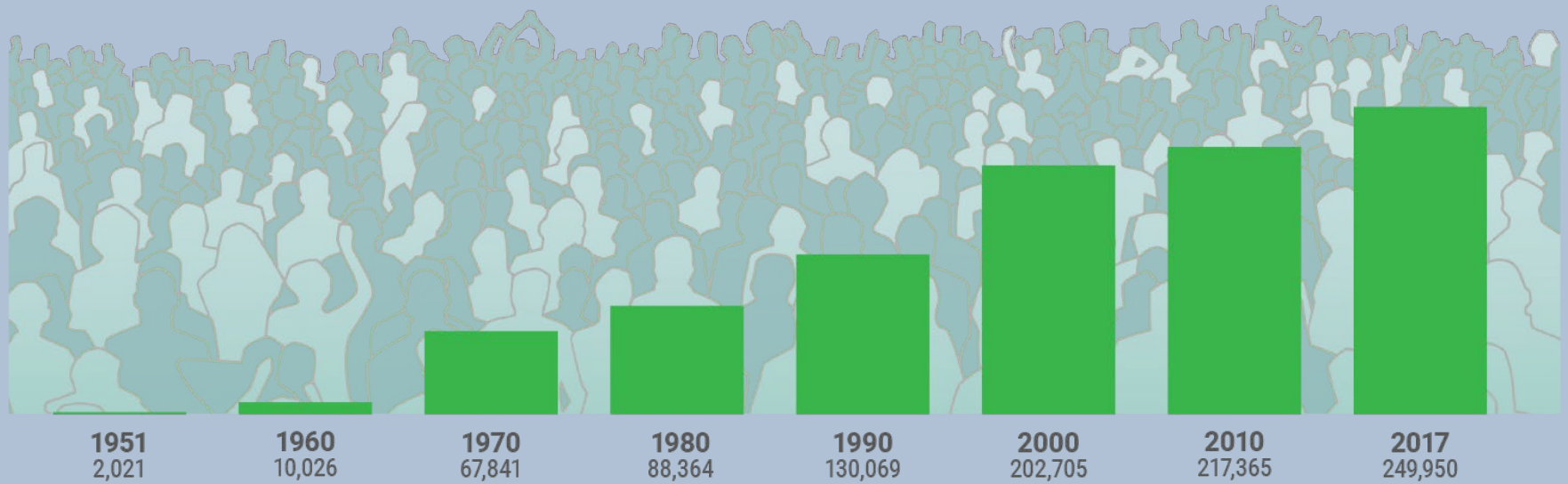
● 538 Part-time Employees

● 2,156 Full-time Employees

● 5,013 Volunteers

**Scottsdale is the 85th largest city in the U.S. by population, and currently has nearly a quarter million residents.**

Source: U.S. Census (2017)



## Scottsdale's median age of 49 is 11 years older than the U.S. median age of 38

Source: U.S. Census Bureau (2016)



Median Age: 49

Birth to 5  
7,646

5-20  
34,530

20-25  
12,086

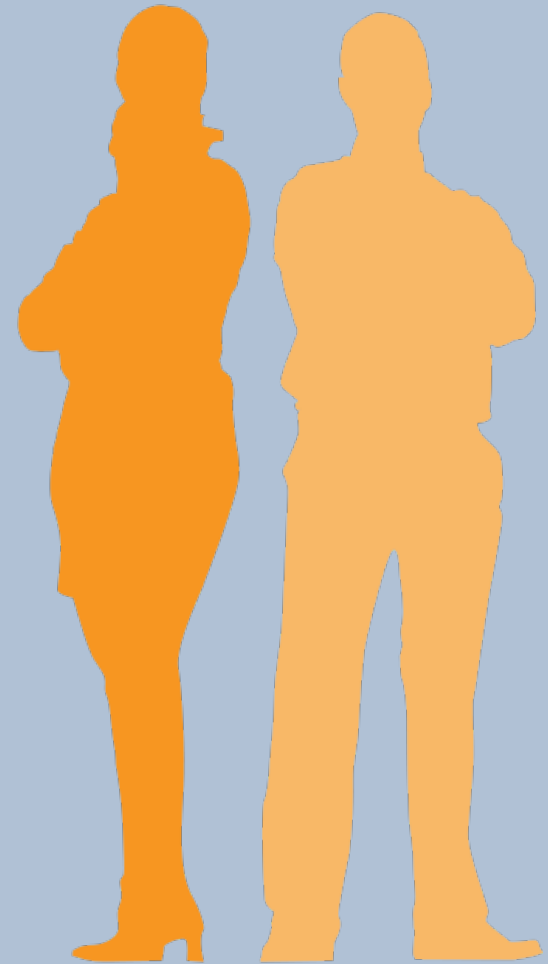
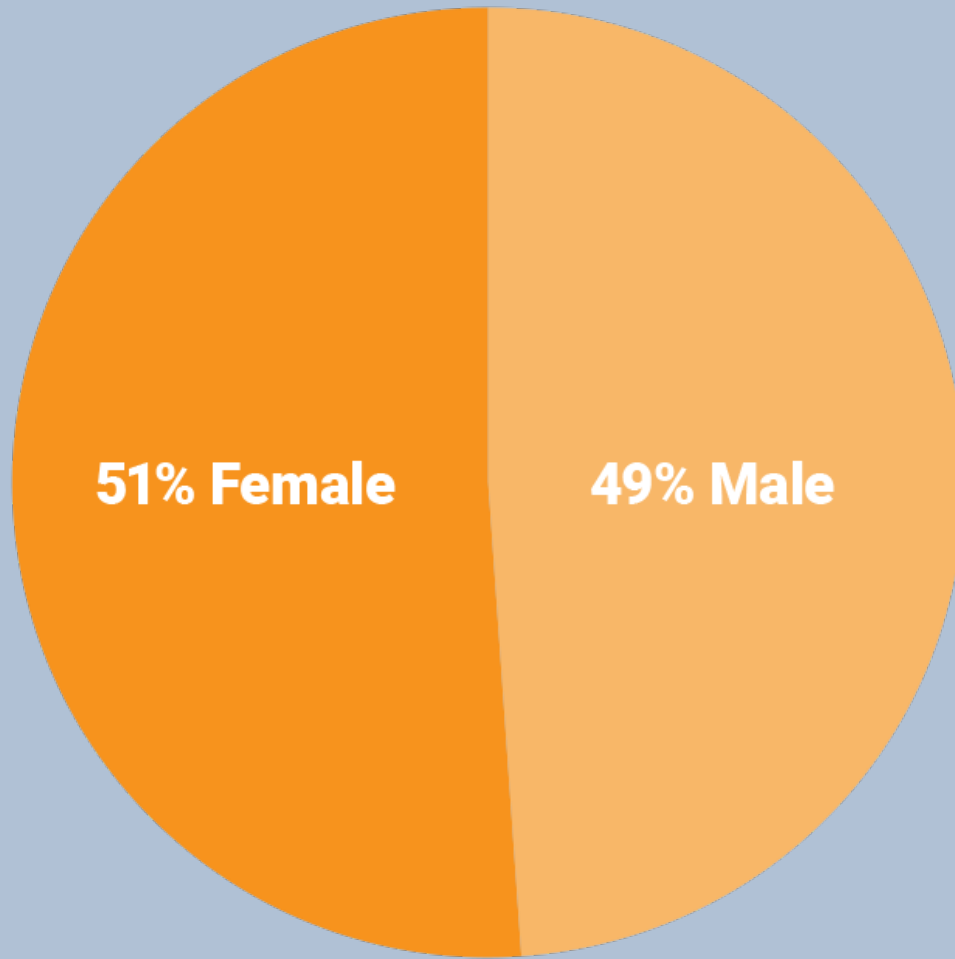
25-55  
93,479

