

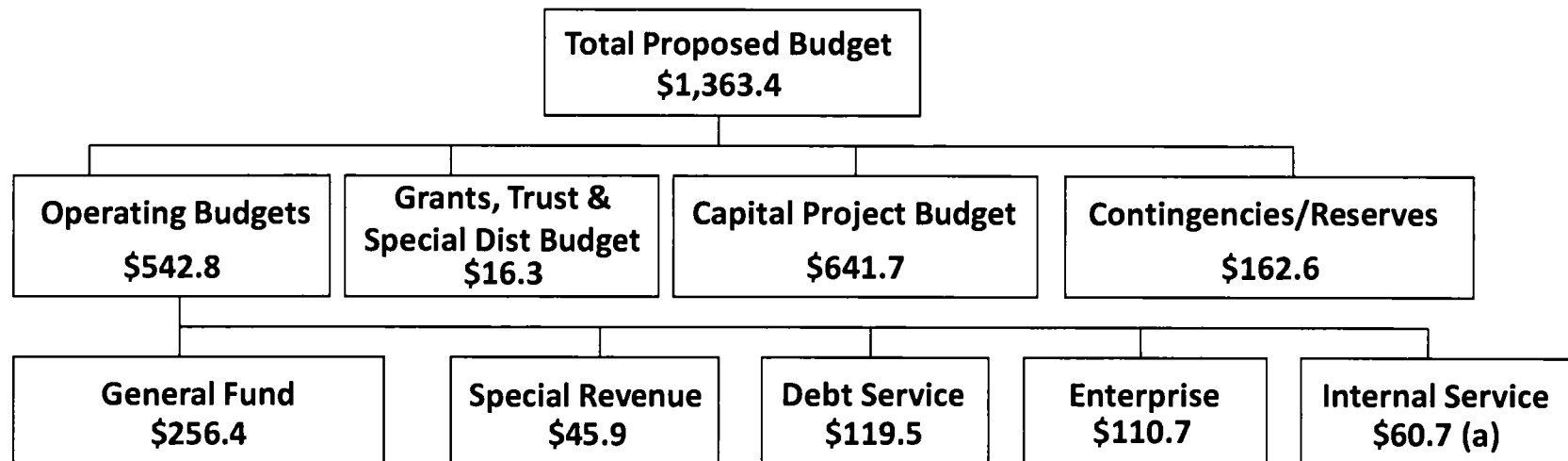
Proposed FY 2016/17 Operating & Capital Budget

April 19, 2016 City Council Meeting

City Council Budget Review Schedule

Tue., May 3	Direction on Budget Related Items <i>(if needed)</i>
Tue., May 17	Public Hearing and Tentative Budget Adoption; Final Adoption of Rates & Fees
Tue., June 7	Public Hearing and Final Budget Adoption; If needed, Truth and Taxation Hearing
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FY 2016/17 Proposed Budget (\$ millions)



Rounding differences may occur

(a) Internal Service Fund Charges of \$50.4 million are included in the budgets of other funds and are, therefore, eliminated in the total Operating Budgets of \$542.8

FY 2016/17 Proposed Budget

- **Balanced Budget**
- **Incorporates Council Priorities and Policy Direction**

FY 2016/17 Proposed Budget

- Operating Budget Overview – Judy Doyle, Budget Director
- Police Department Operations Study / Reorganization – Alan Rodbell, Police Chief
- Capital Improvement Plan Overview – Dan Worth, Public Works Director
- Property Tax – Lee Guillory, Finance Director

