



CITY AUDITOR'S OFFICE

Preserve Operations

February 12, 2016

AUDIT REPORT NO. 1605

CITY COUNCIL

Mayor W.J. "Jim" Lane
Suzanne Klapp
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Guy Phillips
Vice Mayor David N. Smith



February 12, 2016

Honorable Mayor and Members of the City Council:

Enclosed is the audit report for *Preserve Operations*, which was included on the Council-approved FY 2015/16 Audit Plan to evaluate Preserve operations and sustainability.

The McDowell Sonoran Preserve currently consists of 30,000 acres of natural desert with 11 trailheads and 170 miles of trails. Voter-approved Preserve taxes are restricted to Preserve land acquisitions and improvements; therefore the City's General Fund pays for its ongoing maintenance and operations.

Our audit found that Preserve costs could be more appropriately recorded as certain costs are accounted for in unrelated cost centers. Also, while generally reasonable, future cost projections did not include costs associated with new and expanded trailheads, and staffing assumptions were not developed using workload indicators. Administration of the City's contract with the McDowell Sonoran Conservancy can be improved by assigning a contract administrator and requesting the detailed annual report. Further, two donated parcels valued at approximately \$335,000 were not recorded in the City's capital asset records, and a process should be established for appealing Preserve Director decisions.

We appreciate the cooperation and assistance of the Community Services Division and the McDowell Sonoran Conservancy during the course of this audit. If you need additional information or have any questions, please contact me at (480) 312-7867.

Sincerely,

A handwritten signature in blue ink that reads "Sharron Walker".

Sharron E. Walker, CPA, CFE, CLEA
City Auditor

Audit Team:

Kyla Anderson, CIA, CLEA - Sr. Auditor
Brad Hubert - Internal Auditor

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AUDIT HIGHLIGHTS

Preserve Operations

February 12, 2016

Audit Report No. 1605

WHY WE DID THIS AUDIT

An audit of Preserve Operations was included on the City Council-approved FY 2015/16 Audit Plan.

The audit objective was to evaluate Preserve operations and sustainability.

BACKGROUND

In 1994, the City of Scottsdale dedicated the McDowell Sonoran Preserve with 2,860 acres of City-owned property. The Preserve currently consists of 30,000 acres of natural desert with 11 trailheads and 170 miles of trails.

Scottsdale voters have approved two transaction privilege taxes dedicated to purchasing Preserve land and making Preserve improvements, such as trails and trailheads. Because the Preserve taxes are restricted to capital uses, the City's General Fund pays for the Preserve's ongoing maintenance and operations.

Preserve operations are also supported by the McDowell Sonoran Preserve Commission and the McDowell Sonoran Conservancy (MSC). The Commission is appointed by the Council to make recommendations on Preserve matters. The MSC is a non-profit organization dedicated to conserving desert land and supporting the Preserve.

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WHAT WE FOUND

1. **Preserve costs could be more appropriately recorded and projected.**
 - Costs are budgeted and recorded in multiple unrelated cost centers.
 - Cost projections do not include costs associated with new and expanded trailheads.
 - Staffing assumptions were not developed using workload indicators.
2. **Administration of the McDowell Sonoran Conservancy contract can be improved.**
 - A contract administrator has not been assigned for the agreement between the City and MSC.
 - Preserve staff has not been requesting or receiving the contract-required annual detailed report.
3. **Preserve-related donations should be recorded and an appeal process established.**
 - Two donated parcels valued at approximately \$335,000 are not recorded in the City's capital asset records.
 - A method has not been established for permit-seekers or the public to appeal Preserve Director decisions.

WHAT WE RECOMMEND

We recommend the Community Services Division Director:

1. Ensure all direct staffing costs are budgeted and recorded in the Preserve Management cost center and staff includes new and expanded trailhead costs in projections and develops workload statistics.
2. Assign a contract administrator to maintain documentation and ensure the annual report is received.
3. Ensure Preserve staff provides the City Treasurer's Office details of donated parcels so they can be recorded in the City's capital asset records, and propose an amendment to the Preserve Ordinance to establish an appeals process.

MANAGEMENT RESPONSE

The Division generally agreed with the audit recommendations and currently expects to have its action plan implemented by Fall 2016.