55-75  
72,514

75+  
26,391

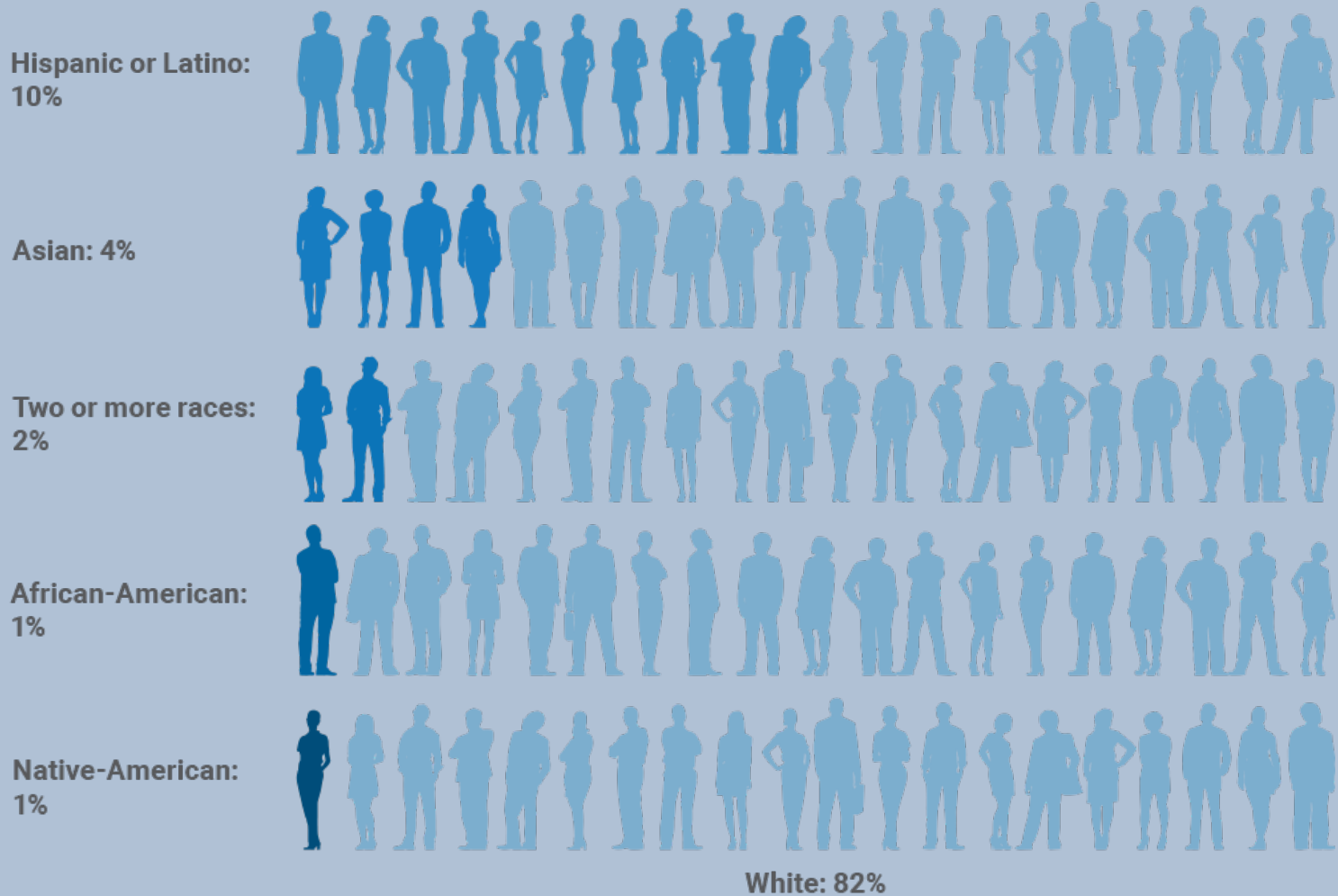
# There are more women than men in Scottsdale

Source: U.S. Census Bureau (2016)