Operating Budget Overview

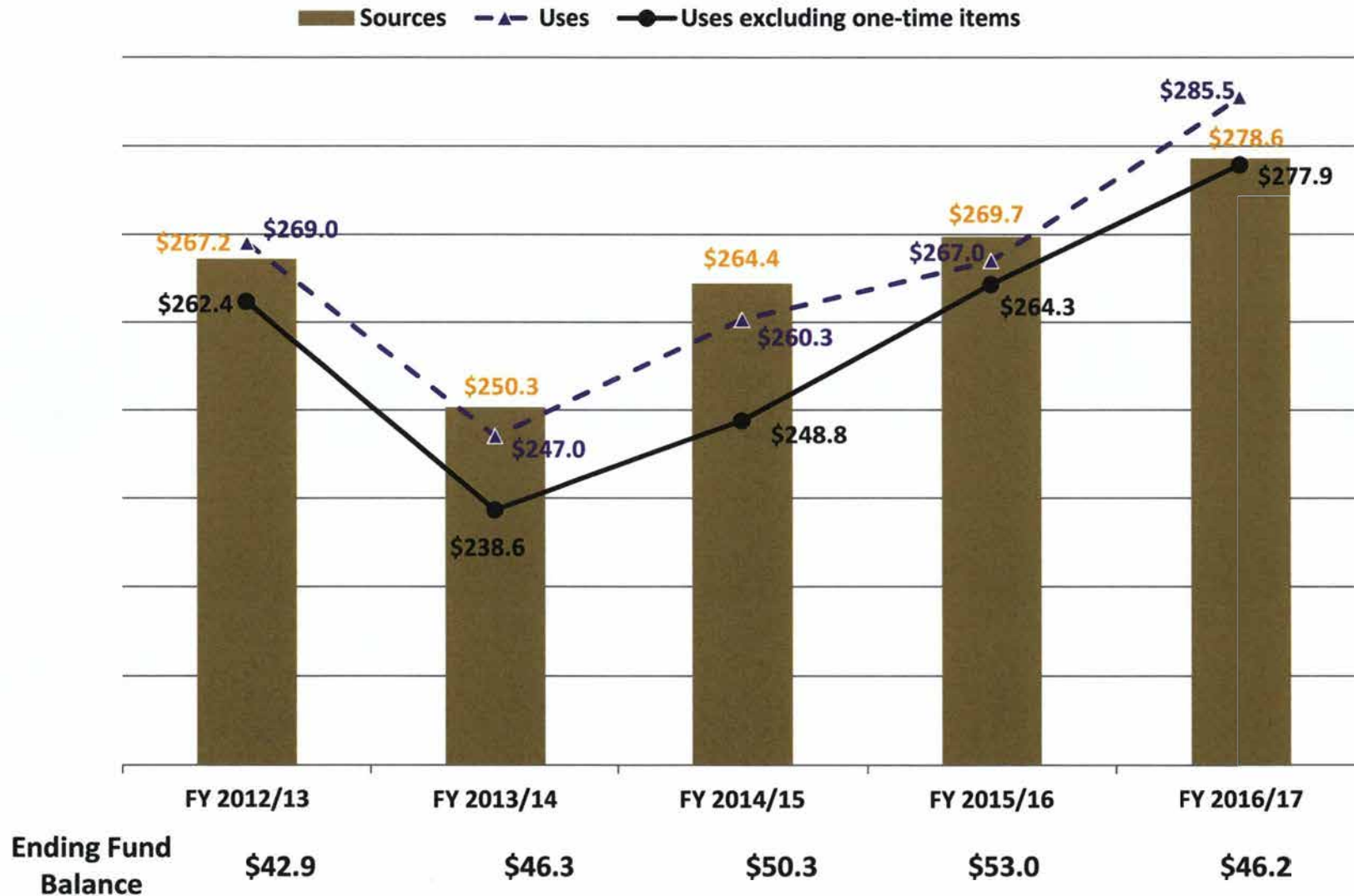
General Fund Operating Budget

Historical Summary *(\$ in millions)*

	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Beginning Balance	\$44.8	\$42.9	\$46.3	\$50.3	\$53.0
Revenues	\$258.0	\$239.4	\$254.3	\$258.2	\$266.1
Transfers In	\$9.2	\$10.9	\$10.0	\$11.5	\$12.5
Total Sources	\$267.2	\$250.3	\$264.4	\$269.7	\$278.6
Expenditures	\$249.6	\$227.8	\$234.8	\$245.2	\$259.3
Debt Service	\$10.7	\$12.8	\$12.6	\$14.4	\$15.5
Transfers Out	\$8.7	\$6.3	\$12.9	\$7.5	\$10.8
Total Uses	\$269.0	\$247.0	\$260.3	\$267.0	\$285.5
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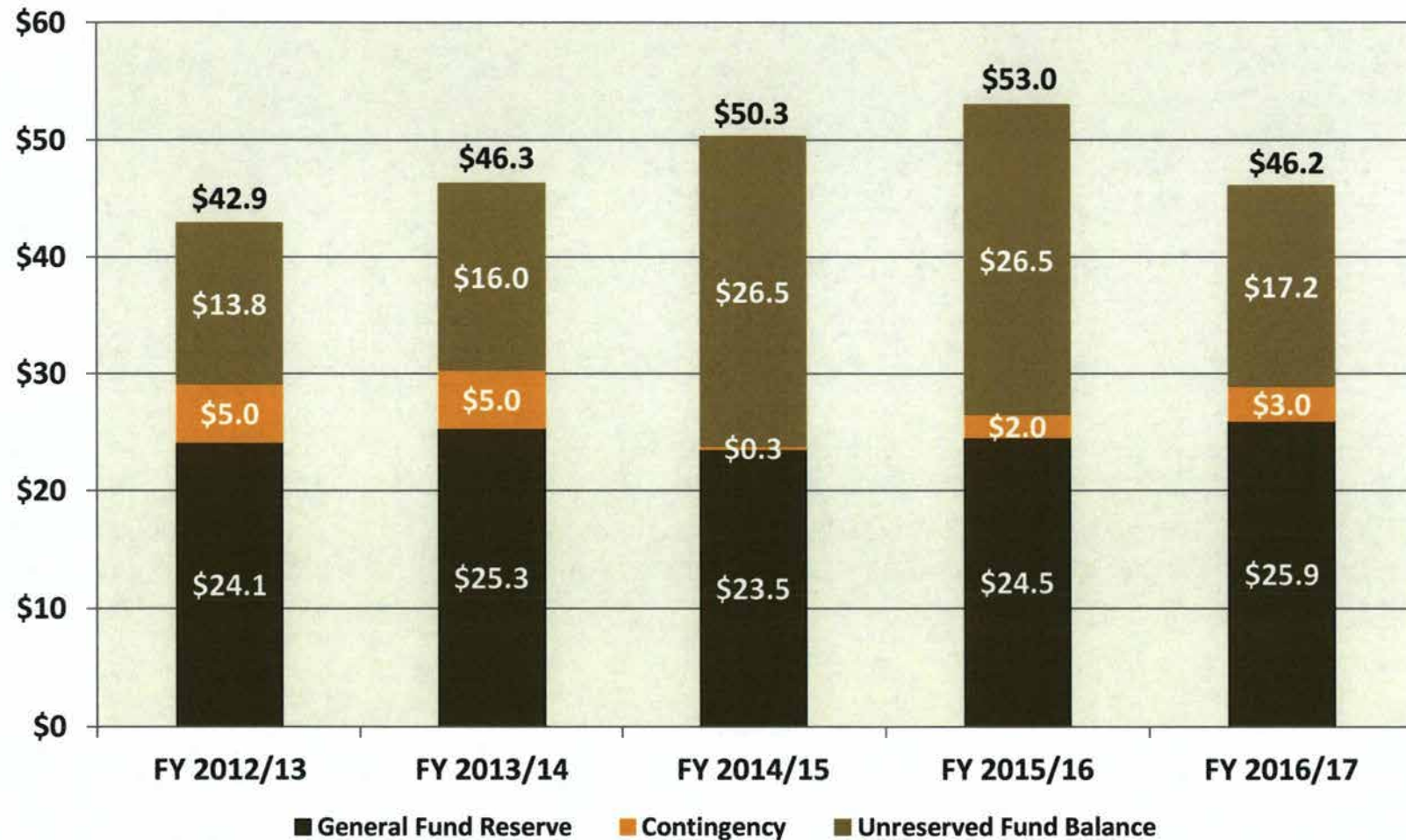
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General Fund Sources vs Uses (\$ in millions)



