Volume One

Operating Budget

City of Scottsdale, Arizona
Adopted FY 2016/17 Budget

Scottsdale Airport Operations Center

INSTRUCTIONS FOR NAVIGATING IN ANNUAL BUDGET PDF FILES

- **Bookmarks** for major sections are provided in the navigation pane on the left. Click on the bookmark to jump directly to that section.

- If a **"+"**sign is at the left of a bookmark, click on the "+" to bring up subheadings.

- All pages are linked to the **Table of Contents**. To jump to a specific page or subsections from the Table of Contents, put the pointer finger on the title or page number within and click the mouse.

- Click the "**Table of Contents**" blue text located at the top right hand corner of any page or click the Table of Contents bookmark on the left to return to the Table of Contents at any time.

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Operating Budget
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The City of Scottsdale

A report to our citizens - Fiscal Year 2015/2016

About Scottsdale

The voters elect a mayor and six councilmembers to govern Scottsdale. The City Council appoints six officers to advise them on policy issues and run day-to-day operations. 2,679 city employees and 6,957 volunteers serve the 231,200 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 15% by **improving signal timing and coordination** on McDonald Drive and Chaparral Road corridors
- Paved three dirt roadways, Via Dona, 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 28% (highest rate of any large Valley city)
- Increased the percentage of **compressed natural gas vehicles** to 64%, 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 6% citywide (Appaloosa 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 kiosk installed at Scottsdale City Court to offer the public real-time registration renewal, registration tag prints, 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 Renegade, Desperado, North Diablo, South Diablo, and a portion of the High Desert Trail

SUPPORT ECONOMIC VITALITY

- Attracted or **expanded 9 businesses** with 1,183 jobs and an average wage of $67,085
- Opened new operations center at Scottsdale Airport

More achievements are in the adopted budget. Go to ScottsdaleAZ.gov and search "finance".
For more information about demographics, leadership, or a community profile, visit ScottsdaleAZ.gov and search "about".
Top photo: Bill Timmerman

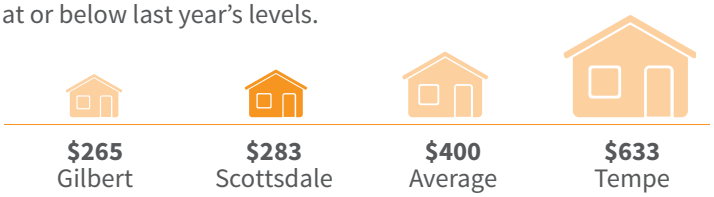
How do we compare with our neighbors?

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

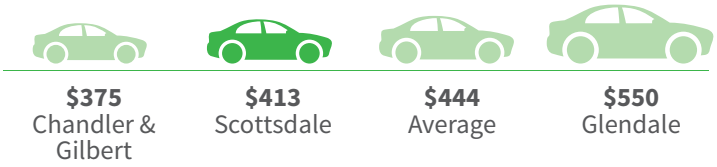
Source: City budget offices



City sales tax on a $25,000 car

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

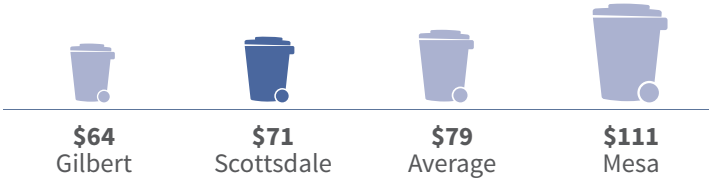
Source: Arizona Department of Revenue



Monthly residential utility bill

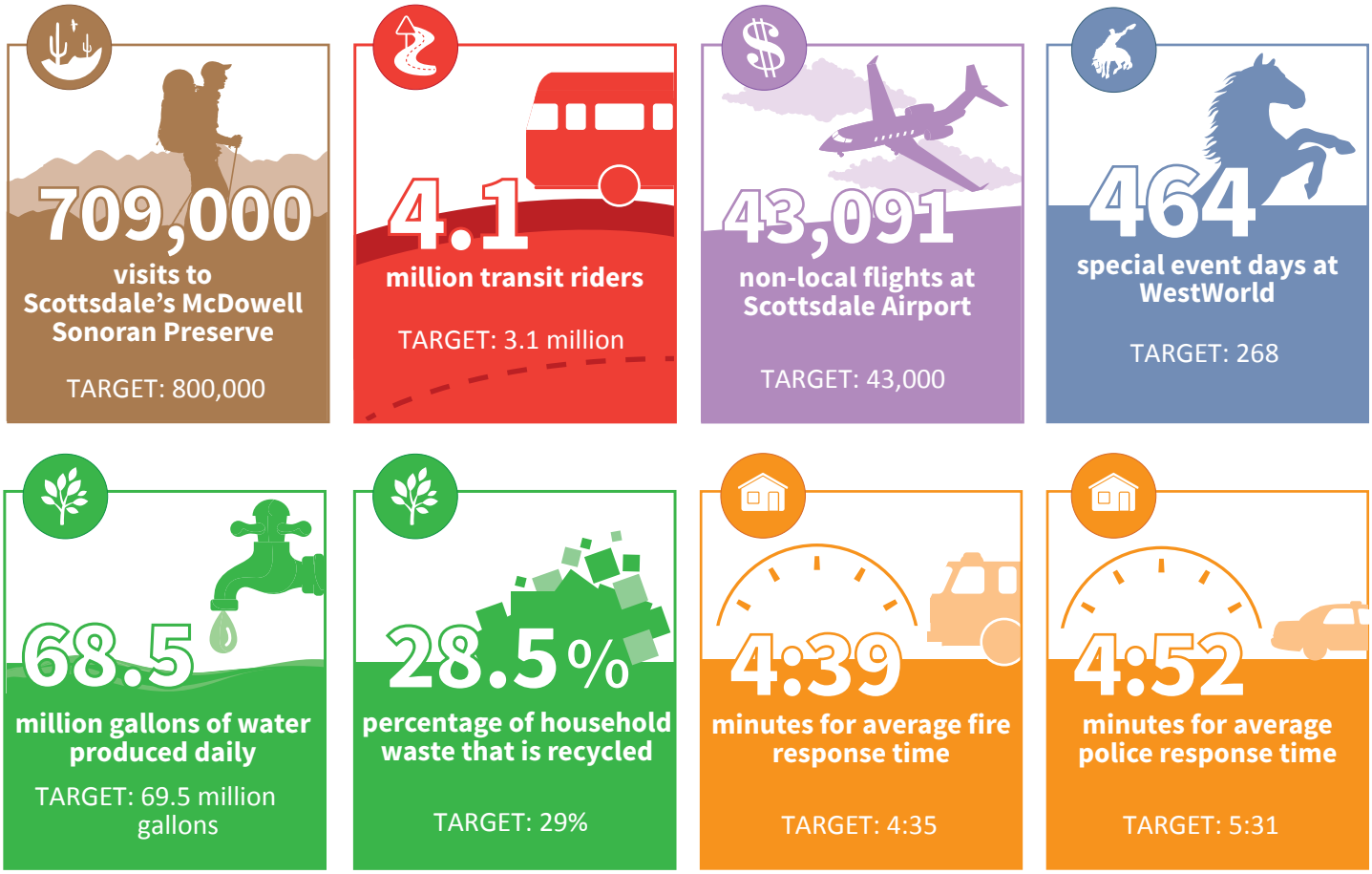
This includes water, wastewater (sewer) and solid waste (trash and recycling) for a single-family residential customer in each community. Actual bills may vary based on actual usage and size of property.

Source: City of Tempe



How are we doing?

This is a snapshot of measures from the city's Quarterly Performance Report. For more measures, go to 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 amounts were as adopted by the City Council in June 2016. The city's financial statements are audited annually by an independent auditor. The most recent audit for 2015 received a clean opinion.

What financial resources are available for the city of Scottsdale? (in millions of dollars)

2016 forecast	2017 budget	
$59.6	$61.0	**Property taxes** are collected to support city services, and also to pay for debt service on property, buildings and infrastructure. (4%)
$351.2	$468.0	**Other financing sources** includes funds carried over from prior years for capital and utilities designated purposes. (31%)
$404.3	$395.7	The **fund balance** consists of the accumulated surpluses from prior years held in contingency and reserve. (26%)
$561.1	$605.6	The city receives revenue from **local sales and business taxes**, and **service charges** from customers. Key breakouts below. (39%)
$1,376.2	$1,530.3	**Total financial resources available**

206.8 - Local Taxes

167.6 - Utilities and Enterprises

108.5 - Grants, trusts, and interest earnings

78.6 - State and Regional Taxes

44.1 - Licenses, Fines & Fees

What are the expenses for running the city of Scottsdale? (in millions of dollars)

2016 forecast	2017 budget	
$182.7	$168.2	The city also sets aside about 14% of the total budget for **contingency and reserves**. This is the city's savings account. Decrease due primarily to one-time funds needed in 2016 if full bond program was approved by voters. (12%)
$490.4	$641.0	The **capital budget** is used to acquire, build or rehabilitate major facilities including buildings, roads and water infrastructure. About $100 million in increased funding is due to new projects and additional phases of existing projects, including those listed on page 4. The remaining $50 million is due to a change in budgeting practices. (47%)
$528.5	$554.1	The **operating budget** is used to pay for city services and to pay employees that provide those services. Key breakouts shown below. (41%)
$1,201.7	$1,363.3	**Maximum expenditure limit**

154.8
Utility services for customers and city infrastructure maintenance

145.1
All other city services such as planning, parks, libraries and administration

134.7
Police and Fire Services

119.5
Long-term debt

Complete financial information can be found at ScottsdaleAZ.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 six long-term strategic goals, the Scottsdale City Council has also identified six priorities relating to revitalizing McDowell Road, tourism and visitor events, economic development, transportation, fiscal sustainability, and a high performance organization. Selected objectives to advance strategic goals or short-term priorities are listed below.

Simply Better Service for a World-Class Community

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)
- Drainage 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 McKellips 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, Acoma 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. 25-28, 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
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Scottsdale, AZ 85251
480-312-2800
citymanager@ScottsdaleAZ.gov

Citizen-Centric Reporting AGA

This report provides a snapshot of information available in the budget and comprehensive annual financial report documents which are available at:
ScottsdaleAZ.gov and search "finance"
This report prepared according to AGA citizen centric reporting standards.