# While most residents are white, about 1 in 10 are Hispanic or Latino.

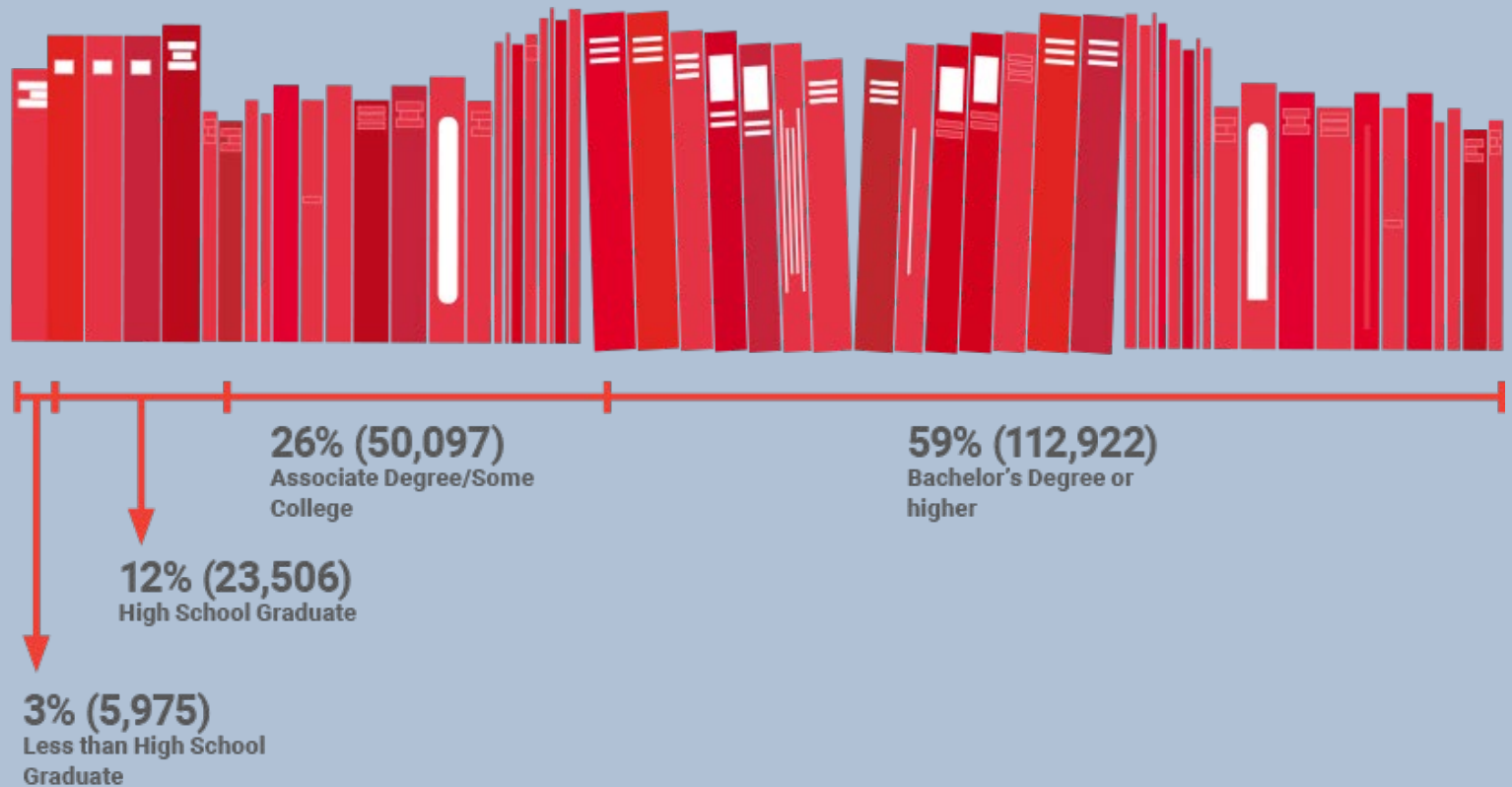
Source: U.S. Census Bureau (2016)



## More than half of Scottsdale adults have earned a bachelor's degree or higher.

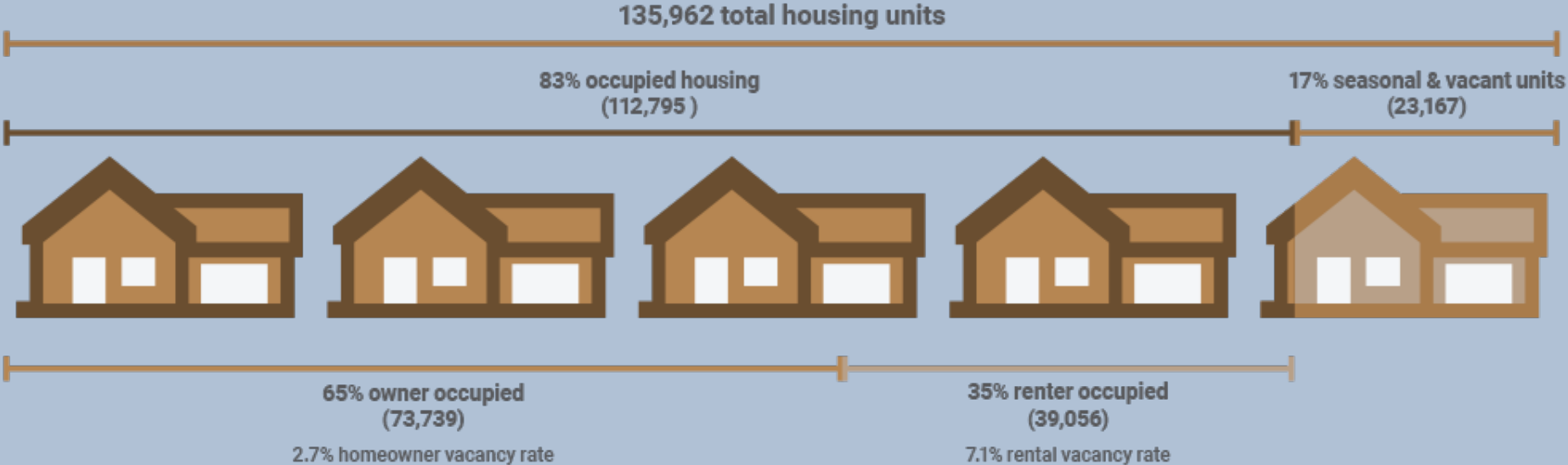
Source: U.S. Census Bureau (2016)

192,500 Population  
25 years & older



While most homes are owner-occupied year-round, about 16,000 homes (12 percent) are for seasonal residents.