Rounding differences may occur

GF Historical Ending Balance *(\$ in millions)*



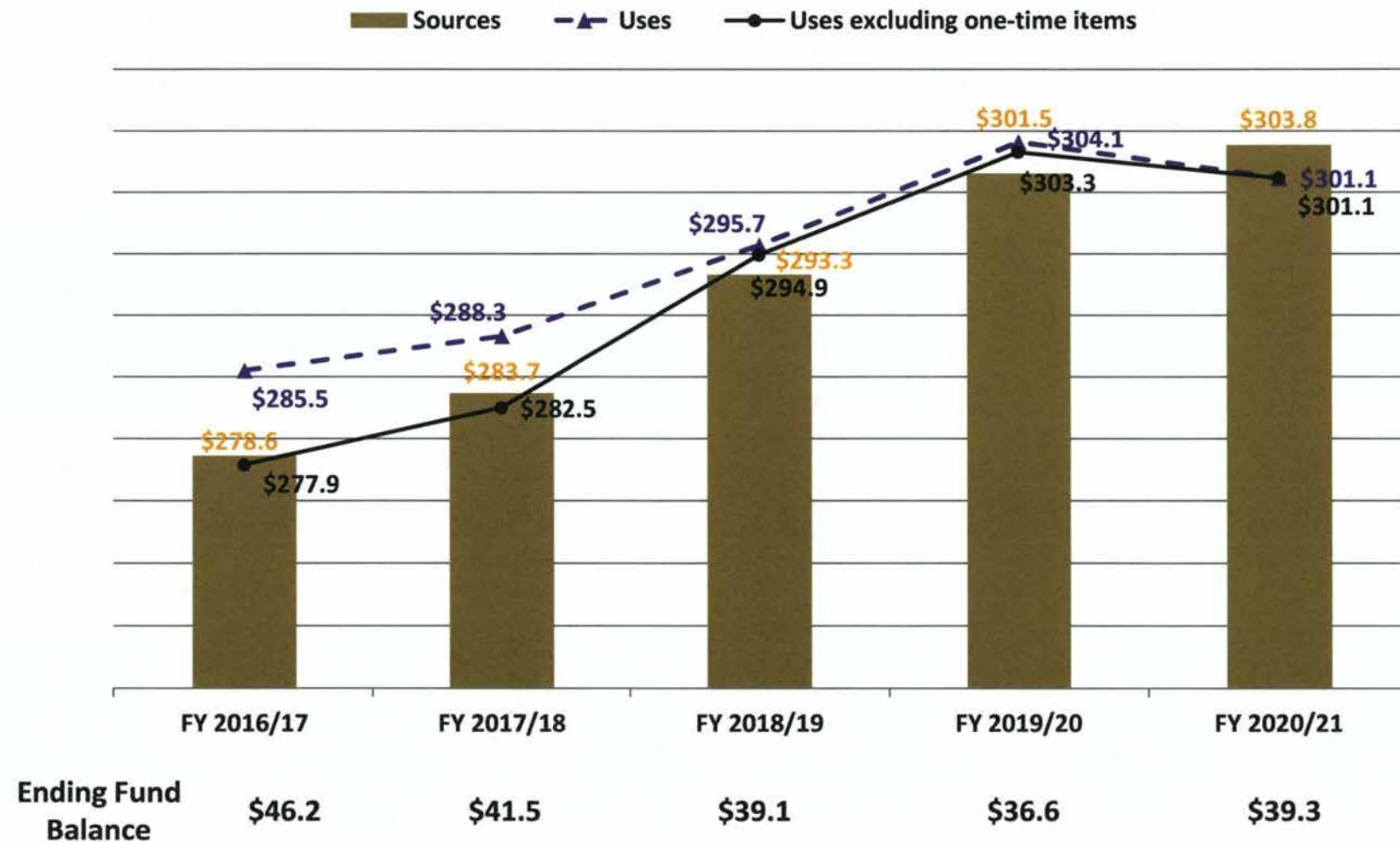
General Fund 5 Year Forecast Summary

(\$ in millions)

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Beginning Balance	\$53.0	\$46.2	\$41.5	\$39.1	\$36.6
Revenues	\$266.1	\$270.3	\$277.4	\$284.9	\$292.6
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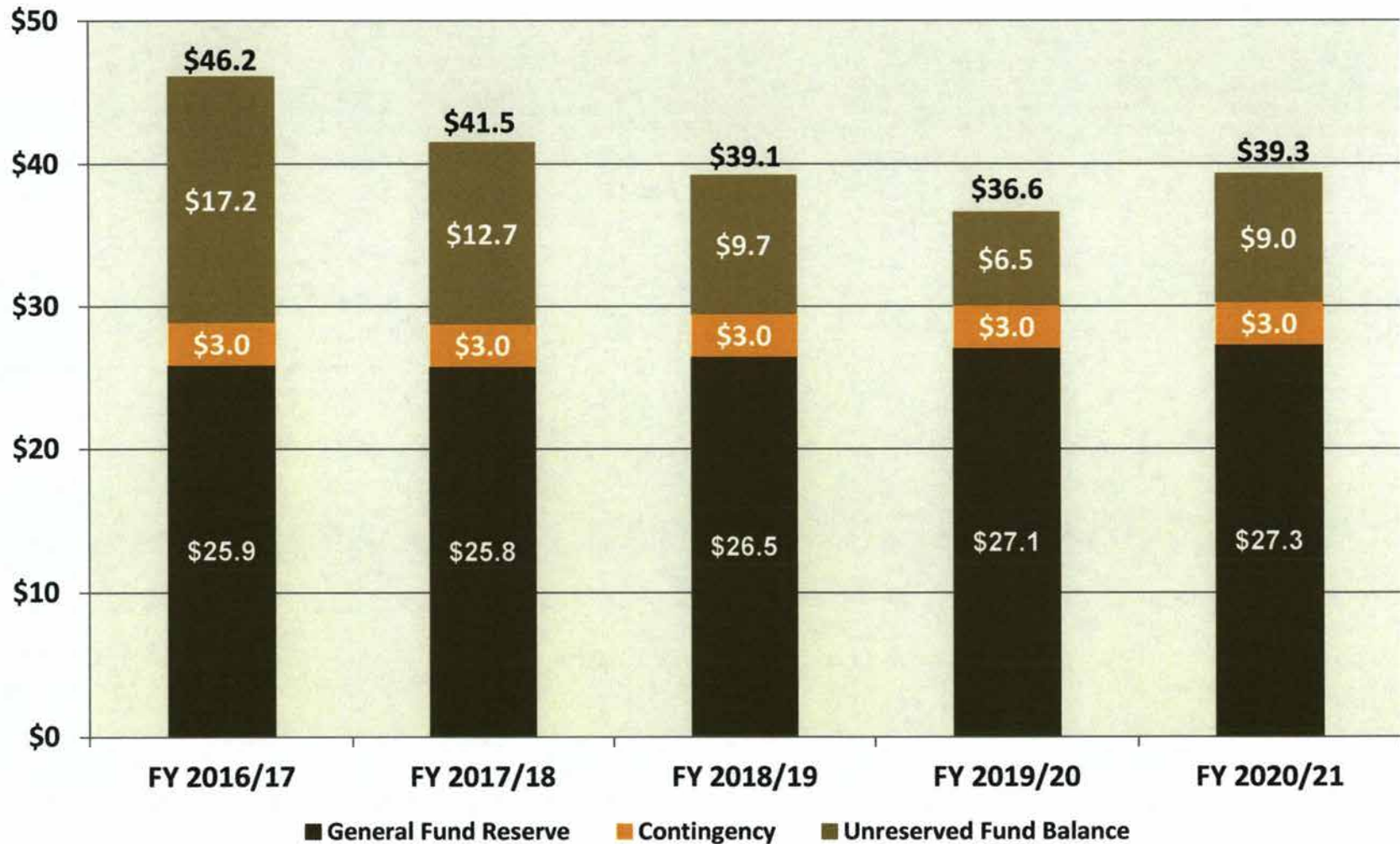
General Fund Sources vs Uses (\$ in millions)



Rounding differences may occur

GF 5 Year Forecast Ending Balance

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- Other	\$2.8	\$3.8	\$1.0
Total Sources	\$269.7	\$278.6	\$8.9

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Change in General Fund Uses *(\$ in millions)*

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Change in General Fund Divisions

(\$ in millions)

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Mayor/Council & Charter Officers	\$20.7	\$22.5	\$1.8
Administrative Services	\$15.8	\$17.1	\$1.3
Community & Economic Dev	\$24.7	\$25.8	\$1.1
Community Services	\$35.2	\$36.4	\$1.2
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Total Divisions	\$242.3	\$256.4	\$14.1

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Significant General Fund Uses Increases

(\$ in millions)

27 th Pay Period	\$6.2
Merit pay – 3% to max for employees who perform well	\$2.5
Police Officer compensation – 5% Step	\$1.3
Firefighter, Fire Engineer & Fire Captain – 5% step and increases for paramedic / specialty pays	\$1.1
Employee Healthcare	\$1.1

General Fund Package Requests *(\$ in millions)*

One-Time Items

Roof recoating - phase 1 of 4	\$0.7
Fire panels	\$0.3
Carpet replacement	\$0.3
Door repair/replacement	\$0.3
HVAC replacement at Urban Design Studio	\$0.2
Citywide re-lamping - phase 1 of 4	\$0.1
Scottsdale Stadium pad replacing	\$0.1