Guiding Scottsdale Forward

An Introduction to Our Leadership

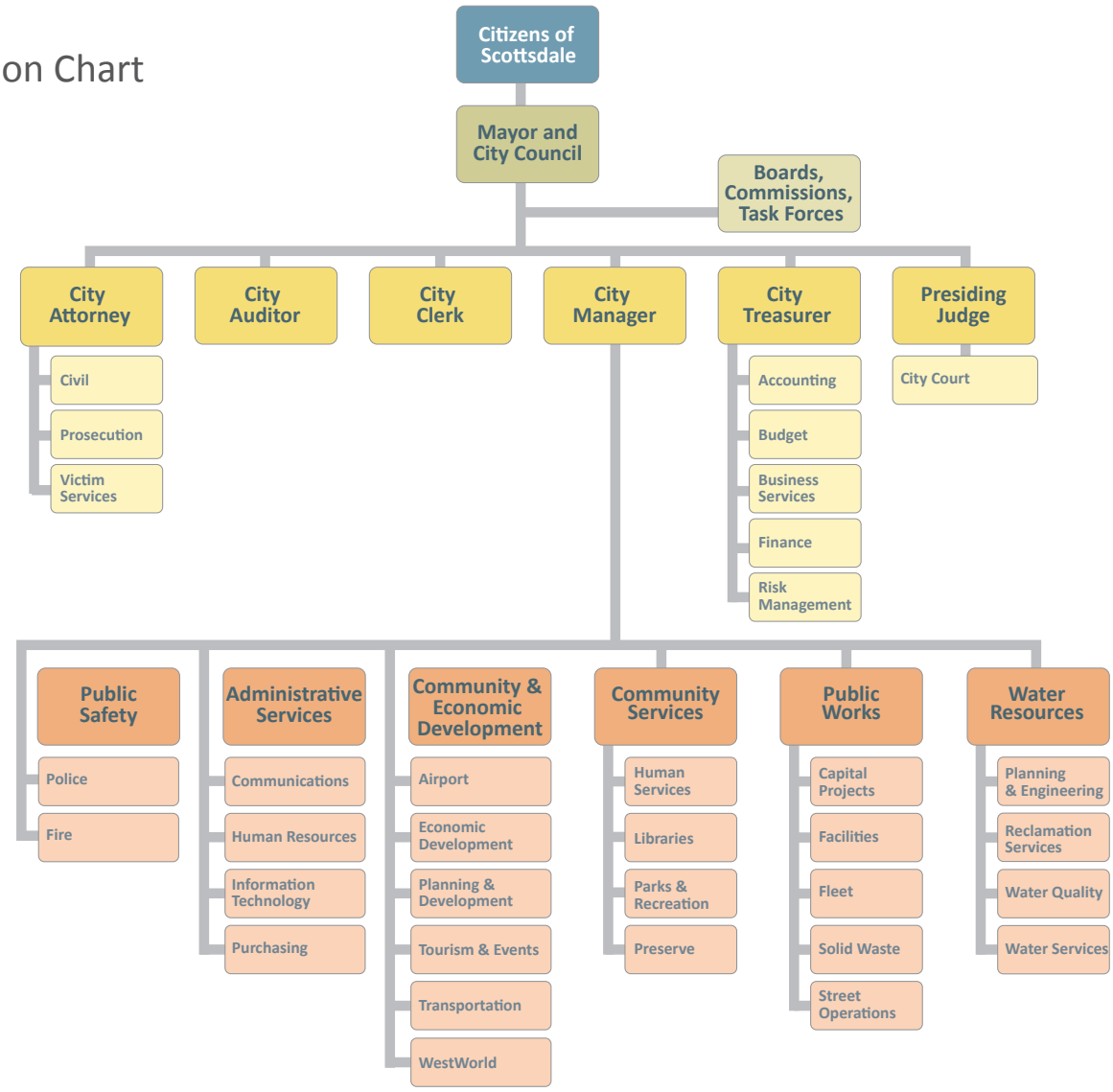
About Scottsdale

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

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

Organization Chart

July 2016



Scottsdale City Council

Mayor W. J. "Jim" Lane

Mayor W. J. "Jim" Lane served for four years on the Scottsdale City Council beginning in June 2004, and began his first term as Mayor in January 2009. He was re-elected to the Mayor's Office in 2012 and began his second term in January 2013. A Scottsdale resident since 1973, Mayor Lane currently represents the city as a member of the Flinn Foundation Arizona Bioscience Roadmap Steering Committee. He is the current Treasurer and Secretary of the Arizona Municipal Water Users Association, a member of the Governor's Arizona Workforce Committee, member of the Executive Committee of the League of Arizona Cities and Towns, and a Chairman of the Maricopa Association of Governments Economic Development Committee, and a member of the Regional Council. Mayor Lane also serves on the Scottsdale Leadership Advisory Board, Arizona Game and Fish Appointment Recommendation Board, and an Honorary Member of the Taliesin West Board of Stewards. Mayor Lane is also a member of the Municipal Tax Code commission. Mayor Lane has owned and operated businesses in construction, mining, computer technology, telecommunications, regional aviation and financial consulting. Mayor Lane is also a former Adjunct professor of Business and Accounting at Scottsdale Community College. He holds a Bachelor of Science degree in Accounting from Saint Joseph's University in Philadelphia.

jlane@ScottsdaleAZ.gov, 480-312-2466

Councilmember Virginia Korte

Councilmember Virginia Korte began her first term on the Scottsdale City Council in January 2013. She has an extensive background in business and non-profit management as well as community service. In 1981 she joined her family business (Ray Korte Chevrolet) to work with and learn from her father where she served in various roles until becoming general manager and dealer in 1991. After selling the dealership in 1998, Virginia was hired as a biology professor at Scottsdale Community College and became their first CNUW (Center for Native & Urban Wildlife) Executive Director, serving until 2002. In 1996, Virginia was named to the Board of Directors of the Scottsdale Area Chamber of Commerce, and in 2002, she was hired as President and CEO. Virginia left the Chamber in 2008 to take on another challenge where she served as President and CEO of Scottsdale Training and Rehabilitation Services (STARS) until 2014. She currently serves as a member of the board for Arizona Town Hall and BUSS (Business United for Scottsdale Schools). Throughout her time in Scottsdale, Virginia has also served on a wide variety of volunteer boards and committees focused on serving the community.

vkorte@ScottsdaleAZ.gov, 480-312-7456

Councilman Guy Phillips

Councilman Guy Phillips began his first term on the Scottsdale City Council in January 2013. He was raised in Phoenix where he graduated from Camelback High School in 1977. He moved to Scottsdale in 1994. He attended Maricopa Community College and subsequently started the air conditioning contracting business that he still owns and operates today. He is also a general contractor whose business was one of the first to implement Scottsdale's Green Building Program. In addition to being a licensed contractor, Councilman Phillips was formerly a licensed realtor. He is an accredited member of the Better Business Bureau, the Heritage Foundation, and the National Rifle Association. Scottsdale is where Guy Phillips met his wife Cora, and together they raised a family of five children who all attended Scottsdale public schools. Councilman Phillips is an amateur artist and published writer who likes to rebuild muscle-cars in his spare time. He has created many start-up businesses with a patent pending. He is a firm believer that small business is the backbone of the country, and has mentored others through the business process.

gphillips@ScottsdaleAZ.gov, 480-312-2374

Councilwoman Suzanne Klapp

Councilwoman Suzanne Klapp began her first term on the Scottsdale City Council in January 2009, and was reelected to a second term for January 2013. She has over 40 years of broad management experience in manufacturing, distribution and retail operations. She began her career with Whirlpool Corp. where she worked for 14 years in a variety of staff and operations management positions in marketing, communications, human resources, production and material control. She also was General Manager of Larson-Juhl's logistics center in Los Angeles. She moved to Scottsdale in 1998 and since then has owned custom framing retail stores in Scottsdale and Phoenix. Councilwoman Klapp is Vice Chairman of the Valley Metro RPTA board and is active in the Scottsdale Area Chamber of Commerce. She is a graduate of Valley Leadership and is on the Advisory Board of Scottsdale Leadership. She serves as Chairman of the Council's Audit Subcommittee and is also on the Westworld Subcommittee. She holds a BA degree in English and Journalism from the University of Evansville (IN) and an MBA degree from Southern Methodist University (TX).

sklapp@ScottsdaleAZ.gov, 480-312-7402

Councilwoman Kathy Littlefield

Kathy Littlefield began her first term on the Scottsdale City Council in January 2015. Councilwoman Littlefield has 25 years of extensive financial and management experience. She co-founded (with her husband Bob Littlefield, who served three terms on the Scottsdale City Council from 2002 to 2015) and continues to manage a successful Scottsdale-based computer company, NetXpert Systems, Inc. Her previous professional experience includes several years working in the Budget Office of the City of Plano, Texas. Councilwoman Littlefield was President of her Civitan Club (an organization that helps developmentally disabled and underprivileged children) and was chosen "Civitan of the Year" for her efforts during her term of office. Currently she is active in the Daughters of the American Revolution working to help our nation's veterans and their families, and the Mayflower Society. Councilwoman Littlefield is a Scottsdale native. She attended the Scottsdale Unified Schools Ingleside Elementary and Arcadia High and graduated with distinction from Arizona State University in 1970 with a bachelor's degree in business education.

klittlefield@ScottsdaleAZ.gov, 480-312-7412

Councilwoman Linda Milhaven

Councilwoman Linda Milhaven began her first term on the Scottsdale City Council in January 2011. She has served in numerous volunteer capacities including Chair of the Board of Trustees of the Scottsdale Cultural Council, Chair of the Board of the Scottsdale Area Chamber of Commerce and Chair of the Board of the Better Business Bureau. She was a member of Class VIII of Scottsdale Leadership and in 2009 earned their Frank B. Hodges Alumni Achievement Award. She returned to the area to make Scottsdale her home in 1989. As part of her 30-year banking career, she was a community bank president in Scottsdale from 1993 to 2005. She graduated from Paradise Valley High School. She holds a Bachelor of Arts degree in Psychology from Wellesley College and a Masters in Business Administration from Columbia University.

lmilhaven@ScottsdaleAZ.gov, 480-312-7454

Councilman David N. Smith

David N. Smith began his first term on the Scottsdale City Council in January 2015. Councilman Smith has more than 40 years of senior financial management experience, mostly in the public service and not-for-profit sectors. He served as Scottsdale's city treasurer and chief financial officer from October 2009 until he retired in July 2013. Prior to that, he served as vice chair of Scottsdale's citizen budget review commission. Before his service with the city of Scottsdale, Councilman Smith was the chief financial officer (CFO) for Amtrak from 2004 to 2007 and served as the CFO for the Tennessee Valley Authority, the nation's largest electric utility, from 1995 to 2003. He and his wife Diana owned and published the Scottsdale Airpark News from 1986 to 1997. Councilman Smith earned a bachelor's degree in business administration and accounting from Northwestern University and a master's degree in finance from Northwestern's Kellogg School of Management.

dnsmith@ScottsdaleAZ.gov, 480-312-7423

Charter Officers

Brian K. Biesemeyer
Acting City Manager
bbiesemeyer@ScottsdaleAZ.gov
480-312-2800

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

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

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

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

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

CITY OF SCOTTSDALE

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

CITY OF SCOTTSDALE

Welcome to Scottsdale, Arizona

A world-class community

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

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

Scottsdale was founded by Army Chaplain Winfield Scott in 1888, but was not incorporated until 1951 when Scottsdale was a small community of 2,000 residents situated on about two square miles of land. Today, Scottsdale has more than 230,000 residents spread across 185 square miles.

Photo by Chris Brown

All work and all play

Business

Scottsdale is one of the state's leading job centers with a diverse economy built on medical research, high-tech innovation, tourism and corporate headquarters. Scottsdale is home to nearly 18,000 businesses supplying over 150,000 jobs. The high-tech innovation center SkySong, located just a few miles from Downtown, is designed to help companies grow through a unique partnership with nearby Arizona State University. Downtown is an emerging center for high-tech businesses. Farther north, the Scottsdale Cure Corridor is a partnership of premier health care providers and biomedical companies seeking to advance medicine and patient care through cutting-edge research.