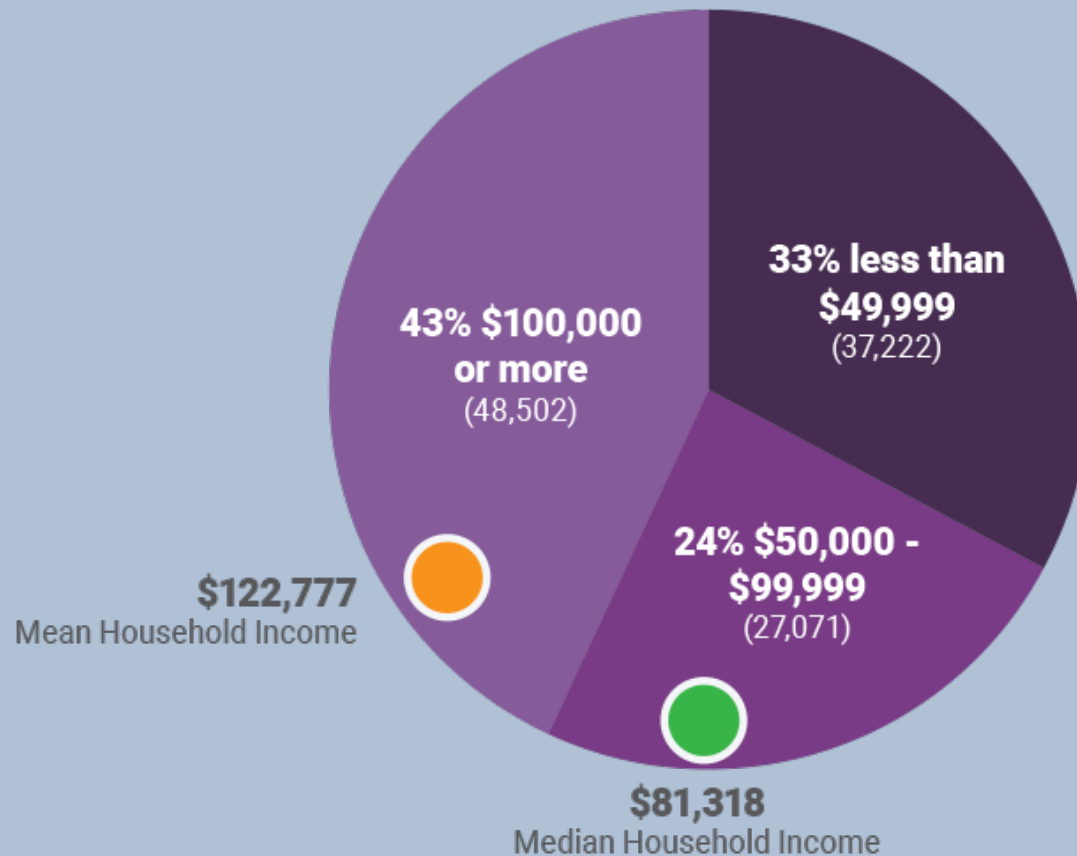
Source: U.S. Census Bureau (2016)





## More than 40% of Scottsdale households make more than \$100,000 a year.

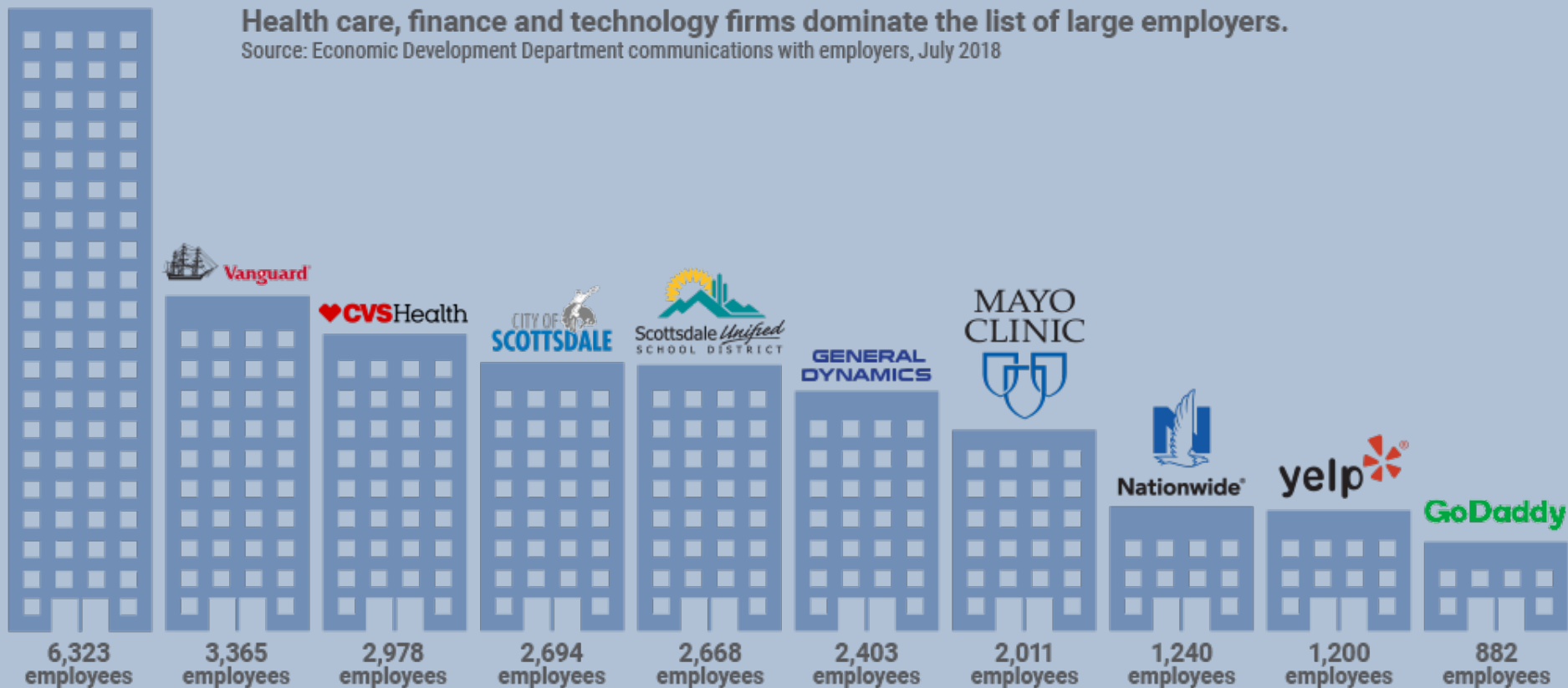
Source: U.S. Census Bureau (2016)