General Fund Package Requests *(\$ in millions)*

Cultural Council contract facility upgrades	\$0.4
Playground equipment replacement	\$0.3
<i>Subtotal One-Time Items</i>	<i>\$2.7</i>
<i>Ongoing Items</i>	
Transfer 2 FTE from Court Enhancement Fund <i>(final year)</i>	\$0.2
Cultural Council 3% contract increase	\$0.2
Facilities base to maintain infrastructure	\$0.4
<i>Subtotal Ongoing Items</i>	<i>\$0.8</i>
General Fund Total	\$3.5

Other Funds Package Requests *(\$ in millions)*

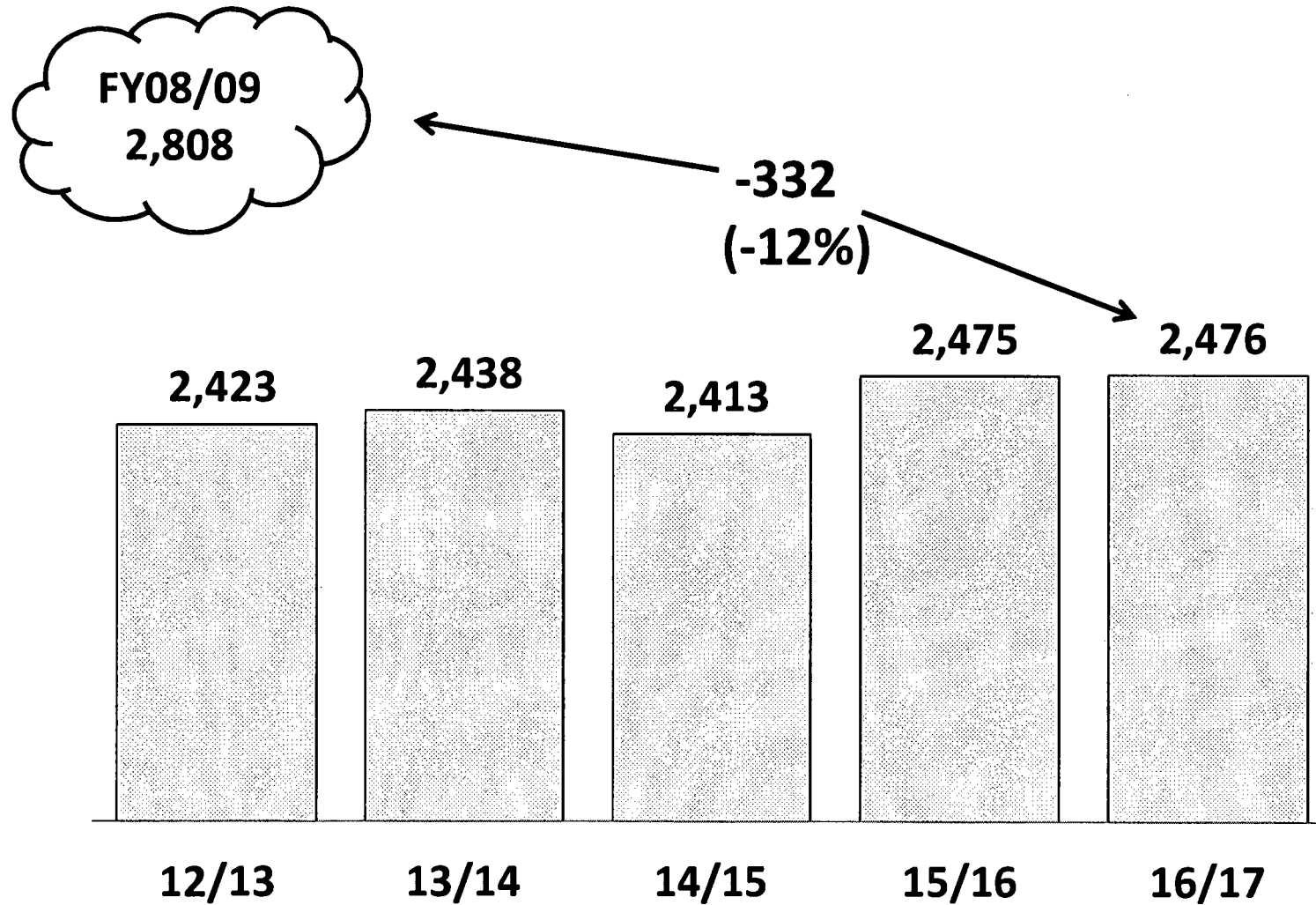
One-Time Item

Downtown ambiance lighting	\$0.5
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Ongoing Items

Destination marketing contract	\$0.9
Airport – new fire truck	\$0.9
Solid Waste residential service increase	\$0.4
Median landscaping contract	\$0.4
Downtown event activation	\$0.3
Traffic Management Center continued maintenance and operation	\$0.2
Other Funds Total	\$3.6

Staffing Levels (FTEs)



Full-Time Equivalent (FTE) Changes

Division	FTEs	Fund
Public Works	1.00	Transportation
Public Works	2.00	Solid Waste
Community Services	1.00	Special Programs
Community Services	1.00	Grant
Water Resources	2.00	Water Reclamation
Administrative Services	0.50	General
C&ED – Transportation	0.50	Transportation
Fire	0.40	General
City Treasurer	-1.00	General
Police	-6.40	General
Total	1.00	

General Fund = -6.50 FTE

Police Department Operations Study / Reorganization

Background

- November 2014: PD Reorganization Proposal Submitted to City Management to address staff needs, efficiency savings and service delivery
- June 2015: City Budget for FY 2015/16 included funding for comprehensive management study of Police Department
- July 2015: CPSM awarded \$70,800 contract for comprehensive study of Police Department
 - CPSM is consultant arm of ICMA and has conducted over 200 assessments of Police Departments
- Sept 2015: CPSM study began
 - Extensive data was submitted throughout September and October
 - Onsite visits, focus groups, and interviews September 22-25 & October 8, 2015
 - January 22, 2016: Final report and recommendations submitted to the city by CPSM

CPSM Findings

- Findings included accolades and recommendations
 - “The Scottsdale Police Department may well be the finest police agency CPSM has assessed.”
 - “This underscores the dynamic nature of the department and its willingness to constantly examine better strategies to improve organizational effectiveness.”
 - “These recommendations present opportunities to build upon the strengths of an outstanding organization by offering additional steps that might be taken to improve operations.”
- 64 recommendations submitted by CPSM
- Scottsdale PD response in three phases
 - FY 2016/17 Budget submittal, including some CPSM recommendations
 - March 2016 Reorganizational proposal to address staff needs, efficiency savings and service delivery, including some CPSM recommendations
 - Police Strategic Plan, to be updated in FY 2016/17 with remaining CPSM recommendations

2016 Police Department Reorganization

- Based on findings in the CPSM report and current needs in the department
- Address other identified organizational resource needs, and streamline the organization to achieve efficiency savings
- Supported by further staggering of patrol shift start times to increase overlap of resources and improve efficiency, and allowing redeployment and reduction of sworn staffing
- Includes both internally identified, and CPSM identified, changes to the organizational structure.
- Fulfills many of the staffing and organizational structure recommendations put forth in the CPSM report