Tourism

With great weather, fantastic scenery and a calendar full of special events, Scottsdale is among the most popular tourist destinations in Arizona. More than 9 million people visit Scottsdale annually. The city boasts many hotels and resorts, restaurants, and spas. That activity adds up to big business. The annual economic impact of Scottsdale visitors is estimated at more than $4 billion. Annual tax revenue generated by visitors was estimated around $38 million – representing about one in every five city tax dollars.

Special Events

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

Scottsdale's Top Destinations

WestWorld

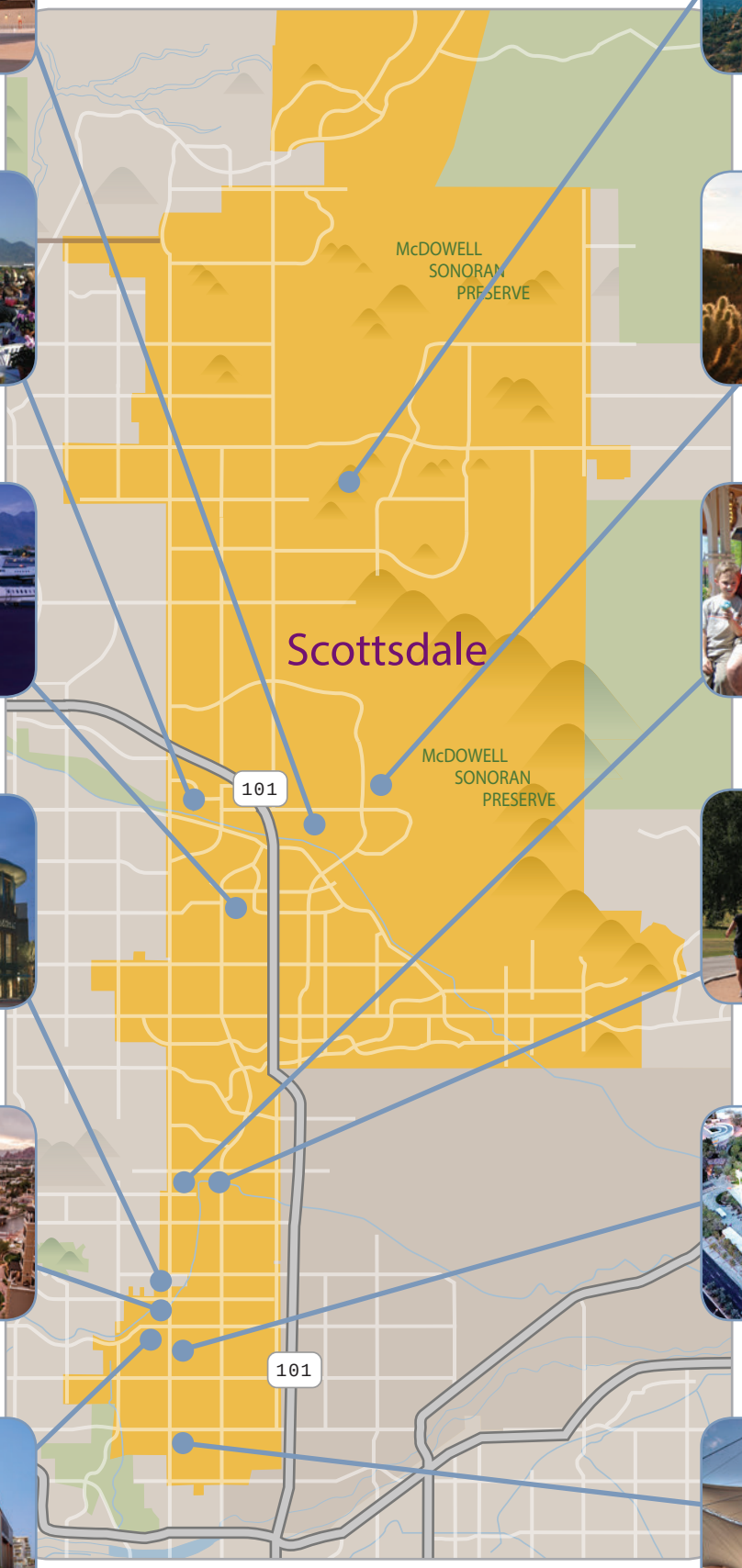
TPC Scottsdale

Scottsdale Airport / Airpark

Scottsdale Fashion Square

Downtown Scottsdale

Scottsdale Museum of the West



Pinnacle Peak Park

Preserve Gateway

McCormick-Stillman Railroad Park

Indian Bend Wash Greenbelt

Scottsdale Stadium

SkySong the ASU Scottsdale Innovation Center

Simply Better Service
for a World-Class Community

A museum without walls

Scottsdale's innovative and longstanding public art program makes the city a special place, contributing to the community's creative, cultural, and economic vitality. The program is one of several managed by the Scottsdale Cultural Council, the non-profit agency focused on art and culture in Scottsdale. Here are some examples from the world-class Scottsdale Public Art collection.

photo by Sean Deckert

Diamond Bloom
by Curtis Pittman

photo by Jeff Zischke

Sonoran Seed Pods
by Jeff Zischke

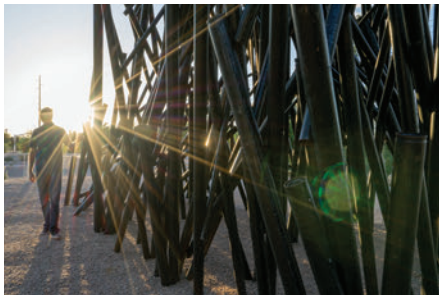


photo by Sean Deckert

Industrial Pipe Wave
by Christopher Fennell

photo by David Hewit

Copper Falls
by Bob Adams

Pillars of Thought
by Mags Harries

photo by Chris Loomis

Hidden Histories
by Elizabeth Connor

Canal Convergence

The Scottsdale Waterfront shimmers and glows during Canal Convergence, an annual weekend of engaging and inspiring events and innovative large-scale installations by local and international artists. Canal Convergence is hosted by Scottsdale Public Art has quickly become a regional attraction, adding to Scottsdale's cachet as Arizona's premier arts and cultural destination.

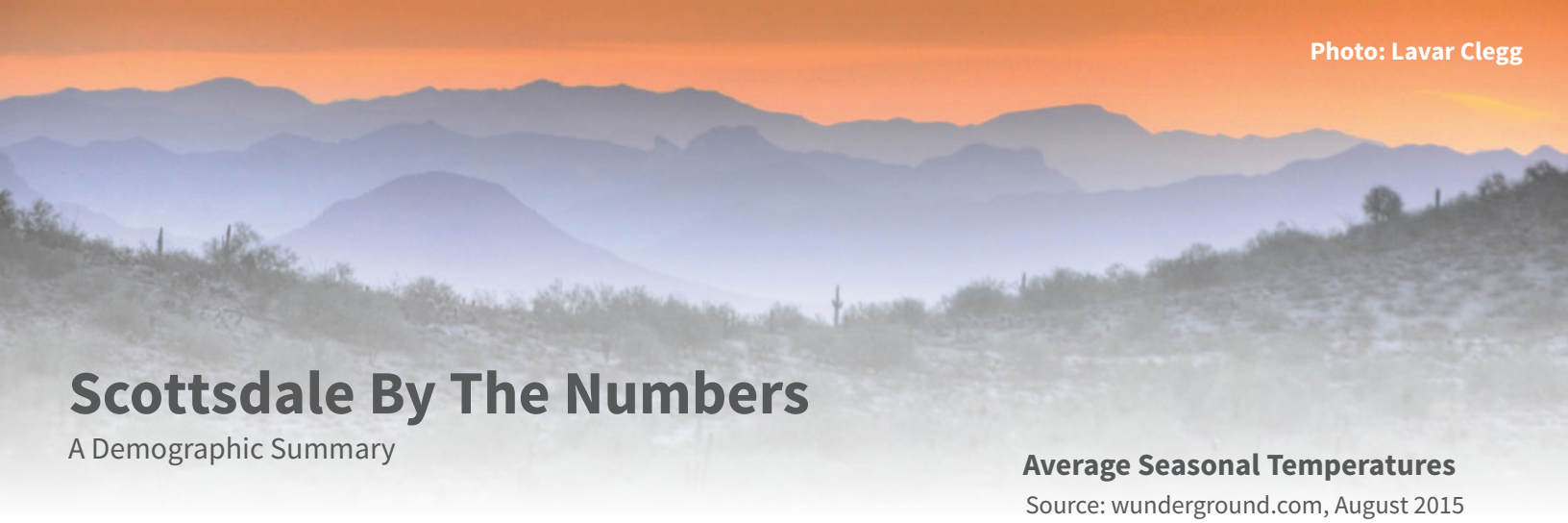
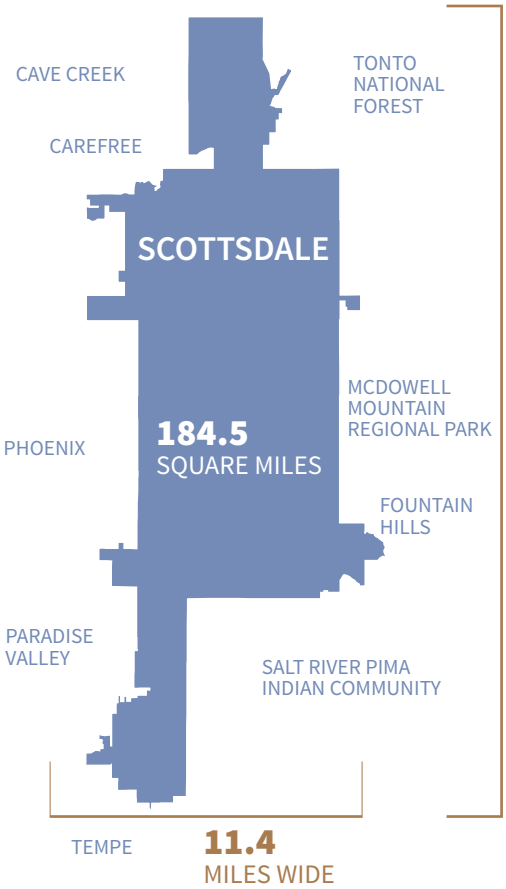