HONORHEALTH.

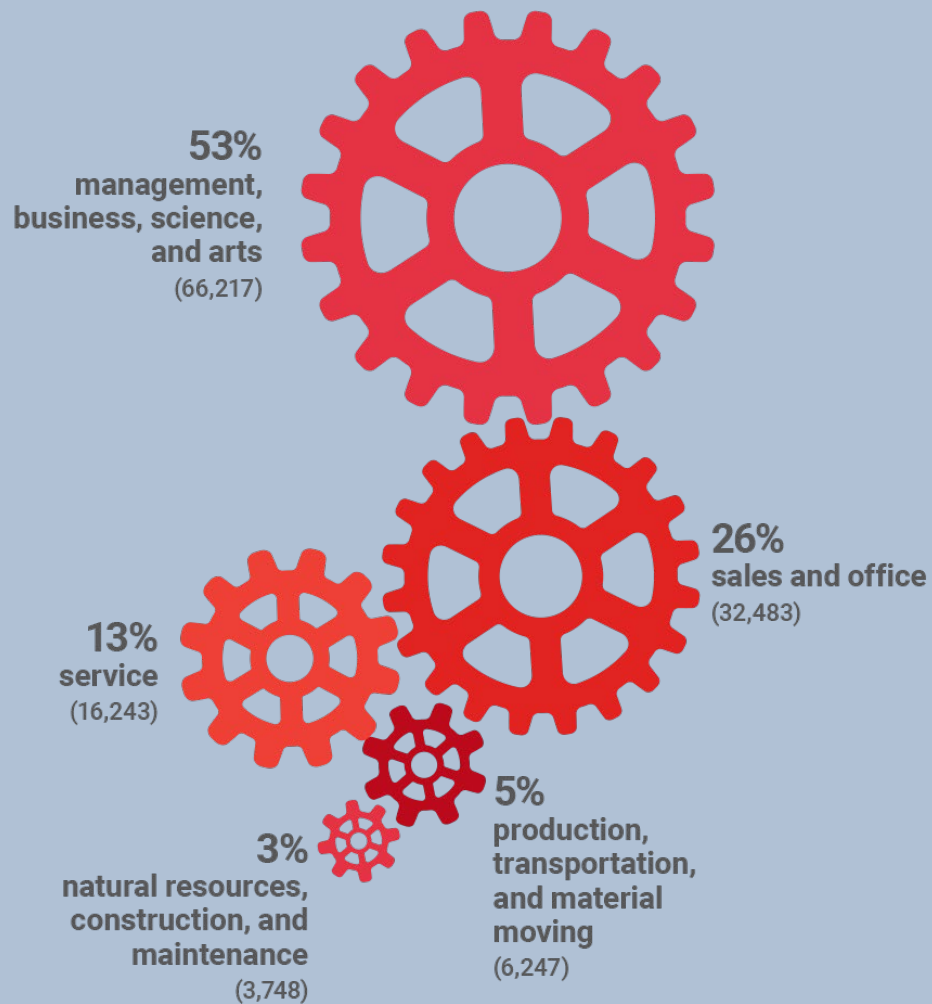
## Health care, finance and technology firms dominate the list of large employers.

Source: Economic Development Department communications with employers, July 2018



## Most residents work in management or office jobs.

Source: U.S. Census Bureau (2016)



**124, 938 Civilan Employed Population (16 years & over)**

# Typical Financial Statement Presentation of Capital Assets

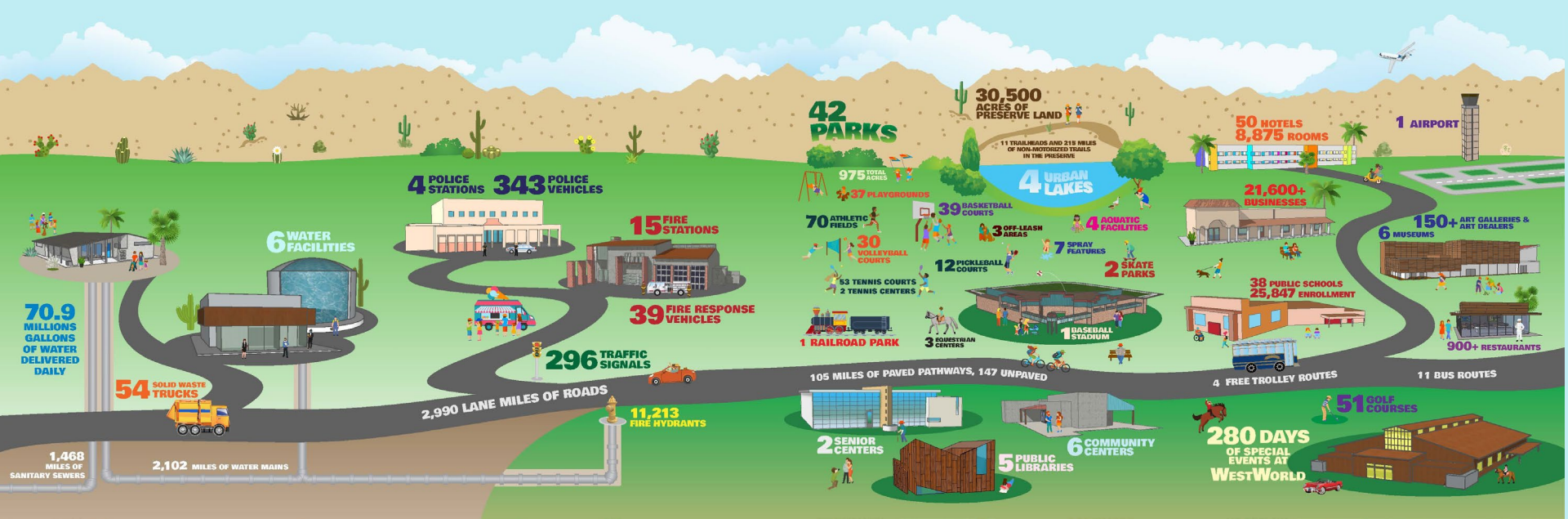
City of Scottsdale, Arizona  
Capital Asset Statistics by Function  
Last Ten Fiscal Years