2016 Police Department Reorganization

- Add 2 part-time dispatchers (1.0 total FTE)
 - Add 2 part-time records specialists (1.0 total FTE)
 - Add 1 part-time parking control position (0.6 total FTE) to Traffic Enforcement
 - Add 1 full-time civilian records specialist for ACJIS in Dispatch (1.0 total FTE)
 - Reduce 10 sworn police officers through attrition (-10.0 total FTE)
 - Reclassify 1 sworn detective position to a civilian forensic accountant
 - Reclassify 1 vacant polygraph examiner to a personnel manager
 - Reclassify 1 vacant background investigator to a communications supervisor
 - Downgrade 1 lieutenant position to a sergeant position through attrition
-
- Total change in personnel is a reduction of 6.4 FTEs
 - Total financial impact is a reduction of \$340,000
(- \$750,000 for reorg + \$410,000 for priority budget packages)

Capital Improvement Plan (CIP) Overview

CIP General Fund Contribution (*\$ in million*)

25% of Construction Sales Tax	\$2.3
Net Interest in Excess of \$1 million	\$0.4
1.1% Food Tax	\$2.5
Unreserved Fund Balance	<u>\$5.0</u>
Total	\$10.2

Proposed Capital Improvement Plan

FY 2016/17 Changes from previous discussion with Council:

General Fund

1. Downtown Public Restroom Main Street
2. Downtown Lighting & Electrical Outlets
3. Scottsdale Stadium Safety Repairs & Maintenance
4. Closed Circuit TV / Security Camera Access Control Replacement
5. McCormick Park Reservoir Removal
6. License and Permit Management System

Transportation Fund

1. Downtown Sidewalk Improvements
2. Second Street Bike Path Connection

Proposed CIP General Fund Budget (\$ in millions)

	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
ANTICIPATED BEGINNING CASH BALANCE	24.3	18.0	15.6	17.2	15.1
25% Construction Sales Tax	2.3	2.4	2.4	2.4	2.4
Net Interest in excess of \$1M	0.4	1.0	1.6	2.1	2.4
Food Tax	2.5	5.1	7.9	8.1	8.4
Unreserved Fund Balance	5.0	5.0	-	-	-
Interest Earnings	0.0	0.0	0.1	0.1	0.1
Total Revenue	34.6	31.5	27.6	29.9	28.4
Granite Reef Watershed	6.4	-	-	-	-
* Data Center Resiliency Plan	-	4.9	-	-	-
Indian Bend Wash Lakes Phase I	2.6	-	-	-	-
* Facilities Repair & Maintenance	1.5	1.9	1.8	1.8	2.2
* IT-Server Infrastructure	0.8	0.3	1.7	0.8	0.6
* WestWorld Tent Removal	0.7	-	-	-	-
Fire Stations 613, 616, 603, 605	0.6	-	-	-	-
* Aquatics Chemical System Replacement	0.5	1.5	1.5	-	-
Public Safety Radio System Phase I	0.5	-	-	-	-
Skysong	0.4	-	-	-	-
* IT-Network Infrastructure	0.3	0.3	0.4	0.4	0.5
Payroll System Replacement	0.3	-	-	-	-
* Crime Laboratory Equipment Replacement	0.2	0.2	0.3	0.3	0.3
Loop 101 Detention Basin	0.2	-	-	-	-
TNEC	0.2	-	-	-	-
* Public Safety Radio Network Lifecycle Project	0.2	1.3	0.2	0.2	0.2
* Police Portable & Vehicle Radio Replacement	0.1	1.1	1.1	1.0	1.0
Other Projects with Minor Balances	0.3	-	-	-	-
* CityCable Audio/Video Equip Replacements	-	0.2	0.0	-	0.2
* Crime Lab Latent Print Comparison & AFIS Room	0.0	-	-	-	-
* City Microwave Radio Network Upgrade	-	-	-	3.0	-
* Renovate Vista del Camino Park/IBW Area	-	18.5	-	-	-
* Downtown Public Restroom Main Street	0.7	-	-	-	-
* Downtown Lighting & Electrical Outlets	0.8	-	-	-	-
* Scottsdale Stadium Safety Repairs & Maintenance	1.2	0.5	-	-	-
* License and Permit Management System	0.3	-	-	-	-
* CCTV/Security Camera Access Control Repl	0.6	0.4	0.4	0.2	0.2
* McCormick Park Reservoir Removal	1.0	-	-	-	-
Total Expenditure Budget	20.8	31.1	7.4	7.7	5.2
Total Estimated Expenditures	(16.6)	(15.9)	(10.4)	(14.8)	(14.3)
CASH BALANCE AT END OF EACH YEAR	18.0	15.6	17.2	15.1	14.1

* New projects or significant changes

Rounding differences may occur

Proposed CIP Transp. Budget (\$ in millions)

	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
ANTICIPATED BEGINNING CASH BALANCE	19.3	7.5	2.2	3.0	5.0
50% Transportation Sales Tax	10.2	10.5	10.8	11.2	11.5
Interest Income	0.1	0.1	0.1	0.1	0.1
Total Revenue	29.5	18.1	13.1	14.3	16.6
* Pavement Overlay	6.7	6.6	6.6	6.6	6.6
* Raintree: Scottsdale to Hayden	4.1	-	-	-	-
* ITS/Signal Systems Upgrade	2.0	-	-	-	-
* Intersection Mobility Enhancements	1.7	0.8	0.8	0.8	0.8
FLW: Scottsdale Rd to Shea	0.7	-	-	-	-
Redfield: Raintree to Hayden	0.6	-	-	-	-
Pima: Pinnacle Peak to Happy Valley	0.5	1.4	-	-	-
* Streets North Storage Yard	0.5	-	-	-	-
Raintree: Hayden to Loop 101	0.5	2.0	-	-	-
Pima: Krail Street to Chaparral	0.4	0.3	0.8	-	-
* Trail Program	0.6	0.4	0.4	0.4	0.4
* Bikeways Program	0.5	0.5	0.5	0.5	0.5
Southbound Loop 101 Frontage Rd Connections	0.3	-	-	-	-
WestWorld Trail Connections	0.3	-	-	-	-
* Traffic Signals	0.3	0.3	0.3	0.3	0.3
* Sidewalk Improvements	0.4	0.4	0.4	0.4	0.4
* Replace Drainage Grates	0.1	0.1	0.1	0.1	0.1
* Transit Stop Improvements	0.3	0.1	0.1	0.1	0.1
* Neighborhood Traffic Management Program	0.3	0.3	0.3	0.3	0.3
Transit Vehicle Refurbishment	0.1	-	-	-	-
* Downtown Sidewalk Improvements	4.0	-	-	-	-
* Second Street Bike Path Connection	0.1	0.3	-	-	-
Total Expenditure Budget	24.7	13.3	10.1	9.3	9.3
Total Estimated Expenditures	(22.1)	(15.8)	(10.1)	(9.3)	(9.1)
CASH BALANCE AT END OF EACH YEAR	7.5	2.2	3.0	5.0	7.5