Photo: Lavar Clegg

Scottsdale By The Numbers

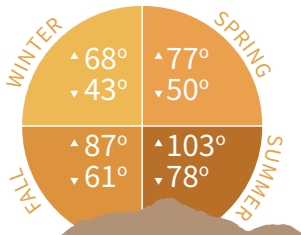
A Demographic Summary

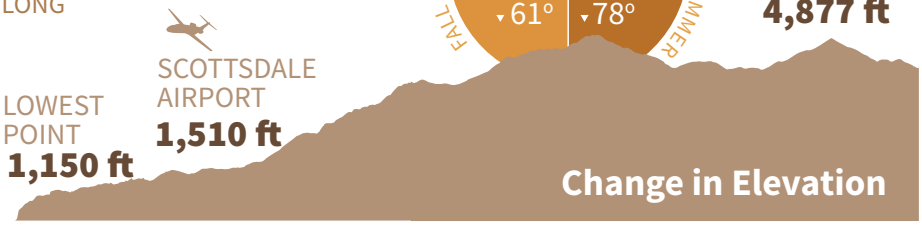
Location



Average Seasonal Temperatures

Source: wunderground.com, August 2015

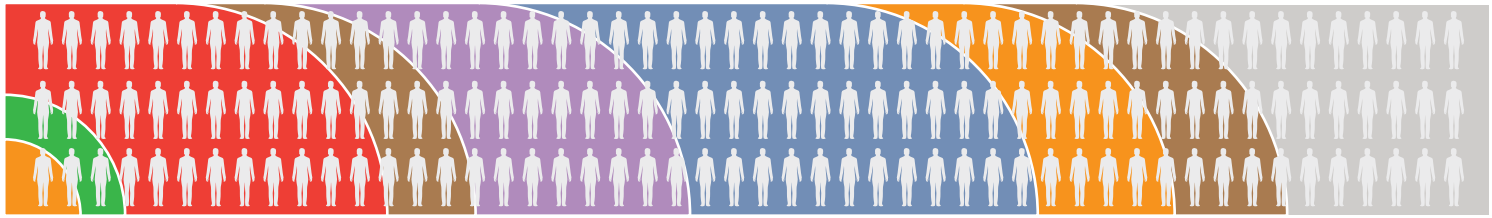




Scottsdale's 231,200 Citizens are Served by

- **1** Mayor
- **6** Council Members
- **6** Appointed Officers
- **153** Board and Commission Members
- **531** Part-time Employees
- **2,148** Full-time Employees
- **6,804** Volunteers

Scottsdale's Population Growth

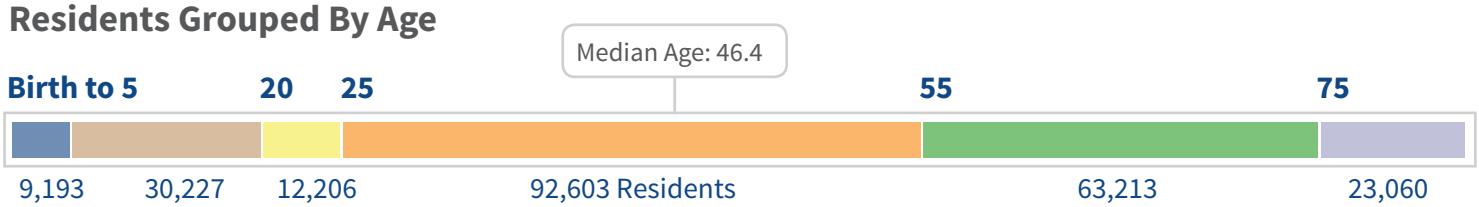


1951	1960	1970	1980	1990	2000	2010	2016	2040
2,021	10,026	67,841	88,364	130,069	202,705	217,365	231,200	296,300

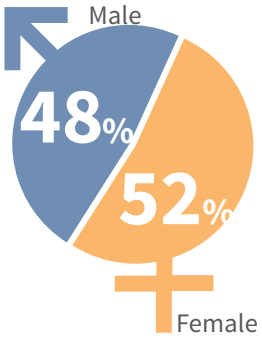
Source: U.S. Census, Population Division, Arizona Office of Employment and Population Statistics and Maricopa Association of Governments

Scottsdale's Residents

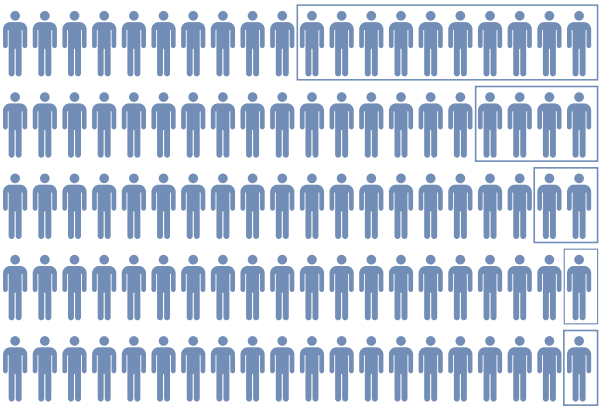
Residents Grouped By Age



Sex



Race and Ethnic Origin



Hispanic or Latino - 10% - 22,819

Asian - 4% - 9,331

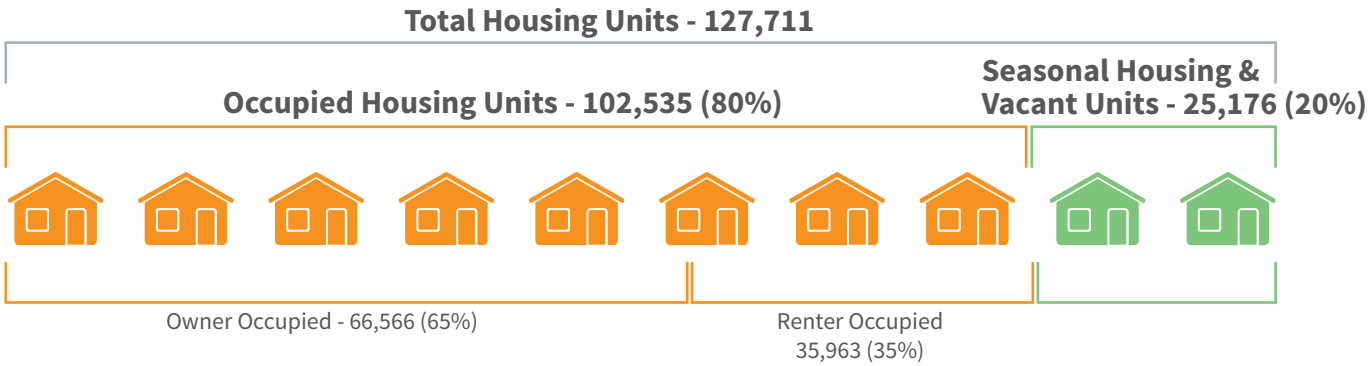
Two or more races - 2% - 4,763

African American - 1% - 2,873

Native American - 1% - 2,694

White - 81% - 187,681

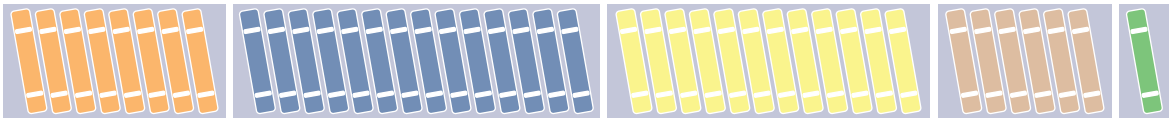
Housing Occupancy



Homeowner vacancy rate 3.3%
Rental vacancy rate 8.0%

Educational Attainment

178,876 (Population 25 years and older)