Table XXII

Function	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Public Safety										
Police										
Stations	3	4	4	4	4	4	4	4	4	4
Police Vehicles	383	363	357	352	352	351	359	347	344	344
Fire Stations	13	14	14	15	15	15	15	15	15	15
Highways and Streets										
Square Yards of Pavement	20,562,017	20,644,388	20,873,951	20,828,414	20,852,234	20,859,993	20,748,525	20,827,420	21,036,767	21,023,295
Equivalent 12' Wide Lane Miles	2,921	2,932	2,965	2,959	2,962	2,963	2,947	2,958	2,877	2,846
Traffic Signals	285	295	289	289	300	303	297	304	307	295
Culture and Recreation										
Parks	43	41	41	41	42	42	42	42	42	42
Parks Acreage	911	940	941	941	974	975	975	975	975	975
Swimming Pools	4	4	4	4	4	4	4	4	4	4
Tennis Courts	55	55	55	55	55	55	55	55	55	55
Community Centers	5	5	5	5	5	6	6	6	6	6
Water										
Water Mains (miles)	2,030	2,044	2,061	2,059	2,064	2,070	2,079	2,079	2,094	2,102
Fire Hydrants	10,367	10,365	10,664	10,687	10,729	10,779	10,874	10,941	11,052	11,135
Sewer										
Sanitary Sewers (miles)	1,352.6	1,360.0	1,421.0	1,421.0	1,422.0	1,424.0	1,429.0	1,441.0	1,452.0	1,456.0
Storm Sewers (miles)	157.2	166.9	164.0	163.0	168.0	169.0	187.7	275.0	285.0	309.0

Source: City of Scottsdale, Arizona divisions.

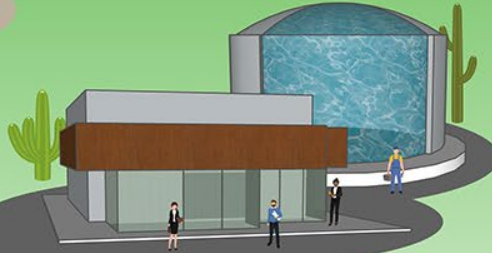
# Simply Better Service for a World-Class Community

**70.9**  
MILLIONS  
GALLONS  
OF WATER  
DELIVERED  
DAILY



**6** WATER  
FACILITIES



**54** SOLID WASTE  
TRUCKS



**1,468**  
MILES OF  
SANITARY SEWERS

**2,102** MILES OF WATER MAINS

**4** POLICE  
STATIONS **343** POLICE  
VEHICLES



**15** FIRE  
STATIONS



**39** FIRE RESPONSE  
VEHICLES



**296** TRAFFIC  
SIGNALS



**2,990** LANE MILES OF ROADS

**11,213**  
FIRE HYDRANTS



**42 PARKS**

**975 TOTAL ACRES**

**37 PLAYGROUNDS**

**70 ATHLETIC FIELDS**

**30 VOLLEYBALL COURTS**

**53 TENNIS COURTS  
2 TENNIS CENTERS**

**1 RAILROAD PARK**

**12 PICKLEBALL COURTS**

**3 EQUESTRIAN CENTERS**

**30,500 ACRES OF PRESERVE LAND**

**11 TRAILHEADS AND 215 MILES OF NON-MOTORIZED TRAILS IN THE PRESERVE**

**4 URBAN LAKES**

**39 BASKETBALL COURTS**

**3 OFF-LEASH AREAS**

**4 AQUATIC FACILITIES**

**7 SPRAY FEATURES**

**2 SKATE PARKS**

**1 BASEBALL STADIUM**

**50 HOTELS  
8,875 ROOMS**

**21,600+ BUSINESSES**

**38 PUBLIC SCHOOLS  
25,847 ENROLLMENT**

**1 AIRPORT**

**150+ ART GALLERIES & ART DEALERS**

**6 MUSEUMS**

**900+ RESTAURANTS**

**105 MILES OF PAVED PATHWAYS, 147 UNPAVED**

**2 SENIOR CENTERS**

**5 PUBLIC LIBRARIES**

**6 COMMUNITY CENTERS**

**280 DAYS OF SPECIAL EVENTS AT WESTWORLD**

**51 GOLF COURSES**

**4 FREE TROLLEY ROUTES**

**11 BUS ROUTES**

**How have we used  
the principles for  
effective information  
visualization?**



**“effective information visualization (is) premised on:**

**simplicity**

(complex notions simplified to save time for reader);

**transparency**

(visual honesty and responsibility in sourcing);

**creativity**

(design that is memorable and understandable);

**sociability**

(easily shared and improved)”