BACKGROUND

History

In 1994, the City of Scottsdale dedicated the McDowell Sonoran Preserve with 2,860 acres of City-owned property. The original 1994 Recommended Study Boundary comprised 16,460 acres extending from Via Linda on the South to Pinnacle Peak Road at the northern boundary. In 1998, the City Council approved adding an additional 19,370 acres to the recommended Preserve boundary, for a total planned area of 35,830 acres. The recommended study boundary has remained the same since that time.

Preserve Management estimated there were more than 652,000 visits to the McDowell Sonoran Preserve during fiscal year 2014/15.

Through voter-approved transaction privilege tax funds, State Parks Department grants and private property donations, the Preserve currently consists of 30,000 acres of natural desert with 11 trailheads and 170 miles of trails. As shown in Figure 1 on page 4, the Preserve extends along the City's eastern boundary from Via Linda to Stagecoach Pass Road, connecting to the Tonto National Forest on the north and the County's McDowell Mountain Regional Park on the east.

Scottsdale voters have approved two transaction privilege taxes dedicated to the Preserve, 0.20% in 1995 and another 0.15% in 2004. The 1995 tax revenues are restricted to purchasing Preserve land, while the 2004 monies can pay for Preserve land and improvements, such as trails and trailheads. Because the Preserve taxes are restricted to capital uses, the City's General Fund pays for the Preserve's ongoing maintenance and operations.