Graduate or Professional Degree **36,928 (21%)**

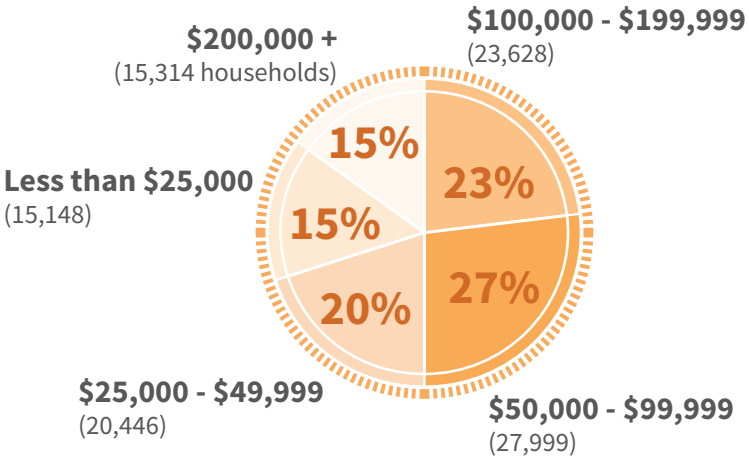
Bachelor's Degree **60,326 (34%)**

Associate Degree/ Some College **54,734 (31%)**

High School Graduate **19,959 (11%)**

Less than High School Graduate **6,929 (4%)**

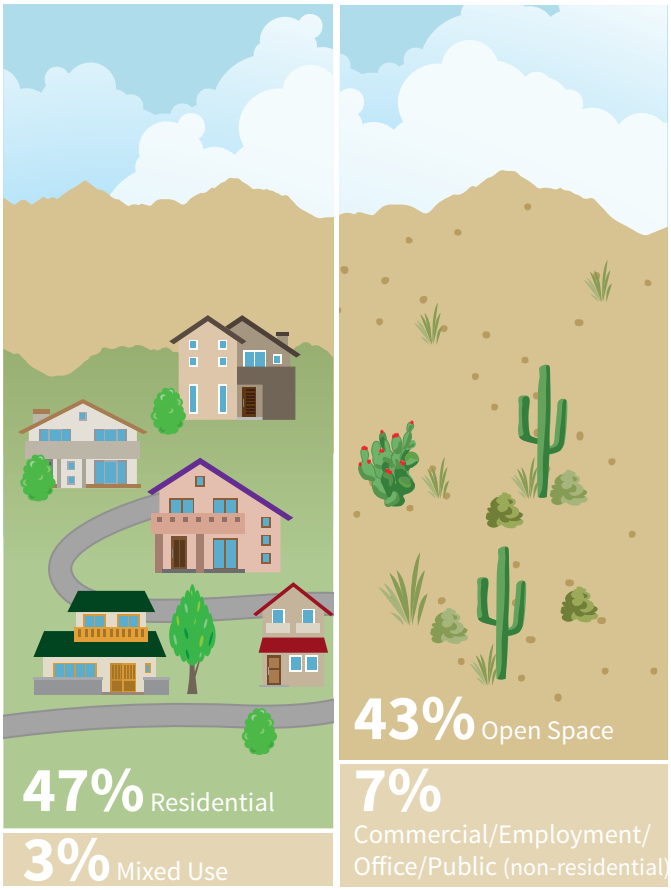
Household Income Distribution



Median Household Income **$73,387**
Mean Household Income **$112,590**

General Plan Land Use

Source: City of Scottsdale

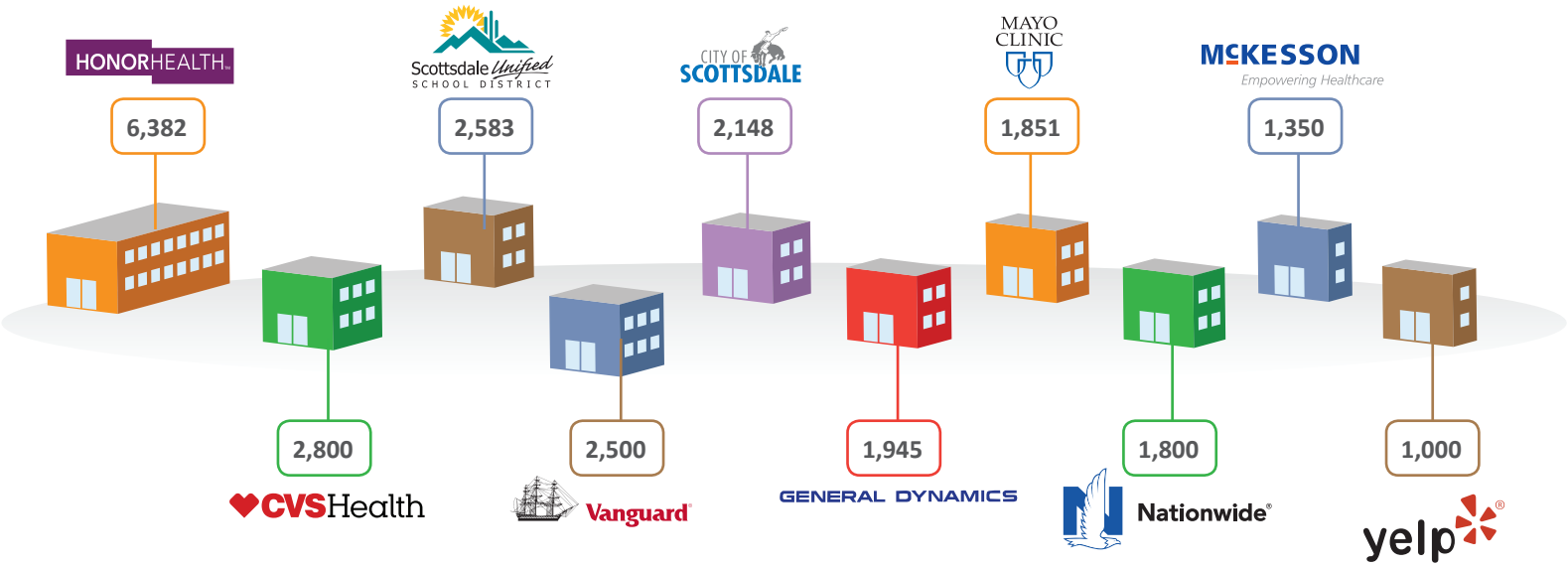


Median Housing Value

Phoenix	Mesa	Chandler	Glendale	Scottsdale	Gilbert	Tempe	Peoria
$178,800	$171,400	$249,000	$168,100	$413,100	$280,100	$216,100	$217,500

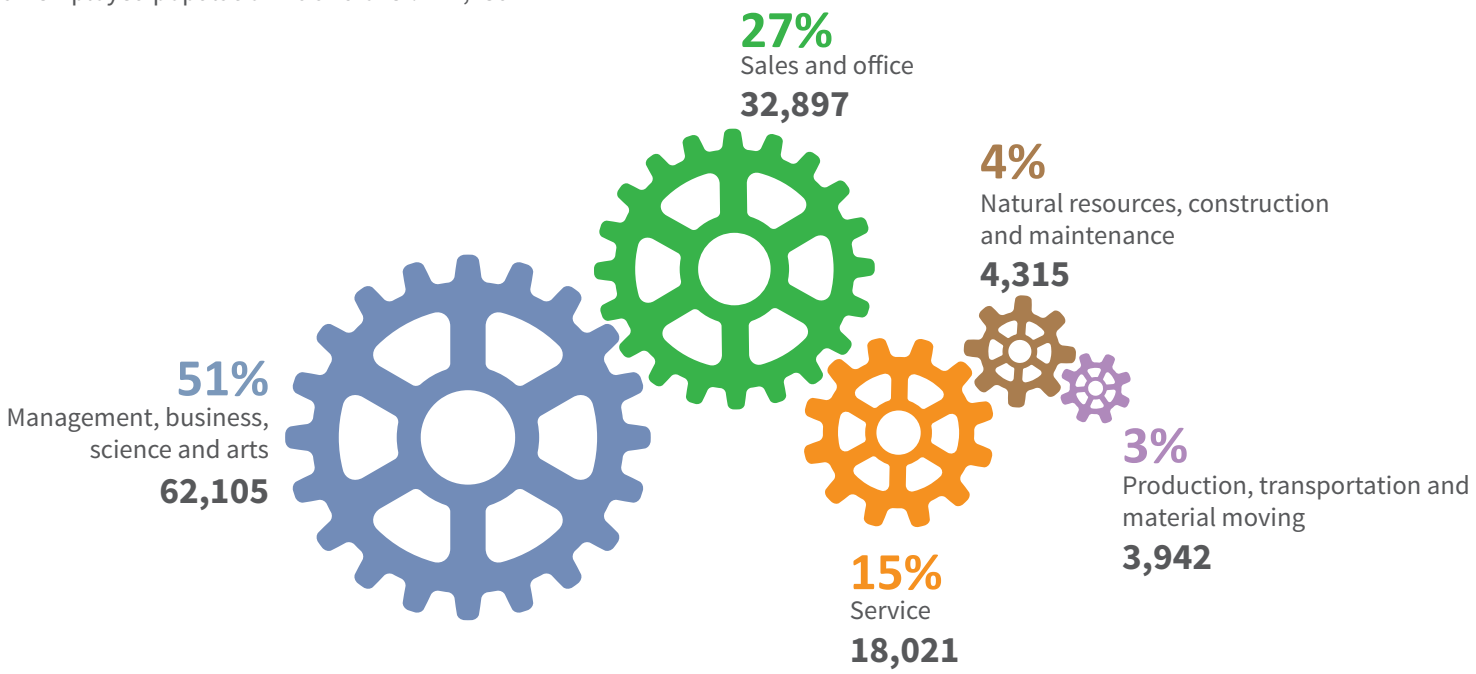
Major Employers by Number of Full-Time Employees

Source: Economic Development Department communications with employers, July 2016.



Occupational Composition

Civilian employed population 16 and over: 121,280



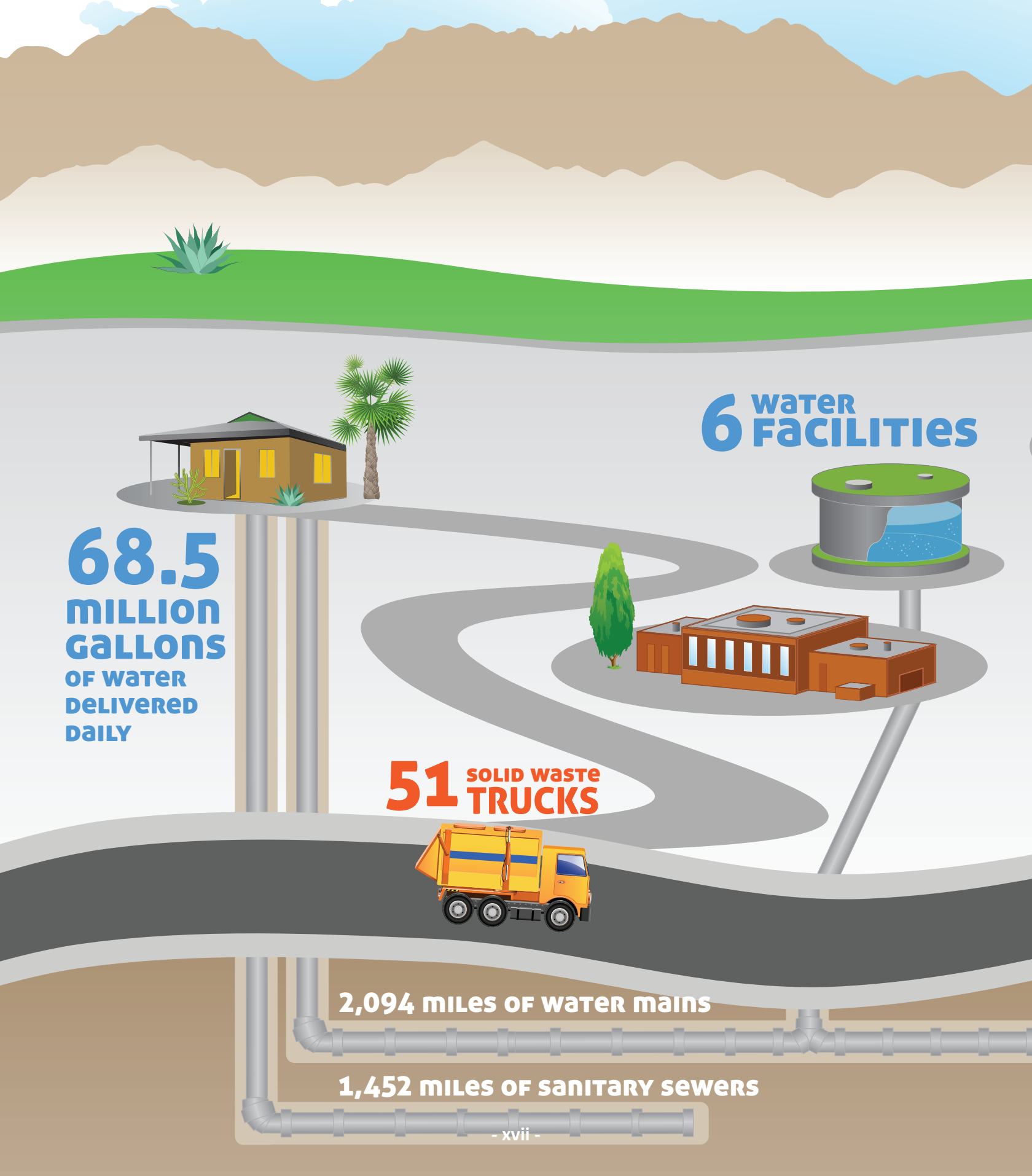
CITY OF SCOTTSDALE

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

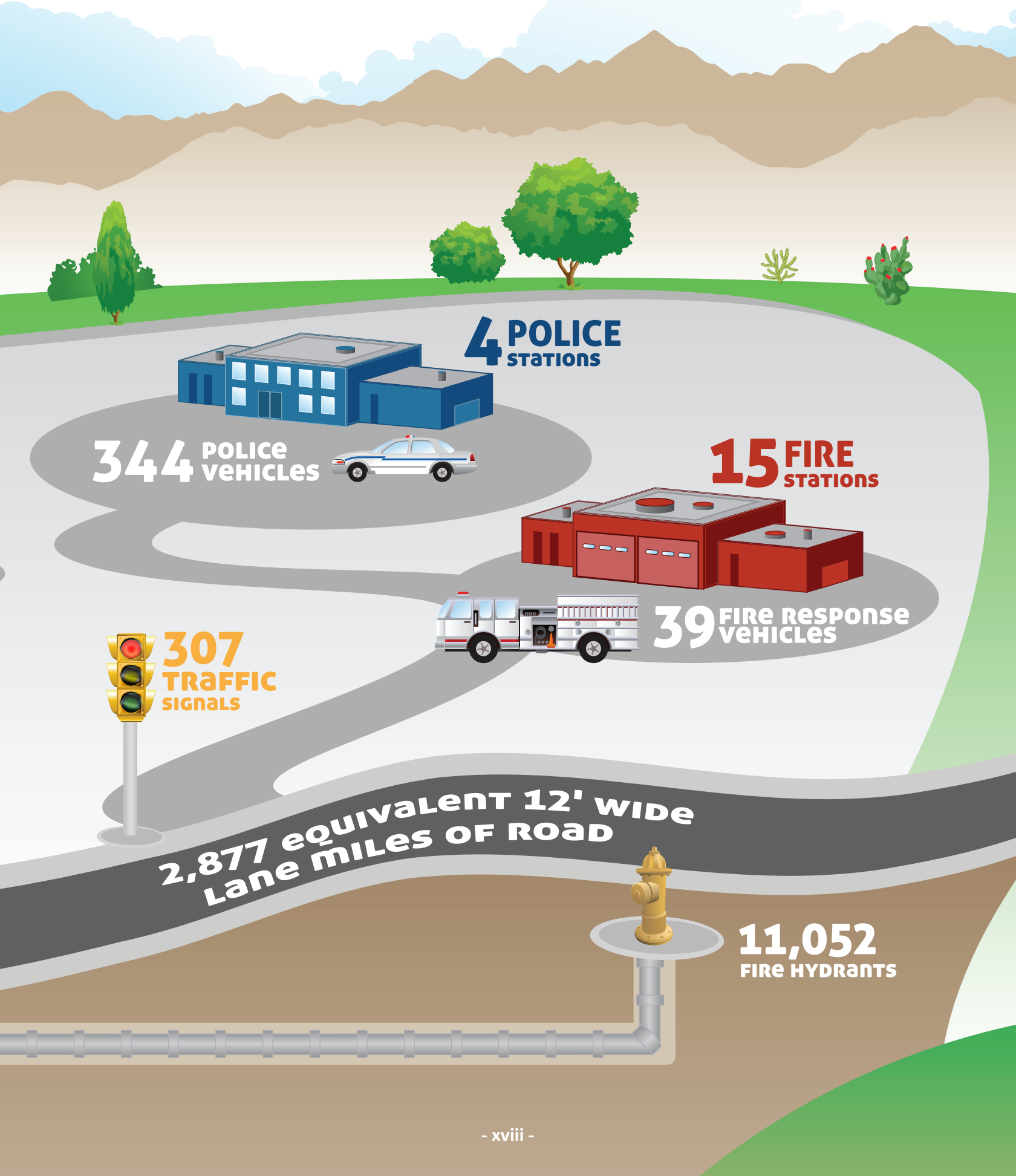
More demographic information is available in the comprehensive annual financial report available at:
www.ScottsdaleAZ.gov/finance