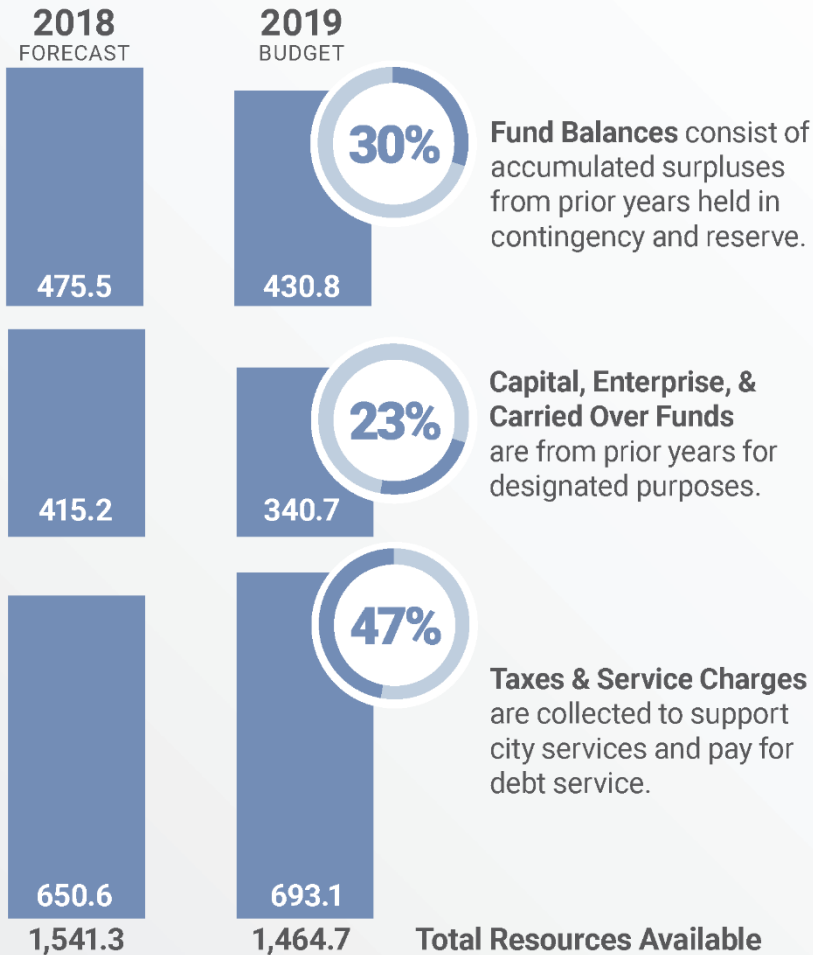


# simplicity

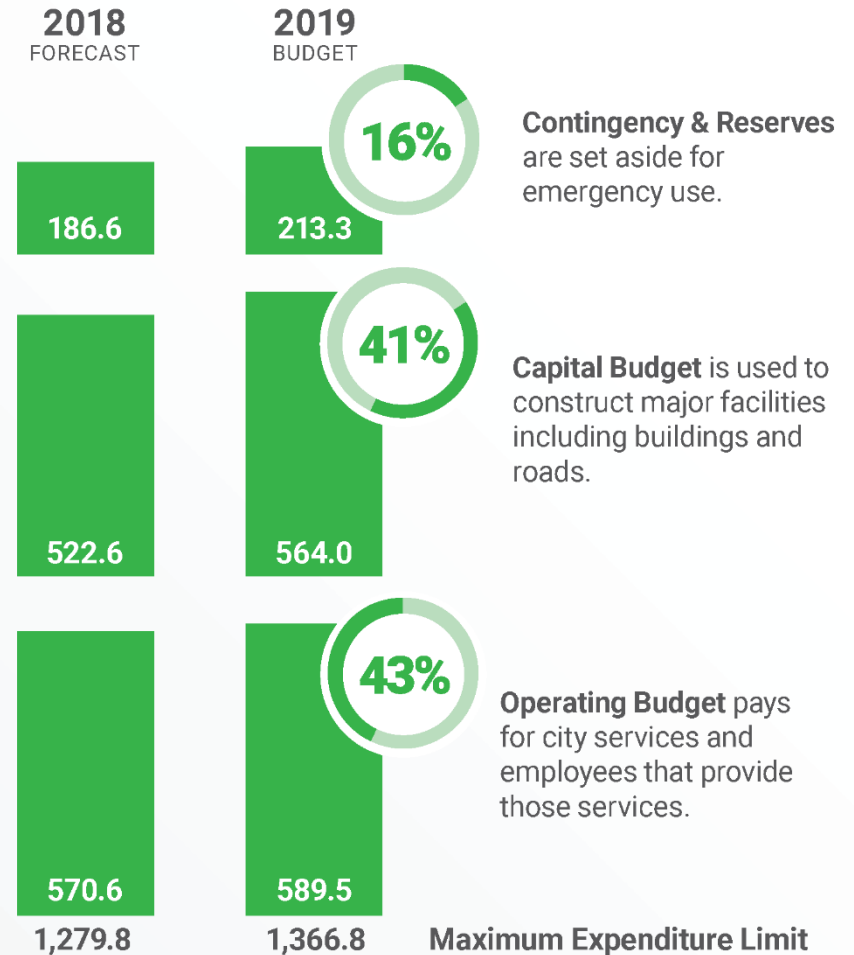


# transparency

## Resources (in millions of dollars)

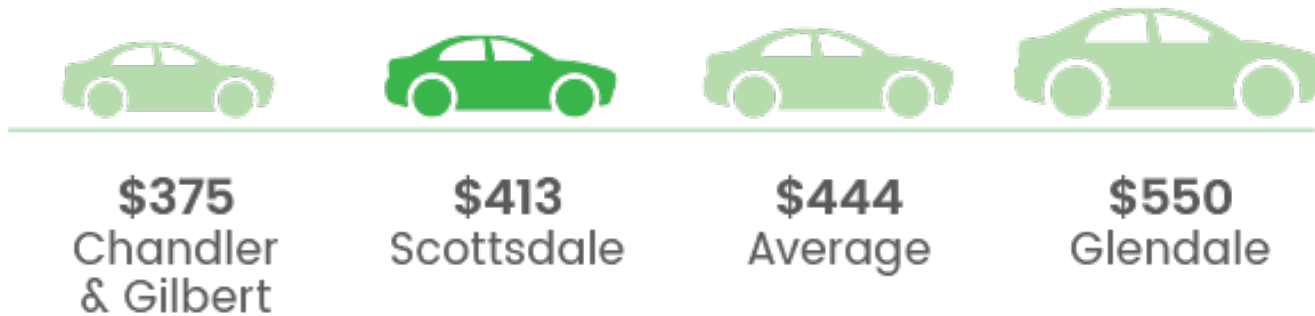


## Expenses (in millions of dollars)



Some numbers may not add correctly due to rounding.