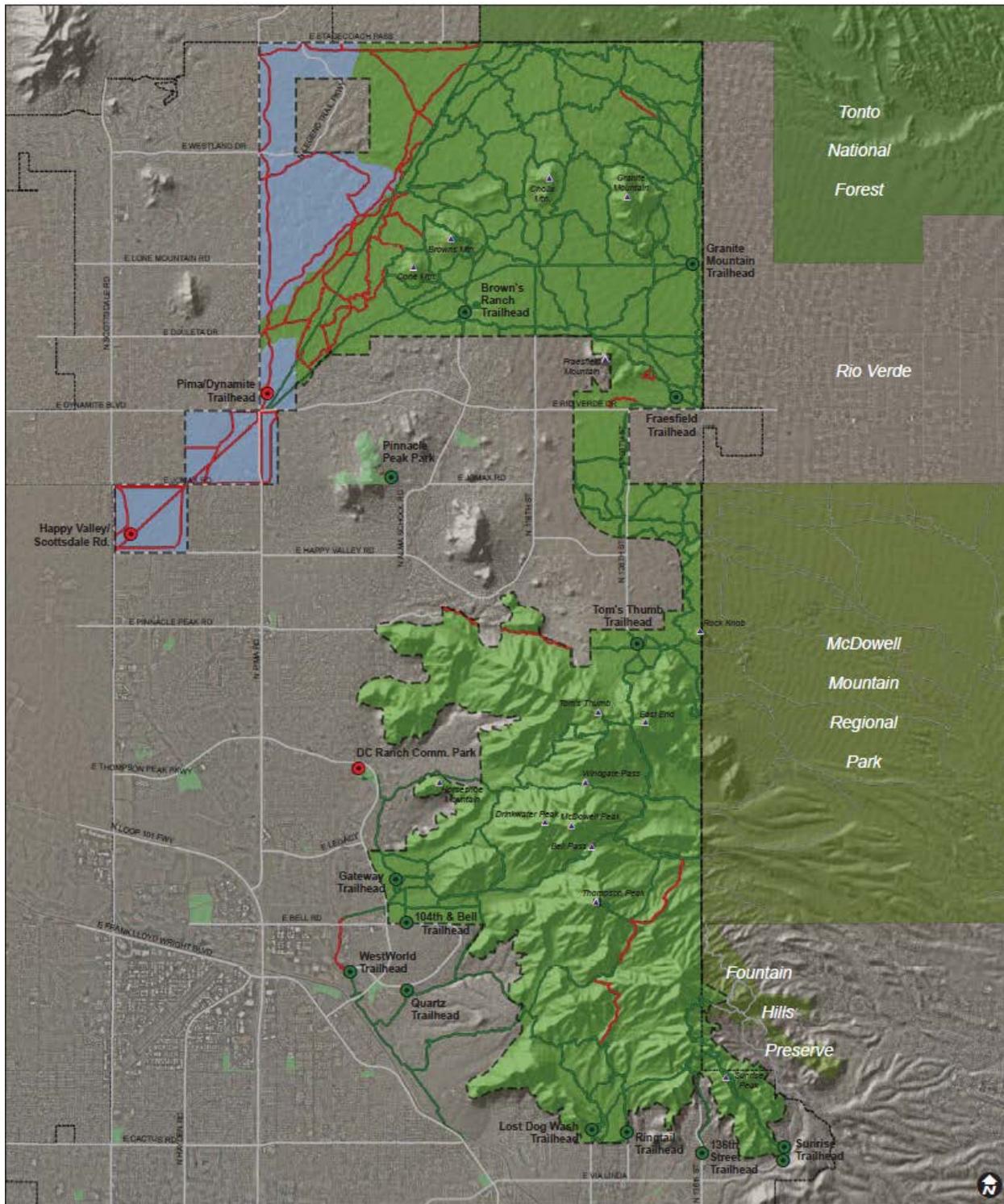
Maintenance and Operations

The Community Services Division manages the Preserve land acquisitions and operations. Preserve staff includes 3.25 full-time equivalent positions, including three Natural Resources Coordinators and a Trails Planner. In addition, a Preserve Director and a Preserve Manager coordinate the Preserve activities in conjunction with other City responsibilities.

The 7-member McDowell Sonoran Preserve Commission is appointed by the City Council to make recommendations, with the assistance of City staff, on such matters as preservation strategy, funding, land acquisition, educational and promotional programs, master planning, and other Preserve-related issues.

The Preserve is also supported by the McDowell Sonoran Conservancy, a non-profit organization started by Scottsdale citizens in 1991 in an effort to conserve desert land. The Conservancy provides nearly 500 volunteer Stewards each year to greet Preserve visitors; lead hike, mountain bike and horseback outings; help maintain trails; host educational programs and help perform scientific observations such as native animal and vegetation counts in the Preserve. Because of the Stewards, the City is able to provide Preserve visitors with an enhanced level of service.

Figure 1. McDowell Sonoran Preserve Map



Green - City-protected Preserve property as of January 2016

Blue - Land within the 1997 Recommended Study Boundary but not owned by the City

SOURCE: Community Services Division

Public Access

Trailheads provide Preserve trail access points for the public, including hikers, bikers, and equestrian users. The first trailhead, Sunrise, was completed in 2005 and the most recent (Brown’s Ranch, Granite Mountain and Fraesfield) opened in 2013.

The five larger trailheads include amenities such as restrooms, shade terraces, hitching rails, and public gathering spaces, while the smaller trailheads provide parking and trail access. Table 1 lists the current trailhead locations and their amenities.

Table 1. Trailhead Locations and Amenities from North to South

Trailhead	Cross Streets	Amenities
Granite Mountain	Lone Mountain Rd & 136 th St	None
Brown’s Ranch	Dynamite Blvd & Alma School Rd	Restrooms, water, ramadas, wheelchair-accessible trail, hitching rails, water troughs, interpretive signage
Fraesfield	Rio Verde Drive & 136 th St	None
Tom’s Thumb	Ranch Gate Rd & 128 th St	Restrooms, ramadas, interpretive signage
Gateway	Bell Rd & Thompson Peak Pkwy	Restrooms, water, ramadas, wheelchair-accessible trail, hitching rails, water troughs, interpretive signage
104 th /Bell	104 th St & Bell Rd	None
WestWorld*	McDowell Mountain Ranch Rd & Thompson Peak Pkwy	Restrooms, water, ramadas, hitching water trough, public arena
Quartz	McDowell Mountain Ranch Rd & 104 th St	None
Lost Dog Wash	Via Linda & 124 th St	Restrooms, water, ramadas, wheelchair-accessible trail, hitching rails, water troughs, interpretive signage
Ringtail	Via Linda & 128 th St	None
136 th	Via Linda & 136 th St	None
Sunrise	Via Linda & 145 th St	Water, ramadas, hitching rails, water trough

*The WestWorld trailhead provides Preserve access via the Quartz or Taliesin trails, but is not part of the Preserve.