The mission of the City of Scottsdale is to provide Simply Better Service for a World-Class Community. Scottsdale employees provide services that help keep the community clean and healthy.

Simply Better Service for a World-Class Community



Scottsdale employees provide Simply Better Services that help keep our World-Class Community safe.



Scottsdale employees provide Simply Better Services that enhance the quality of life of residents and visitors.

Here are some key stats about the World-Class Community that we serve.

Simply Better Service
for a World-Class Community

ivy

City Manager

3939 N. Drinkwater Blvd.
Scottsdale, AZ 85251

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

July 1, 2016

Honorable Mayor, City Council and Citizens of Scottsdale:

The Adopted Fiscal Year 2016/17 Operating Budget and Capital Improvement Plan addresses a number of priority areas expressed by the City Council.

Funds were made available for priority areas due to continuing moderate economic growth, as well as decisions to reallocate money for other priorities.

Additional revenues are projected; residential property tax rate will decrease

Sales tax revenue in the general fund is projected to increase $7.6 million next fiscal year (6.9 percent) from the FY 2015/16 adopted budget. The budget also includes an increase of $5.0 million in state shared revenues.

The primary property levy is forecasted to increase by 1.5 percent due to new construction now on the tax rolls. As property values continue to recover, the assessed valuation of property in Scottsdale will increase. Per City Council direction, the amount of city property tax collected will remain level compared to last year, so the city property tax rate will decrease.

General fund spending will increase, primarily for "one-time" expenses

The FY 2016/17 budget increases general fund spending by million from the FY 2015/16 adopted budget. The bulk of that – $9.2 million – is for one-time items.

These include an additional 27th pay period, the first of a four-year plan to reapply roof coatings on city buildings, facility upgrades at city-owned buildings operated by the Scottsdale Cultural Council, and replacing old playground equipment at several city parks.

The budget also includes $2.6 million in the general fund ($3.5 million all funds) for performance-based salary increases for city employees. Additional priority expenditures are highlighted below.

- **Addressing fire fighter compensation**
  The budget includes an additional $1.1 million in the Fire Department to increase pay for fire fighters, fire engineers and fire captains to remain competitive in the local market. These increases will occur through performance pay increases up to 5 percent (within pay ranges); increasing paramedic pay from $5,400 to $6,800; and increasing specialty pay for hazardous materials, technical rescue and airport rescue personnel from $2,500 to $3,200.

- **Fully implementing the police officer pay program**
  This will be the first full year of the 5 percent police officer step program approved last fiscal year. Last year's expenditure "fixed" officer compensation by slotting them appropriately based on years of service. This year ($1.3 million) and moving forward, officers with satisfactory

performance will earn a 5 percent salary increase each year until they reach the top of their pay range.

- **Increased investment in Downtown Scottsdale**
  To support the City Council's goal to "provide strategic support of tourism and visitor events" the budget includes $0.3 million in Tourism Development Funds for event activation, such as live street performances and entertainment, in Downtown Scottsdale. An additional $0.5 million in tourism money is included to install conduit and electrical outlets on city light poles to power expanded seasonal lighting throughout downtown (related projects are also included in the CIP highlights below).

- **Addressing rising employee health care costs**
  The cost of medical benefits for city employees and their family members is expected to increase $2.8 million this fiscal year. The budget includes an additional $1.4 million to cover the city's portion of this increase; employees who receive health benefits from the city will cover the remainder through premium increases (which vary depending on the health plan they select). No network changes will occur in any of the employee health care plans.

- **Police reorganization and a mid-year policy discussion follow-up on staffing**
  Based upon recommendations from a recent staffing study and subsequent City Council direction, the Police Department has taken a variety of steps to improve efficiency. These include reorganizing the structure of several units, changing shift start times, reclassifying several positions, and adjusting staffing to achieve a reduction of 6.4 fulltime equivalent positions (through attrition). The department predicts improved workload and performance as a result of these changes. There will be a mid-year policy discussion about what kinds of calls police should respond to, who and how many personnel are dispatched to handle calls, call response times and response durations. This discussion could have implications for the Fiscal Year 2017/18 budget.

Increased investment in city infrastructure through $251 million capital program.
The Fiscal Year 2016/17 Capital Improvement Plan budgets $251 million to build critical capital infrastructure projects and support City Council priorities in a variety of areas.

Increased General Fund transfer to the CIP.
Per City Council direction, the amount of sales tax collected in the General Fund for food for home consumption ('food tax') will be transferred to the CIP in a phased three-year implementation. The FY 2016/17 transfer is $2.5 million (when fully implemented in year 3, the transfer is projected at $7.9 million). The FY 2016/17 budget also transfers an additional $5.0 million from the unreserved fund balance to the CIP.

This year's total CIP transfer is $10.2 million, which consists of:

$2.3 million – 25 percent of construction sales tax, per financial policy
$0.4 million – interest earnings above $1 million, per financial policy
$2.5 million – food tax transfer as described above
$5.0 million – transfer from the unreserved fund balance as described above

The CIP transfer combined with other available funds from approved bonds, transportation sales tax, Proposition 400 funding, enterprise operations and other sources will fund the FY 2016/17 capital program, including the following notable projects:

- **Build/Rebuild Fire Stations**
  FY 2016/17: $8.2 million ($17.2 million total remaining budget)
  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).

- **Downtown Sidewalk, Lighting and Restroom Improvements**
  FY 2016/17: $3.6 million ($5.6 million total remaining budget)
  Three separate CIP projects will connect, widen and improve disabled accessibility to Downtown sidewalks where needed, install new street light poles and luminaries, add electrical outlets to support seasonal downtown lighting and build new public restrooms somewhere on Main Street in Downtown Scottsdale.

- **Frank Lloyd Wright Waterline & Booster Station Modifications**
  FY 2016/17: $8.5 million ($15.4 million remaining budget)
  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 water system's east Shea service area.

- **Granite Reef Watershed Drainage Improvements**
  FY 2016/17: $4.0 million ($45.5 million total remaining budget)
  Drainage 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 McKellips roads.

- **Pavement Replacement**
  FY 2016/17: $9.1 million ($50.0 million total remaining budget)
  Continuing a paving program designed to restore the current pavement condition index of 75 on city streets over the next four years to the high standard of 80 attained prior to 2008.

- **Raintree Drive: Scottsdale Road to Hayden Road**
  FY 2016/17: $10 million ($22.4 million total remaining budget)
  Rebuild a portion of Redfield Road, 76th Place, Acoma Drive and 78th Way to create the extension of Raintree Drive west of Hayden Road. This is one of the segments of the larger project to extend Raintree Drive from Scottsdale Road to Hayden Road.

Conclusion

The Fiscal Year 2016/17 budget provides the resources necessary to address a substantial number of funding priorities and deliver on our mission: Simply Better Service for a World-Class Community.

Sincerely,

Brian K. Biesemeyer
Acting City Manager

City Manager

3939 N. Drinkwater Blvd.
Scottsdale, AZ 85251

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

April 5, 2016

Honorable Mayor and City Council:

The proposed Fiscal Year 2016/17 budget incorporates the priorities and policy direction expressed by the city council over the past year. It balances modest projected increases in revenue with additional expenses in priority areas like Downtown Scottsdale and employee compensation and health benefits.

Operating Budget

Sales tax revenue in the general fund is projected to increase $7.6 million in the next fiscal year (6.9 percent) over the adopted FY 15/16 budget. The primary property levy is forecasted to remain almost flat as a result of an increase of $0.4 million due to the addition of new construction on the tax rolls.

The secondary property tax levy is expected to increase by $1.9 million due to higher debt service payments. However, the city is proposing use of $0.5 million of accumulated secondary property tax reserves to reduce the impact to Scottsdale's taxpayers in FY 2016/17 to $1.4 million.

The proposed budget also includes an increase of $3.3 million in state shared revenues (subject to change as the city will receive updated estimates from the state based in part on mid-decade census changes).

This operating budget increases general fund spending by $13.6 million from the FY 2015/16 adopted budget. Of this amount, $2.6 million is for one-time uses such as Scottsdale Cultural Council contract facility upgrades, playground equipment replacement at city parks, and the first of a four-phase plan to reapply roof coatings on city buildings.

The increased spending in the General Fund supports the following variety of programs.

Focus on Downtown Scottsdale

To support the City Council's strategic goal to "provide strategic support of tourism and visitor events" the budget includes $0.3 million in Tourism Development Funds for Downtown Event activation (such as live street performances and entertainment). An additional $0.5 million in tourism money is included to install conduit and electrical outlets on existing city light poles to power expanded seasonal lighting throughout Downtown (related projects are also included in the CIP highlights below).

Fire Compensation

The proposed budget includes an additional $1.1 million to pay for the Fire Department compensation program designed to help the department remain competitive in the market from a personnel recruiting and retention standpoint. The program allows annual pay increases up to 5

percent for firefighters, fire engineers and fire captains based on performance, and increases paramedic pay and specialty pay for hazardous materials, technical rescue and airport rescue trained firefighters.

Police Staffing Study

The Police Department reviewed and evaluated a police operations study conducted by the Center for Public Safety Management last year and developed a reorganization plan with associated budget requests. The plan includes reorganizing several units, changing shift start times, reclassifying several positions, plus adding and eliminating positions through attrition for a total reduction of $0.8 million and 6.4 fulltime equivalent employees (FTEs), which helped offset other Police priority increases included in the proposed Fiscal Year 2016/17 budget. The Police Department predicts improved workload and performance as a result of these changes.