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Property Tax

Property Taxes *(\$ in millions, except rate)*

Primary	GF		2%	Total GF		Total		Primary			
	Primary	Growth	Allowance	Primary	Tort	Primary		Assessed		Primary	
	Levy			Levy	Recovery	Levy		Valuation		Rate	
Prior (FY15/16)	\$25.7	\$0.3	\$ -	\$26.0	\$1.3	\$27.3		\$5,161.7		\$0.5293	
Proposed (FY16/17)	\$26.0	\$0.4	\$ -	\$26.4	\$1.0	\$27.4	0.4%	\$5,398.9	4.6%	\$0.5069	-4.2%

Secondary	Debt	Debt Service		Total		Secondary					
	Service	Reserve		Secondary		Assessed		Secondary			
				Levy		Valuation		Rate			
Prior (FY15/16)	\$32.7	(\$0.5)		\$32.2		\$5,161.7		\$0.6244			
Proposed (FY16/17)	\$34.1	(\$0.5)		\$33.6	4.3%	\$5,398.9	4.6%	\$0.6219	-0.4%		

Total	Total Levy		Total Rate	
Prior (FY15/16)	\$59.5		\$1.1537	
Proposed (FY16/17)	\$61.0	2.5%	\$1.1288	-2.2%

Rounding differences may occur

Questions?

Item 13

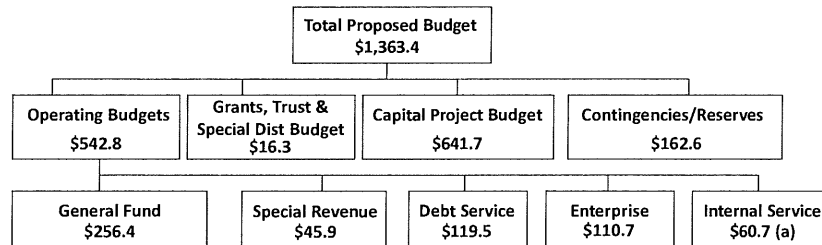
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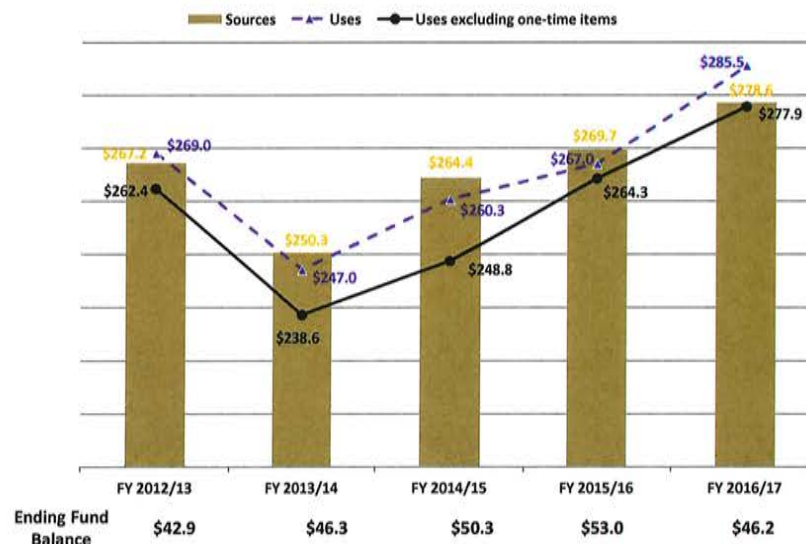
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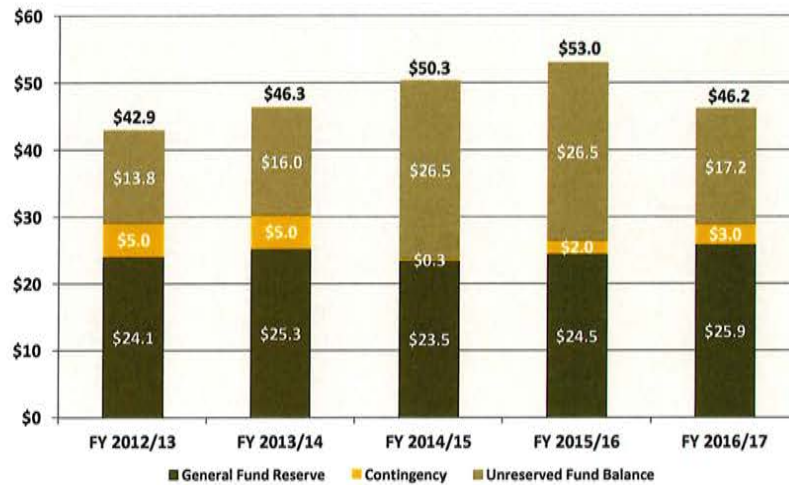
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GF Historical Ending Balance (\$ in millions)



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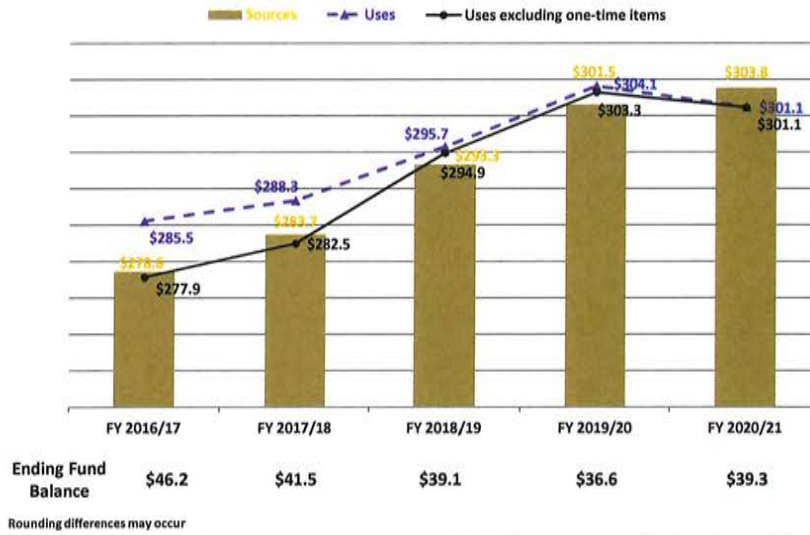
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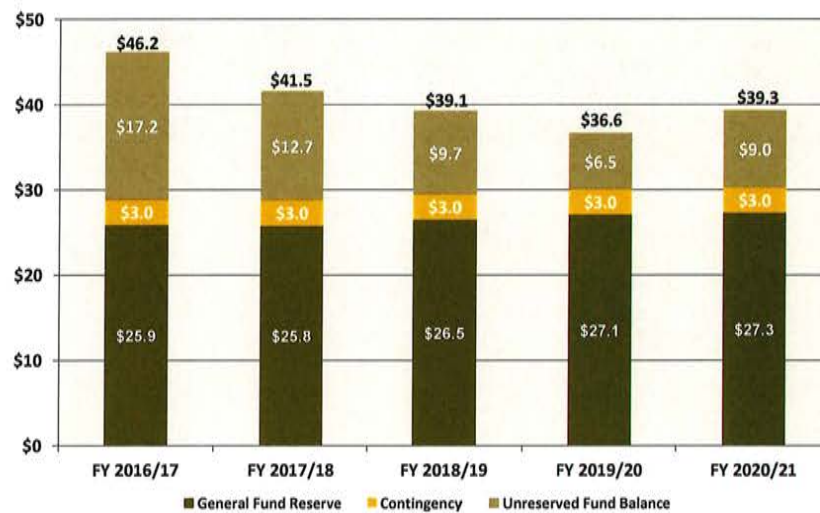
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General Fund Sources vs Uses (\$ in millions)