SOURCE: City of Scottsdale website, www.scottsdaleaz.gov search “trailheads” and Preserve South Area Trail Map.

OBJECTIVES, SCOPE, AND METHODOLOGY

An audit of Preserve Operations was included on the City Council-approved fiscal year (FY) 2015/16 Audit Plan. The audit objective was to evaluate Preserve operations and sustainability.

To gain an understanding of the Preserve history, operations, policies, and practices, we interviewed the Preserve Director and the Preserve Manager and toured the trailhead facilities. In addition, we reviewed:

- Scottsdale City Code Chapter 21 - *McDowell Sonoran Preserve*
- *The People's Preserve: How Scottsdale Created the McDowell Sonoran Preserve* by Joan Fudala, published October 2014

As well, we reviewed Council Action Reports and related documents, including:

- 10/3/1994 - Council Action Report, item no. 17 - Adopt Resolution No. 4103 Proclaiming the Establishment of the McDowell Sonoran Preserve
- 8/17/1998 - Council Action Report, item no. 23 - Adopt Resolution 5143 expanding the preserve boundary and Adopt Resolution 5136 placing Proposition 411 on the November ballot to allow funds from the 1995 tax increase to be spent to acquire land in the expanded boundary
- 5/13/2014 - Council Study Session, item no. 1 - Preserve Status Update
- 6/10/2014 - Council Study Session, item no. 2 - Preserve Acquisition - Arizona State Land Department
- 9/23/2014 - Council Action Report, item no. 21 - Adopt Resolution No. 9881 authorizing Development Agreement with Arizona State Land Department and initiation of a rezoning case on approximately 4,020 acres of State Trust Land.
- 6/23/2015 - Council Study Session, item no. 3 - Preserve Status Update

To understand the relationship between the City and the McDowell Sonoran Conservancy (MSC), we met with the MSC Executive Director. Additionally, we attended the Preserve Day celebration held on October 18, 2015, a biweekly meeting of City Preserve staff and the MSC Executive Director, and a volunteer steward meeting attended by Preserve staff. We also reviewed the following contractual agreements between the two parties:

- Contract No. 2009-191-COS - Initial agreement dated December 8, 2009
- Contract No. 2011-101-COS - Current agreement dated December 6, 2011
- Contract No. 2012-097-COS - Agreement for the City to provide State grant funds to the Conservancy for performing a Preserve fauna survey, dated July 3, 2012
- Contract No. 2012-102-COS - Agreement accepting the Conservancy's donation of \$60,000 toward the construction of an interpretive trail at the Lost Dog Wash Trailhead, in addition to interpretive signage for the Marcus Landslide and Kovach Family Nature Trails, dated July 3, 2012

We analyzed current and projected Preserve operation costs, including personnel, maintenance contracts and work orders, custodial, utility and indirect costs.

To evaluate whether the MSC volunteer support is reasonably reported and valued, we reviewed the MSC's method of accumulating volunteer hours and the scheduled trail patrol frequencies. We also validated the hourly rate applied to volunteer time to an independent source, www.independentsector.org. We further reviewed financial information from the MSC's IRS Form 990 and its FY 2014/15 audited financial statements. We also calculated the value of the MSC's free use of City facilities for comparison to the value being received by the City.

We evaluated contract administration of the City's Conservancy contracts. In addition, we traced the Finance department's record of bond purchased and donated Preserve land to the City's capital asset listing for completeness.

Our audit found that Preserve costs can be more appropriately recorded and projected, administration of the MSC contract can be improved, Preserve-related donations should be recorded as an asset, and an appeal process should be established for permit denials.

We conducted this audit in accordance with generally accepted government auditing standards as required by Article III, Scottsdale Revised Code §2-117 et seq. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. Audit work took place from October 2015 to January 2016.

FINDINGS AND ANALYSIS

1. Preserve costs could be more appropriately recorded and projected.

Currently, direct Preserve costs are budgeted and recorded in multiple unrelated cost centers. Further, Preserve maintenance and operation cost projections do not include some expected new cost and staff assumptions were not developed using workload indicators.

- A. While accounting cost centers are intended to accumulate the costs of a specified activity, several directly related salaries are not included in the Preserve Management cost center. This makes it more difficult to determine the Preserve's direct operating costs without further research.