Police Compensation

The proposed budget includes $1.3 million to pay for the Police Officer 5 percent "step program." This is the first full year of implementing the program after last year's "fix" to pay officers appropriately based on years of service.

Citywide Pay Program

The proposed budget includes $2.5 million in the General Fund ($3.6 million all funds) to continue the citywide pay for performance program, through which employees may receive pay increases based on performance.

Employee Health Care

The proposed budget includes an additional $1.1 million in the General Fund ($1.4 million all funds) to help cover an estimated $2.8 million increase in health care costs next fiscal year. Through premium increases, city employees will pay an additional $1.4 million.

Capital Improvement Program

An estimated $251 million will be spent on capital improvements in the upcoming fiscal year. These projects address City Council priorities and critical capital infrastructure needs in a variety of areas, and are supported by different funds.

New for the FY 2016/17 proposed budget is an additional transfer to the Capital Improvement Program.

Per City Council direction, the amount of sales tax collected in the General Fund for food for home consumption ('food tax') will be transferred to the CIP in a phased three-year implementation. The FY 2016/17 transfer is $2.5 million (when fully implemented in year 3, the transfer is projected at $7.9 million). The FY 2016/17 budget also includes an additional transfer of $5.0 million from the unreserved fund balance.

The total FY 2016/17 CIP transfer is $10.3 million (rounded), which consists of:

- $2.3 million – per financial policy #25, transfer a minimum of 25 percent of construction sales tax
- $0.4 million – per financial policy #17, transfer net interest income in excess of $1.0 million
- $2.5 million – food tax (year one of the phased approach as described above)
- $5.0 million – Unreserved Fund Balance

Some notable capital projects for next fiscal year include:

- **Build/Rebuild Fire Stations**
  FY 2016/17: $8 million ($17.3 million total remaining budget)
  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).

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- **Granite Reef Watershed Drainage Improvements**
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  Drainage 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 McKellips roads.

- **Pavement Replacement**
  FY 2016/17: $9.2 million ($50.1 million total remaining budget)
  Continuing a paving program designed to restore the average condition of city streets to the high standard attained prior to 2008.

- **Raintree Drive: Scottsdale Road to Hayden Road**
  FY 2016/17: $10 million ($22.4 million total remaining budget)
  Rebuild a portion of Redfield Road, 76th Place, Acoma Drive and 78th Way to create the extension of Raintree Drive west of Hayden Road. This is one of the segments of the larger project to extend Raintree Drive from Scottsdale Road to Hayden Road.

Conclusion

This proposed budget provides sound financial footing for delivering city services in the year ahead. It is a starting point for additional conversations with the City Council and the community. The city's professional staff looks forward to those discussions and to providing additional information as we move through the FY 2016/17 budget process.

Sincerely,

Brian K. Biesemeyer, Acting City Manager

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Scottsdale

Arizona

For the Fiscal Year Beginning

July 1, 2015

Executive Director

ICMA

Leaders at the Core of Better Communities

This

Certificate of Excellence

is presented to

Scottsdale, AZ

for exceeding the standards established by the International City/County Management Association in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance management in the organization's culture.

Presented at the 102nd ICMA Annual Conference
Kansas City, Missouri
26 September 2016

Robert J. O'Neill Jr.
ICMA Executive Director

Patricia E. Martel
ICMA President

Executive Summary

The City of Scottsdale's two budget volumes provide a comprehensive picture of the city's financial plan for FY 2016/17. This Executive Summary complements that information, highlighting items, issues and trends that shaped the budget.

Current year City Council policy decisions

The following are the major policy items included in the city's adopted FY 2016/17 budget. Each of these items was discussed during City Council's public budget review sessions:

- $2.6 million general fund ($3.5 million all funds), or the equivalency of 3 percent to the max of position ranges, for a citywide pay for performance program, through which employees may receive pay increases based on performance (excluding police officers, firefighters, fire engineers and fire captains).

- $1.3 million general fund was included for the Police Officer 5 percent "step program" for compensation increases within the established range based on performance. This is the first full year of implementing the program after last fiscal year's "fix" to pay officers appropriately based on years of service.

- $1.1 million general fund was included in the Fire Department's operating budget to provide for up to 5 percent increases within the established ranges based on performance; an increase for paramedic pay from $5,400 to $6,800; and, an increase in specialty pay for hazmat, technical rescue and airport rescue from $2,500 to $3,200, respectively for firefighters, fire engineers and fire captains to stay more in line with the local market.

- $6.2 million general fund ($7.9 million all funds) to cover an additional one-time 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

- An additional $1.1 million in the general fund ($1.4 million all funds) is included to help cover the estimated $2.8 million increase in health care costs. Through premium increases, city employees will pay an additional $1.4 million.

- Beginning in FY 2016/17, the amount collected for the 1.1 percent sales tax on food for home consumption will be transferred to the Capital Improvement Plan in an effort to ensure the city's assets are properly maintained. The transfer will be phased-in over three years and is approximately $2.5 million in the current fiscal year reaching $7.9 million by FY 2018/19. By FY 2018/19 full phase-in has occurred and forecasts will then be based on the performance of Transaction Privilege (Sales) Tax.

- An additional $1.4 million for the combined property tax levy ($0.1 million primary; $1.3 million secondary) due to increasing property values and the use of debt service reserves. Additionally, City Council did not support increasing property taxes by the legally allowed maximum of 2 percent over the prior fiscal year's primary levy. Despite a decrease in the combined tax levy, an individual homeowner in Scottsdale may see a slight increase in the city's portion of the property tax bill versus the prior year as valuations have recovered.
- Water and Water Reclamation Rate and Charges
  - Service charge adjustments to meet cost recovery requirements for various services. Rate increases vary by meter size, user categories and types.
  - Increase the Stormwater Quality Charge an additional $0.15 per account per month from $0.95 to $1.10 to support unfunded federal mandates that require the city to operate under a National Pollution Discharge Elimination System (NPDES) permit and to address the quality of stormwater runoff.
- Solid Waste Rate and Charges
  - Commercial rate increase for front load and roll off services which vary based on volume.
- Rate/fee adjustments for the Community and Economic Development, Community Services, Public Safety – Fire, and Public Safety - Police divisions.

How the adopted budget will affect citizens' property tax rates

The FY 2016/17 adopted primary property tax levy will be used to support General Fund activities such as police and fire protection, operation and maintenance of parks and libraries, and other general governmental functions. The primary property tax levy also includes a repayment to the Self-Insurance Fund (Risk Management) reserve of $1.0 million for tort liability claim payments made during calendar year 2015.

For FY 2016/17, the city's total adopted primary property tax *levy* of $27.4 million is an increase of $0.1 million over the prior year levy mainly due to the continuing increases to the value of property in the city and new growth on the tax roll of $0.4 million. Additionally, the levy reflects the Council's direction to staff to forgo the statutorily allowed "2 percent maximum increase" in the primary levy. The prior year primary property tax *rate* of $0.5293 cents decreased by $0.0222 to $0.5071 cents per $100 of assessed valuation in FY 2016/17.

For FY 2016/17, the city's adopted secondary property tax *levy* is increasing over the FY 2015/16 adopted budget by approximately $1.3 million to $33.6 million. The prior year secondary tax *rate* of $0.6244 decreased by $0.0025 to $0.6219 per $100 of assessed valuation in FY 2015/16 (mainly due to the use of $0.6 million of debt service reserves).

The combined tax levy is the aggregate of the primary (limited) and secondary (unlimited) levies. For FY 2016/17, the city's total adopted *combined* property tax levy increased over FY 2015/16 by approximately $1.4 million.

In FY 2016/17, citizen tax bills will reflect an estimated *combined* property tax rate of $1.1290 which is $0.0247 less than the adopted combined FY 2015/16 rate of $1.1537. The management of the combined property tax rate is included in the city's adopted financial policies for debt management, which states that the combined tax rate will not exceed $1.50 per $100 of assessed value. Based on this combined rate, an owner of a home with a County Assessor's real property value of $100,000 will pay approximately $112.90 in city property taxes, applying the proposed combined property tax rate. The Maricopa County Assessor's Office, not the City of Scottsdale, determines real property values used to calculate property tax bills.

How the adopted budget will affect compensation and staffing levels

Compensation and benefits – The budget includes $3.5 million ($2.6 million General Fund) for performance based salary increases for city employees (excluding police officers, firefighters, fire engineers, and fire captains).

The budget also includes the first full year of the 5 percent police officer step program which includes $1.3 million for annual performance based increases. Police officers with satisfactory performance will continue to earn 5 percent increases each year until they reach the top of their pay range.

Also included in the budget is a 5 percent to the max of range, performance based step program for firefighters, fire engineers and fire captains. In FY 2016/17 a total of $0.9 million was included in the adopted budget for this program. Other increases of approximately $0.2 million include specialty pays for paramedics, hazardous materials, technical rescue, and airport rescue to ensure these are competitive in the local market.

Additionally, the amounts that the city and employees will pay for health insurance premiums have increased. Both the city and employees will each pay an additional $1.4 million ($2.8 million total - all funds) for health insurance premiums to cover ongoing Affordable Care Act regulations and fees, increases in the number of smaller cost claims, increases in the usage of high cost specialty drugs, and ordinary medical and pharmacy price increases experienced in the Maricopa County market area. A tobacco surcharge of $20 per month for employees and/or family members who self-report the use of tobacco products was implemented. Employees and applicable spouses can earn an incentive payment of up to $240 by completing a wellness exam and health risk assessment to help offset this increase.

Staffing Changes – The city's total FTE count for FY 2016/17 is 2,478.25 which is a 2.75 FTE net increase from the prior year adopted budget. This total is 13.2 percent lower than the city's peak authorized staffing of 2,807.84 in FY 2008/09.

A total of 11 positions were eliminated through budget adoption, one of which was a Customer Service Representative and the remaining 10 positions were Police Officer positions. These positions were eliminated as part of a departmental reorganization which eliminated and reclassified various positions to improve and streamline operations. The true net reduction for the police department totaled 6.4 full-time equivalents (FTE) with the remaining 3.6 FTE being reclassified to other support positions. While sworn Police Officers did decrease by 10 FTE, this reduction was offset by the support positions.

A total of 14.0 FTE were added for FY 2016/17 through budget adoption and were spread across the divisions where needs were determined to warrant ongoing additions to staff. The funding for some of these positions is not effective until mid-year so the fiscal impact during the upcoming budget year will be less than anticipated ongoing impacts in future years.

A Public Information Officer position transferred from Administrative Services – Office of Communications to the Transportation Department and another Public Information officer went from a full-time position to a part-time position. Additionally, there were two part time Security Guard positions in the City Court that were combined into one full-time position.

These staffing changes are summarized in the following schedule, using full-time equivalent positions (FTEs).