GF 5 Year Forecast Ending Balance (\$ in millions)

(\$ in millions)



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Merit pay – 3% to max for employees who perform well	\$2.5
Police Officer compensation – 5% Step	\$1.3
Firefighter, Fire Engineer & Fire Captain – 5% step and increases for paramedic / specialty pays	\$1.1
Employee Healthcare	\$1.1

General Fund Package Requests (\$ in millions)

One-Time Items

Roof recoating - phase 1 of 4	\$0.7
Fire panels	\$0.3
Carpet replacement	\$0.3
Door repair/replacement	\$0.3
HVAC replacement at Urban Design Studio	\$0.2
Citywide re-lamping - phase 1 of 4	\$0.1
Scottsdale Stadium pad replacing	\$0.1

General Fund Package Requests (\$ in millions)

Cultural Council contract facility upgrades	\$0.4
Playground equipment replacement	\$0.3
<i>Subtotal One-Time Items</i>	<i>\$2.7</i>
<i>Ongoing Items</i>	
Transfer 2 FTE from Court Enhancement Fund <i>(final year)</i>	\$0.2
Cultural Council 3% contract increase	\$0.2
Facilities base to maintain infrastructure	\$0.4
<i>Subtotal Ongoing Items</i>	<i>\$0.8</i>
General Fund Total	\$3.5

Other Funds Package Requests (\$ in millions)

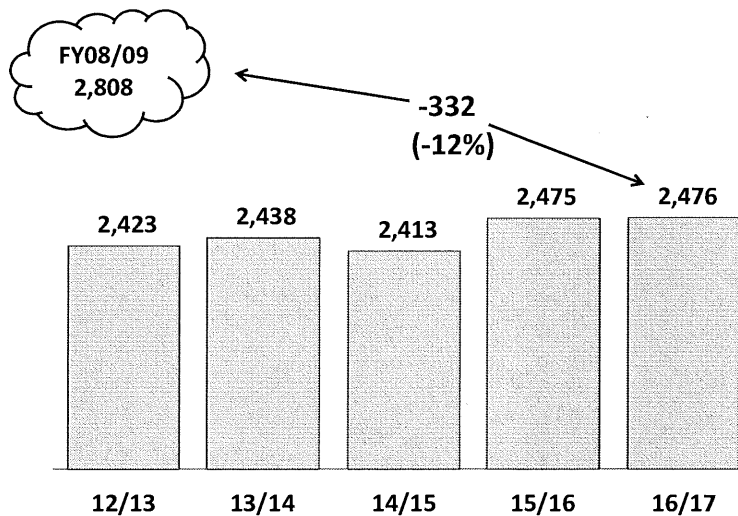
One-Time Item

Downtown ambiance lighting	\$0.5
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Ongoing Items

Destination marketing contract	\$0.9
Airport – new fire truck	\$0.9
Solid Waste residential service increase	\$0.4
Median landscaping contract	\$0.4
Downtown event activation	\$0.3
Traffic Management Center continued maintenance and operation	\$0.2
Other Funds Total	\$3.6

Staffing Levels (FTEs)



Full-Time Equivalent (FTE) Changes

Division	FTEs	Fund
Public Works	1.00	Transportation
Public Works	2.00	Solid Waste
Community Services	1.00	Special Programs
Community Services	1.00	Grant
Water Resources	2.00	Water Reclamation
Administrative Services	0.50	General
C&ED – Transportation	0.50	Transportation
Fire	0.40	General
City Treasurer	-1.00	General
Police	-6.40	General
Total	1.00	

General Fund = -6.50 FTE

Police Department Operations Study / Reorganization

Background

- November 2014: PD Reorganization Proposal Submitted to City Management to address staff needs, efficiency savings and service delivery
- June 2015: City Budget for FY 2015/16 included funding for comprehensive management study of Police Department
- July 2015: CPSM awarded \$70,800 contract for comprehensive study of Police Department
 - CPSM is consultant arm of ICMA and has conducted over 200 assessments of Police Departments
- Sept 2015: CPSM study began
 - Extensive data was submitted throughout September and October
 - Onsite visits, focus groups, and interviews September 22-25 & October 8, 2015
 - January 22, 2016: Final report and recommendations submitted to the city by CPSM

CPSM Findings

- Findings included accolades and recommendations
 - “The Scottsdale Police Department may well be the finest police agency CPSM has assessed.”
 - “This underscores the dynamic nature of the department and its willingness to constantly examine better strategies to improve organizational effectiveness.”
 - “These recommendations present opportunities to build upon the strengths of an outstanding organization by offering additional steps that might be taken to improve operations.”
- 64 recommendations submitted by CPSM
- Scottsdale PD response in three phases
 - FY 2016/17 Budget submittal, including some CPSM recommendations
 - March 2016 Reorganizational proposal to address staff needs, efficiency savings and service delivery, including some CPSM recommendations
 - Police Strategic Plan, to be updated in FY 2016/17 with remaining CPSM recommendations

2016 Police Department Reorganization

- Based on findings in the CPSM report and current needs in the department
- Address other identified organizational resource needs, and streamline the organization to achieve efficiency savings
- Supported by further staggering of patrol shift start times to increase overlap of resources and improve efficiency, and allowing redeployment and reduction of sworn staffing
- Includes both internally identified, and CPSM identified, changes to the organizational structure.
- Fulfills many of the staffing and organizational structure recommendations put forth in the CPSM report

2016 Police Department Reorganization

- Add 2 part-time dispatchers (1.0 total FTE)
- Add 2 part-time records specialists (1.0 total FTE)
- Add 1 part-time parking control position (0.6 total FTE) to Traffic Enforcement
- Add 1 full-time civilian records specialist for ACJIS in Dispatch (1.0 total FTE)
- Reduce 10 sworn police officers through attrition (-10.0 total FTE)
- Reclassify 1 sworn detective position to a civilian forensic accountant
- Reclassify 1 vacant polygraph examiner to a personnel manager
- Reclassify 1 vacant background investigator to a communications supervisor
- Downgrade 1 lieutenant position to a sergeant position through attrition
- Total change in personnel is a reduction of 6.4 FTEs
- Total financial impact is a reduction of \$340,000
(- \$750,000 for reorg + \$410,000 for priority budget packages)

Capital Improvement Plan (CIP) Overview

CIP General Fund Contribution *(\$ in million)*

25% of Construction Sales Tax	\$2.3
Net Interest in Excess of \$1 million	\$0.4
1.1% Food Tax	\$2.5
Unreserved Fund Balance	<u>\$5.0</u>
Total	\$10.2