# creativity



## 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

# sociability



**City of Scottsdale**  @scottsdaleazgov · 6 Oct 2017

We're talking trash today! Actually, utility costs – water, wastewater and solid waste. Take a look at how we compare. #Scottsdale2017

## How do we compare with our neighbors?

### 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



# sociability



**City of Scottsdale**  @scottsdaleazgov · 12 Oct 2017

28% of Scottsdale's household waste is recycled -- an amount we aim to increase to 30% or more over the next two years. #Scottsdale2017

**How are we doing?**



**SEEK SUSTAINABILITY**

This is a snapshot of measures from the city's Quarterly Performance Report. For more measures, go to [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov), search "performance."



**28%**  
percentage of household waste that is recycled  
TARGET: 30%



# sociability



**ScottsdaleAZgov**

Published by Scotty Scottsdale [?] · October 9 at 10:01am · 🌐



We're working to develop and carry out strategies that support new investment in key employment centers -- including Scottsdale Airport! #Scottsdale2017 [bit.ly/aboutScottsdale](http://bit.ly/aboutScottsdale)

**How are we doing?**



**SUPPORT ECONOMIC VITALITY**

This is a snapshot of measures from the city's Quarterly Performance Report. For more measures, go to [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov), search "performance."



**42,926**  
non-local flights at  
Scottsdale Airport

TARGET: 43,500





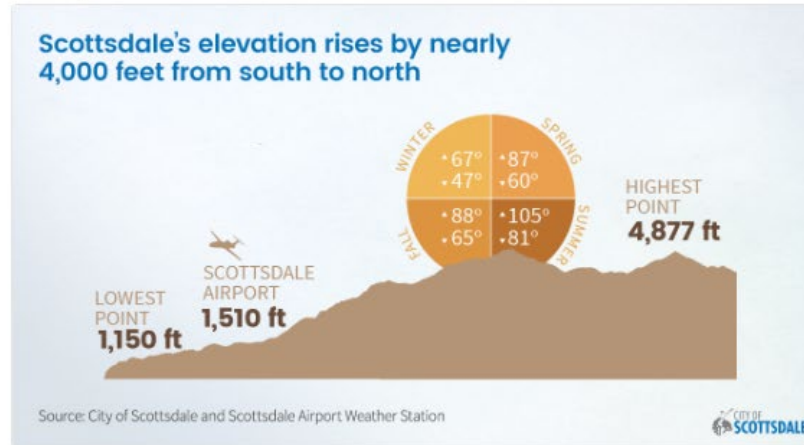
**City of Scottsdale** ✓

@scottsdaleazgov

Following



#FunFact: Scottsdale's elevation rises by nearly 4,000 feet from south to north.  
#Scottsdale2017 #AZCityWeek  
[bit.ly/aboutScottsdale](http://bit.ly/aboutScottsdale)



1:51 PM - 19 Oct 2017

4 Retweets 10 Likes



1



4



10



Tweet your reply



**Drcbelle** @4Dinphoenix · 19 Oct 2017

Replying to @scottsdaleazgov

Where is the highest point (4877)? I've been looking for it and can't figure it out



1



**City of Scottsdale** ✓ @scottsdaleazgov · 20 Oct 2017

Butte Peak, near the northern border with Tonto National Forest, is our highest point.





*“...the public feels strongly that government has a responsibility to provide understandable financial information to the public.”*

*Harris Interactive Survey (2010)*



## FEATURED NEWS

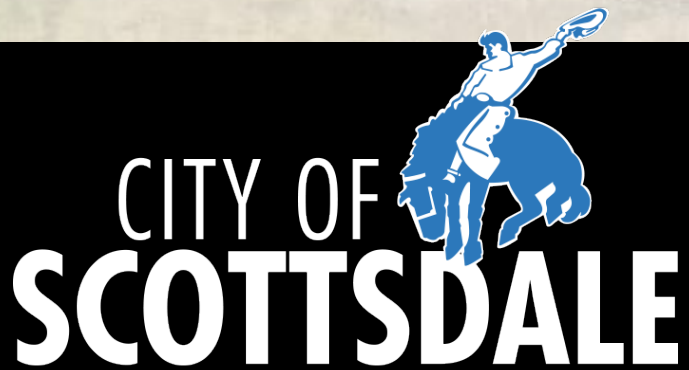
**Top of the class**  
 Scottsdale's Water Citizen Academy earns national recognition.

[Learn more.](#)

## RECENT NEWS

- Green rehab helps homeowner breathe easy**  
 While many cities offer housing rehabilitation assistance to low- and moderate-income families, Scottsdale's program takes an environmentally-friendly twist by focusing on energy-efficient fixes.
- City hosts open house to gather input on Major General Plan Amendments**  
 The public is invited to an open house to review and comment on four proposed 2017 Major General Plan Amendment cases.
- City launches new preserve videos, revamped website**  
 Scottsdale has launched some new tools for those wishing to explore or just learn more about the McDowell Sonoran Preserve.

**Questions, comments,  
observations?**



**Brent Stockwell | Asst. City Manager**

480-312-7288 | [Bstockwell@ScottsdaleAZ.gov](mailto:Bstockwell@ScottsdaleAZ.gov)

go to [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov) search "performance"