The Preserve Management cost center includes the salaries for approximately 2.4 full-time equivalent (FTE) positions, but not 3 other part-time directly related salaries.

- The Preserve Director estimated that he spends 50% of his time on Preserve matters however 100% of his salary is paid from the Planning & Development Department's Neighborhood Planning cost center.
- The Preserve Manager estimated she spends 60% of her time directly on Preserve management, but 100% of her salary is paid from the Community Services Division's Parks & Receptions Planning center.
- The Pinnacle Peak Park Natural Resources Coordinator spends approximately 25% of her time at the Preserve, but 100% of her salary is paid from the Division's Pinnacle Peak Park cost center.

With these additional direct salaries, the Preserve Management cost center budget would be approximately 60% higher annually, as shown in Figure 2 on page 10.

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Figure 2. Preserve Management Approved Budget and Additional Direct Salaries



SOURCE: Auditor analysis of fiscal year approved Preserve Management budgets and direct staff salary reports.

The General Fund currently pays the salaries of all these positions. So properly accounting for the direct portion within the Preserve cost center would not affect the funding source, but would more correctly reflect the Preserve operating costs in the budget and accounting reports for analytical and informational purposes.

- B. As the City transitions from Preserve property acquisition to its ongoing maintenance and operations, the Preserve staff has been working to forecast future costs. In June 2015, Community Services staff created a 10-year projection that included estimated direct, indirect and overhead costs for Preserve operations.

While the projection is generally reasonable, it did not include increased operating costs associated with plans for expanded and new trailheads. Staff is anticipating constructing a new trailhead in FY 2018/19 and improving two existing trailheads in FY 2017/18. These trailhead changes will incur utility, maintenance and custodial operating costs and possibly result in an added staff position. Based on historical costs, we estimate these annual costs will total approximately \$25,000 per trailhead, or an estimated \$75,000 for FY 2018/19, as shown in Table 2 on page 11.

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Table 2. Current and Estimated Preserve Operating Costs

	FY 2014/15 Actual	FY 2015/16 Adopted	FY 2016/17 Budgeted	FY 2017/18 Estimated	FY 2018/19 Estimated
Direct Expenses					
Preserve Cost Center	\$282,980	\$298,304	\$308,178	\$315,603	\$323,468
Salaries not included in Cost Center	174,184	181,272	186,710	90,252	92,960
Utilities, Maintenance & Custodial	82,443	89,860	92,331	94,872	97,485
Direct Costs	\$ 539,607	\$ 569,436	\$ 587,219	\$500,727	\$ 513,913
Estimated New Operating Expenses					
Improved/New Trailheads*	-	-	-	47,436	73,113
1 Natural Res. Coord.	-	-	-	-	85,330
Estimated New Costs	\$ -	\$ -	\$ -	\$ 47,436	\$ 158,443
Indirect and Overhead Expenses					
Comm. Svcs. staff [†]	54,169	55,089	56,741	58,443	60,197
City Overhead ^{††}	59,081	62,140	64,074	60,357	72,889
Indirect & Overhead	\$ 113,250	\$ 117,229	\$ 120,815	\$ 118,800	\$ 133,086
Total Operating Costs	\$652,857	\$686,665	\$708,034	\$666,963	\$805,442

*Fraesfield and Granite Mountain improvements are expected to be completed in FY 2017/18. A trailhead at Pima and Dynamite is planned for FY 2018/19, if the City purchases the property at that site.

[†]Includes a portion of the Community Services Director, Budget Analyst and Admin. Assistant salary and benefits based on staff estimates of Preserve-related time.

^{††}The rate is determined by the City Treasurer's Budget Office.

SOURCE: Auditor analysis of SmartStream reports, utility and maintenance reports and June 2015 staff projection.

The Preserve staff's June 2015 projection also included adding 3.5 FTEs in future years. Currently, Preserve management estimates only adding 1 new FTE; however, both estimates were determined anecdotally rather than using workload indicators.