Rounding differences may occur

Proposed Capital Improvement Plan

FY 2016/17 Changes from previous discussion with Council:

General Fund

1. Downtown Public Restroom Main Street
2. Downtown Lighting & Electrical Outlets
3. Scottsdale Stadium Safety Repairs & Maintenance
4. Closed Circuit TV / Security Camera Access Control Replacement
5. McCormick Park Reservoir Removal
6. License and Permit Management System

Transportation Fund

1. Downtown Sidewalk Improvements
2. Second Street Bike Path Connection

Proposed CIP General Fund Budget (\$ in millions)

	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
ANTICIPATED BEGINNING CASH BALANCE	24.3	18.0	15.6	17.2	15.1
25% Construction Sales Tax	2.3	2.4	2.4	2.4	2.4
Net Interest in excess of \$1M	0.4	1.0	1.6	2.1	2.4
Food Tax	2.5	5.1	7.9	8.1	8.4
Unreserved Fund Balance	5.0	5.0	-	-	-
Interest Earnings	0.0	0.0	0.1	0.1	0.1
Total Revenue	10.2	15.5	22.0	28.6	26.4
Granite Reef Watershed	6.4	-	-	-	-
* Data Center Resiliency Plan	-	4.9	-	-	-
Indian Bend Wash Lakes Phase I	2.6	-	-	-	-
* Facilities Repair & Maintenance	1.5	1.9	1.8	1.8	2.2
* IT-Server Infrastructure	0.8	0.3	1.7	0.8	0.6
* WestWorld Tent Removal	0.7	-	-	-	-
Fire Stations 613, 616, 603, 605	0.6	-	-	-	-
* Aquatics Chemical System Replacement	0.5	1.5	1.5	-	-
Public Safety Radio System Phase I	0.5	-	-	-	-
Skysong	0.4	-	-	-	-
* IT-Network Infrastructure	0.3	0.3	0.4	0.4	0.5
Payroll System Replacement	0.3	-	-	-	-
* Crime Laboratory Equipment Replacement	0.2	0.2	0.3	0.3	0.3
Loop 101 Detention Basin	0.2	-	-	-	-
TNEC	0.2	-	-	-	-
* Public Safety Radio Network Lifecycle Project	0.2	1.3	0.2	0.2	0.2
* Police Portable & Vehicle Radio Replacement	0.1	1.1	1.1	1.0	1.0
Other Projects with Minor Balances	0.3	-	-	-	-
* CityCable Audio/Video Equip Replacements	-	0.2	0.0	-	0.2
* Crime Lab Latent Print Comparison & AFIS Room	0.0	-	-	-	-
* City Microwave Radio Network Upgrade	-	-	-	3.0	-
* Renovate Vista del Camino Park/BW Area	-	18.5	-	-	-
* Downtown Public Restroom Main Street	0.7	-	-	-	-
* Downtown Lighting & Electrical Outlets	0.8	-	-	-	-
* Scottsdale Stadium Safety Repairs & Maintenance	1.2	0.5	-	-	-
* License and Permit Management System	0.3	-	-	-	-
* CCTV/Security Camera Access Control Repl	0.6	0.4	0.4	0.2	0.2
* McCormick Park Reservoir Removal	1.0	-	-	-	-
Total Expenditures Budget	29.8	31.1	23.3	23.9	26.5
Total Estimated Expenditures	(16.6)	(15.9)	(10.4)	(14.8)	(14.3)
CASH BALANCE AT END OF EACH YEAR	18.0	15.6	17.2	15.1	14.1

* New projects or significant changes

Rounding differences may occur

Proposed CIP Transp. Budget (\$ in millions)

	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
ANTICIPATED BEGINNING CASH BALANCE	19.3	7.5	2.2	3.0	5.0
50% Transportation Sales Tax	10.2	10.5	10.8	11.2	11.5
Interest Income	0.1	0.1	0.1	0.1	0.1
Total Revenue	29.5	18.1	13.1	14.3	16.6
* Pavement Overlay	6.7	6.6	6.6	6.6	6.6
* Raintree: Scottsdale to Hayden	4.1	-	-	-	-
* ITS/Signal Systems Upgrade	2.0	-	-	-	-
* Intersection Mobility Enhancements	1.7	0.8	0.8	0.8	0.8
FLW: Scottsdale Rd to Shea	0.7	-	-	-	-
Redfield: Raintree to Hayden	0.6	-	-	-	-
Pima: Pinnacle Peak to Happy Valley	0.5	1.4	-	-	-
* Streets North Storage Yard	0.5	-	-	-	-
Raintree: Hayden to Loop 101	0.5	2.0	-	-	-
Pima: Krail Street to Chaparral	0.4	0.3	0.8	-	-
* Trail Program	0.6	0.4	0.4	0.4	0.4
* Bikeways Program	0.5	0.5	0.5	0.5	0.5
Southbound Loop 101 Frontage Rd Connections	0.3	-	-	-	-
WestWorld Trail Connections	0.3	-	-	-	-
* Traffic Signals	0.3	0.3	0.3	0.3	0.3
* Sidewalk Improvements	0.4	0.4	0.4	0.4	0.4
* Replace Drainage Grates	0.1	0.1	0.1	0.1	0.1
* Transit Stop Improvements	0.3	0.1	0.1	0.1	0.1
* Neighborhood Traffic Management Program	0.3	0.3	0.3	0.3	0.3
Transit Vehicle Refurbishment	0.1	-	-	-	-
* Downtown Sidewalk Improvements	4.0	-	-	-	-
* Second Street Bike Path Connection	0.1	0.3	-	-	-
Total Expenditure Budget	24.7	19.9	10.1	9.3	9.3
Total Estimated Expenditures	(22.1)	(15.8)	(10.1)	(9.3)	(9.1)
CASH BALANCE AT END OF EACH YEAR	7.5	2.2	3.0	5.0	7.5

*New projects or significant changes

Rounding differences may occur

Property Tax

Property Taxes (\$ in millions, except rate)

Primary	GF			Total GF		Total		Primary		Primary
	Primary	Growth	2%	Primary	Tort	Primary		Assessed		
	Levy		Allowance	Levy	Recovery	Levy		Valuation		Rate
Prior (FY15/16)	\$25.7	\$0.3	\$ -	\$26.0	\$1.3	\$27.3		\$5,161.7		\$0.5293
Proposed (FY16/17)	\$26.0	\$0.4	\$ -	\$26.4	\$1.0	\$27.4	0.4%	\$5,398.9	4.6%	\$0.5069 -4.2%

Secondary	Debt		Debt Service		Total		Secondary		Secondary
	Service		Reserve		Secondary		Assessed		
					Levy		Valuation		Rate
Prior (FY15/16)	\$32.7		(\$0.5)		\$32.2		\$5,161.7		\$0.6244
Proposed (FY16/17)	\$34.1		(\$0.5)		\$33.6	4.3%	\$5,398.9	4.6%	\$0.6219 -0.4%

Total				Total Levy		Total Rate	
Prior (FY15/16)				\$59.5		\$1.1537	
Proposed (FY16/17)				\$61.0	2.5%	\$1.1288	-2.2%

Rounding differences may occur

Questions?