Preserve staffing levels have remained consistent, at about 3.25 FTE, since at least 2012 although:¹

- The Preserve has grown by 40%, from 21,000 to 30,000 acres
- Trail miles have increased almost three-fold, from 56 to 170 miles
- Estimated annual visits have more than doubled, from 260,000 to 537,000²

¹ The 3.25 FTE excludes the 0.5 FTE Preserve Director, who primarily handles land acquisition workload, and the 0.6 Preserve Manager.

² Since 2013 when gate/driveway counters were installed at the trailheads.

Tracking workload indicators like these to evaluate current and future staffing needs would better support projected needs and future budget requests.

Recommendations:

The Community Services Division Director should ensure:

- A. All direct staffing costs are budgeted and recorded in the Preserve Management cost center to facilitate analytical and informational uses.
- B. Staff includes additional operating costs of new and expanded trailheads in cost projections, and develops workload statistics to evaluate the need for additional staff.

2. Administration of the McDowell Sonoran Conservancy contract can be improved.

The City's contract with the MSC formalizes the relationship between the parties and outlines the responsibilities for each. The MSC agrees to provide volunteer support for the Preserve and in return, the City allows the Conservancy use of City facilities at no charge.

- A. A Contract Administrator has not been named for the agreement between the City and the MSC. A contract administrator monitors the execution of contract terms and maintains documentation of compliance as well as any issues. When contract responsibility passes to another staff, such documentation can be critical if significant issues have developed and to maintain a history of contract-related activities. While the current contract is a performance agreement and there are no payments due to either party, it is still important to ensure proper contract administration.

For example, in the last three full fiscal years the MSC has donated more than \$2 million in volunteer labor, cash, equipment and trail signage for the Preserve. Further, the Conservancy facilitated private property land donations in 2010 valued at \$335,000. However, the related documentation and records were not kept in a central location for easy reference. We also found reference to additional in-kind donations given prior to 2009 that totaled \$300,000 and \$6.8 million in land and easement donations, but neither City staff nor the MSC could locate further details.

As shown in Table 3 on page 13, from FY 2012/13 to FY 2015/16, the City provided the MSC with meeting and program space worth almost \$390,000. Compiling and maintaining this information would enable a contract administrator to show the City is receiving more than fair and equal value in return for the MSC's free use of City facilities.

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Table 3. Contributions by MSC and the City

	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16 Est.
MSC Contributions				
Volunteer Hours Value	\$628,151	\$849,535	\$864,991	\$936,715
Cash Donation	\$60,000	-	-	-
Trail Signage	\$53,378	-	-	-
Total	\$741,529	\$849,535	\$864,991	\$936,715
City Contributions				
Facility Usage	\$22,280	\$84,584	\$143,300	\$139,495
Heritage Grant*	\$24,600	-	-	-
Total	\$46,880	\$84,584	\$143,300	\$139,495

*The Arizona Game and Fish Commission Heritage Grant passed through the City to the MSC to fund a fauna survey that the MSC conducted in the Preserve.

SOURCE: Auditor analysis of Preserve records, City financial reports, and Community Services facility rental records.

- B. The City's agreement with the MSC provides one specific deliverable, for the Conservancy to provide an annual report that includes the MSC's activities in the past year and its plan for the coming year. However, the Preserve staff has not been requesting or receiving a report with these details.

Preserve staff meet with the Conservancy director on a biweekly basis. These discussions and other planning activities between the parties provide much of the information specified for the annual report. However, a written annual report from the Conservancy would provide its own documented summary of actual and planned activities, thus ensuring that both parties have the same record of prior performance and future plans.

Recommendation:

The Community Services Division Director should assign a Contract Administrator for the agreement between the City and the Conservancy to maintain documentation of related activities and ensure the annual report is received.

3. Preserve-related donations should be recorded and an appeal process established.

Some private property donated to the City for preservation was not recorded in the City's financial records and there is not an established process for citizens to appeal Preserve permit decisions.

- A. Two donated parcels valued at approximately \$335,000 are not recorded in the City's capital asset records.

In June and December 2010, the City Council accepted MSC donations of two parcels located within the Preserve's Recommended Study Boundary.

Parcel	Size	Valuation	Council Acceptance
217-07-180A	5 acres	\$105,000	6/22/10 Regular Meeting
217-08-143	6 acres	\$230,000	12/14/10 Regular Meeting

The property owners donated the land to the MSC to be preserved in perpetuity. The MSC then donated these parcels to the City to become part of the City's Preserve.

While the recorded property deeds correctly show they now belong to the City, the properties were not recorded as assets in the City's accounting records. Preserve staff has not established a process to notify the City Treasurer's staff of any Preserve donations. As a result, the City's capital assets are understated by approximately \$335,000.

- B. The Preserve Ordinance gives sole authority to the Preserve Director to determine if activities that are not within the established general rules for Preserve use will be allowed with a permit.

Currently, the Preserve Ordinance allows prohibited activities when, in the reasonable judgement of the Preserve Director, the activities serve or further a legitimate public, civic or educational purpose and they are not inconsistent with the Preserve's purpose or management objectives. Preserve staff has developed written policies related to permit issuance.

While staff indicated that controversial issues are brought before the Preserve Commission or City Council for direction, there is no requirement to do so. Further, a method has not been established for permit-seekers or the public to follow if they want to appeal a decision by the Director. Such a process should specify the appeal being heard by an independent party rather than by the Preserve Director.

Recommendations:

The Community Services Division Director should:

- A. Ensure the Preserve staff provides the City Treasurer's Office details of donated parcels within the Preserve so that they can be recorded appropriately in the City's capital asset records.
- B. Propose an amendment to the Preserve Ordinance to establish a method for appeals, including having the appeals heard by an independent person or group, such as the City Manager or the McDowell Sonoran Preserve Commission.

MANAGEMENT ACTION PLAN

1. Preserve costs could be more appropriately recorded and projected.

Recommendations:

The Community Services Division Director should ensure:

- A. All direct staffing costs are budgeted and recorded in the Preserve Management cost center to facilitate analytical and informational uses.
- B. Staff includes additional operating costs of new and expanded trailheads in cost projections, and develops workload statistics to evaluate the need for additional staff.

MANAGEMENT RESPONSE: Partially Agree

PROPOSED RESOLUTION:

- A. With the completion of the budget for Fiscal Year 16/17, staff will continue to track and monitor budget expenditures for the Preserve with the goal of organizing for FY 17/18 a Preserve or Natural Resources area cost center.
- B. The 10 year forecast which we have prepared is our best estimate for future business planning and as our acquisitions continue and master plans are updated, we will continue to refine those estimates. Preserve staff will begin tracking specific tasks within the Community Services work management system in order to develop workload statistics.

RESPONSIBLE PARTY: William B. Murphy, Director, Community Services

COMPLETED BY: Fall 2016

2. Administration of the McDowell Sonoran Conservancy contract can be improved.

Recommendation:

The Community Services Division Director should assign a Contract Administrator for the agreement between the City and the Conservancy to maintain documentation of related activities and ensure the annual report is received.

MANAGEMENT RESPONSE: Agree

PROPOSED RESOLUTION: The Preserve staff will be working with the McDowell Sonoran Conservancy in May to review the FY 15/16 season, with the desire to have a new modified agreement ready in late summer 2016. Contract administration within Community Services will be identified with that new document.

RESPONSIBLE PARTY: William B. Murphy, Director, Community Services

COMPLETED BY: Fall 2016

3. Preserve-related donations should be recorded and an appeal process established.

Recommendations:

The Community Services Division Director should:

- A. Ensure the Preserve staff provides the City Treasurer's Office details of donated parcels within the Preserve so that they can be recorded appropriately in the City's capital asset records.
- B. Propose an amendment to the Preserve Ordinance to establish a method for appeals, including having the appeals heard by an independent person or group, such as the City Manager or the McDowell Sonoran Preserve Commission.

MANAGEMENT RESPONSE: Agree

PROPOSED RESOLUTION:

- A. The Preserve staff will continue to work with the City Treasurer's Office to record all current state land acquisition parcels and any private property donated parcels in the next year.
- B. Staff will continue to bring forward to the McDowell Sonoran Preserve Commission any permit users that might be in conflict with other Preserve users or being considered for denial of their permit request. Subject to McDowell Sonoran Preserve Commission review and City Council approval, staff will draft an appeals proposal for consideration at that time.

RESPONSIBLE PARTY: William B. Murphy, Director, Community Services

COMPLETED BY: Fall 2016

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