FTE Changes from Prior Fiscal Year by Division

FY 2015/16 Adopted FTEs	**2,475.50**
CITY COURT	
Change Security Guard (2 at 0.50 FTE) to Security Guard FT	0.00
CITY TREASURER	
Eliminate Customer Service Representative	(1.00)
ADMINISTRATIVE SERVICES	
Administrative Assistant	1.00
Transfer Public Information Officer to C&ED	(0.50)
Reduce FT Public Information Officer to PT	(0.50)
Enterprise Systems Engineer	1.00
Enterprise Communications Engineer	1.00
COMMUNITY & ECONOMIC DEVELOPMENT	
Transfer Public Information Officer from Admin Services	0.50
COMMUNITY SERVICES	
Railroad Mechanic	1.00
Secretary for Section 8	1.00
Reduce FT Human Srvcs Specialist to PT Job Prep Specialist	(0.25)
PUBLC SAFETY - FIRE	
Firefighter Pipeline (2 at 0.20 FTE)	0.40
PUBLIC SAFETY - POLICE	
Eliminate Police Officers	(10.00)
Convert Police Officer to Forensic Accountant	0.00
Parking Control Checker	0.60
Records Specialist	1.00
Records Specialist (2 at 0.50 FTE)	1.00
Communications Dispatcher (2 at 0.50 FTE)	1.00
Property and Evidence Technician	0.50
PUBLIC WORKS	
Equipment Operator III	2.00
ITS Signal Tech I	1.00
WATER RESOURCES	
W/WW Maintenance Tech III	2.00
Net Change All Divisions	**2.75**
FY 2016/17 Adopted FTEs	**2,478.25**

Fund Highlights

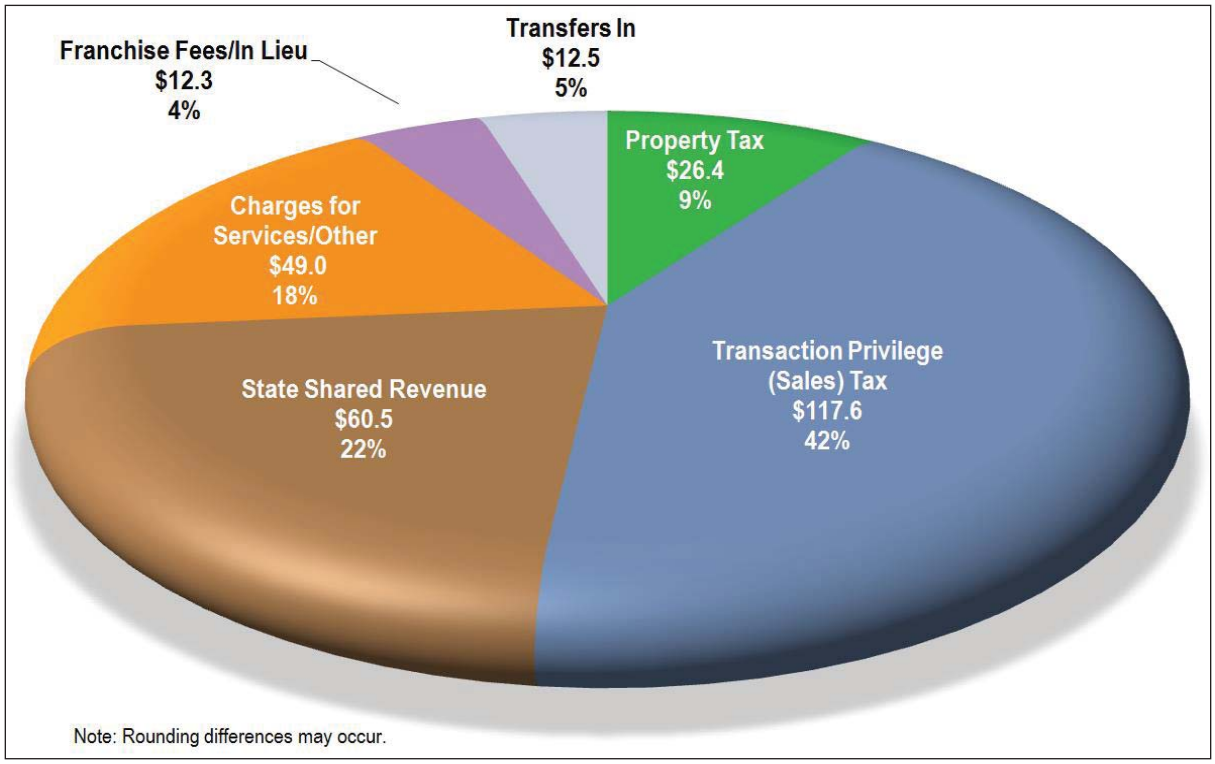
The remainder of this Executive Summary highlights the key elements of each fund in the FY 2016/17 budget. The General Fund is presented first and in more detail because of the size and importance.

General Fund - Sources

The General Fund supports core services and is the largest fund with the greatest potential for revenue fluctuations. Forecasted General Fund sources for FY 2016/17 are $278.3 million, approximately $8.6 million (3.2 percent) more than the FY 2015/16 year-end forecasted budget. The following chart summarizes the major revenues.

General Fund Sources FY 2016/17: $278.3

($ millions)



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

Transaction Privilege (Sales) Tax – Scottsdale's total city sales tax rate is 1.65 percent. Of that amount, 0.55 percent is dedicated to the specific purposes related to transportation and preservation (which are accounted for in Special Revenue Funds discussed later) and 0.10 percent is dedicated to public safety (accounted for in the General Fund). The remaining 1.0 percent of the sales tax is also accounted for in the General Fund and is available to fund basic municipal services such as police, fire, libraries, and parks. This general-purpose sales tax is the city's single largest revenue source and is susceptible to peaks and valleys, based on events in the national, state and local economies. The regional economy is showing recovery from the recent economic downturn; privilege tax is expected to grow moderately in the five-year revenue forecast. For FY 2016/17, the anticipated revenue budget is $117.6 million, approximately $3.6 million, or 3.2 percent, over the FY 2015/16 year-end forecast of $114.0 million. The overall growth is mitigated due to a projected decrease of approximately $1.9 million in Construction Privilege (Sales) Tax. The reduction is due to a change in State Statue, effective January 2015, changing the incidence of tax for certain contractor related transactions. Many of these transactions now require sales tax to be paid at the point of sale which has negatively impacted collections. Additionally, beginning in FY 2016/17 the portion of sales taxes collected related to food sold for home consumption will be transferred to the city's Capital Improvement Plan. This will impact the General Fund ongoing revenues but will be phased-in over three years. In FY 2016/17 the impact is forecasted at $2.5 million with future anticipated impacts climbing to $7.9 million in FY 2018/19, which is the final year of the phase-in.

State Shared Revenue – These revenues are derived from state sales and income taxes a portion of which is shared with Arizona cities and towns, based on a statutorily determined formula, primarily driven by population. These revenues are also derived from part of the vehicle license fees collected by Maricopa County (25 percent of the net revenues collected for the licensing of motor vehicles by the county are distributed back to the cities and towns based on population).

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

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

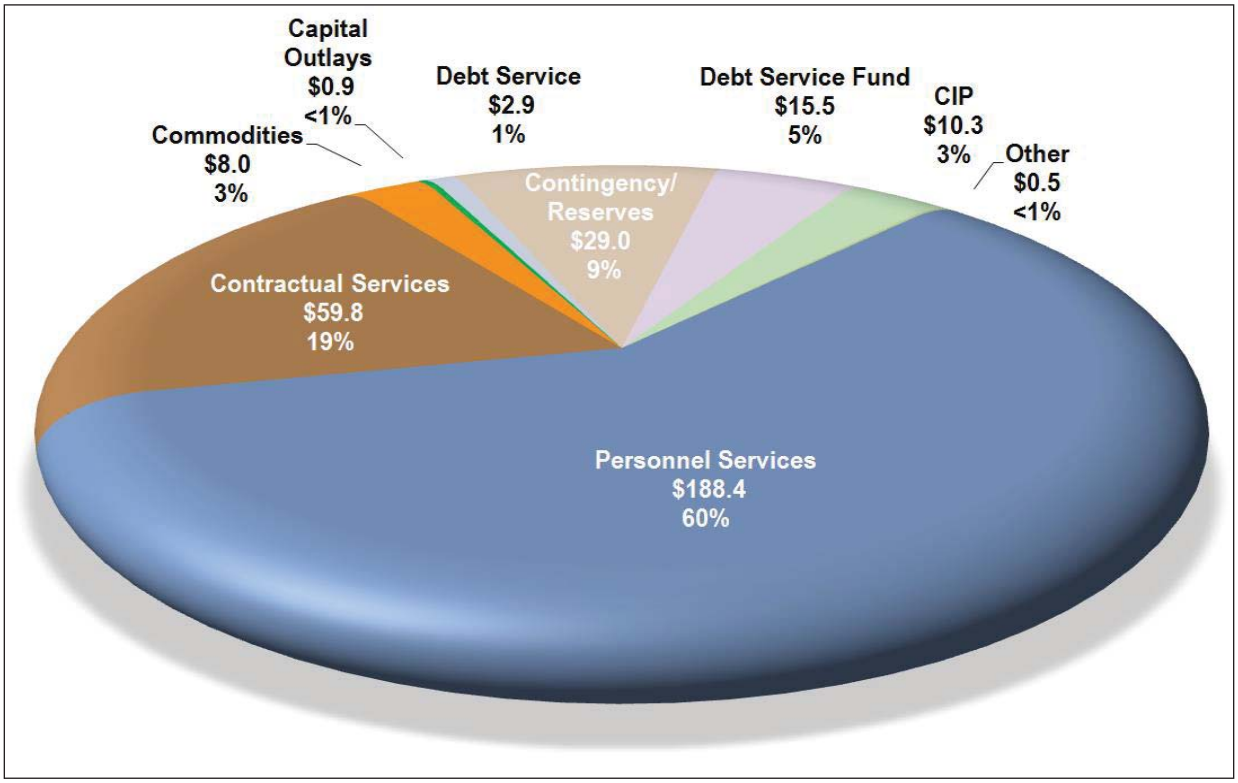
Transfers In – This category represents authorized exchanges between funds. Enterprise in-lieu franchise fees of $7.2 million account for 58 percent of the General Fund transfers in.

Property Tax – For FY 2016/17, the city's total adopted primary property tax *levy* of $27.4 million is an increase of $0.1 million over the prior year levy (mainly due to the continuing increases to the value of property in the city and new growth on the tax roll of $0.4 million). In addition, the levy reflects the Council's direction to forgo the statutorily allowed '2 percent maximum' increase in the primary levy. The prior year primary property tax *rate* of $0.5293 cents decreased by $0.0222 to $0.5071 cents per $100 of assessed valuation in FY 2016/17.

General Fund - Uses

The adopted FY 2016/17 General Fund uses budget is projected to be approximately $315.1 million (including $29.0 million in contingency and reserves). Included this coming year is $14.2 million to be used for one-time items related to maintaining or improving city owned assets and other capital improvements, and a 27th pay period which occurs periodically. The following chart provides a summary of the General Fund uses.

General Fund Uses FY 2016/17: $315.1
($ millions)



General Fund Balances and Reserves

The FY 2016/17 budget includes the following:

General Fund Reserve – This reserve is budgeted to be $26.0 million at June 30, 2017; or ten percent of annual General Fund operating expenses per City Council adopted financial policy. It requires City Council approval and is to be used to protect Scottsdale in times of emergency and to preserve the city's highest possible bond ratings from all three major rating agencies.

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

Unreserved Fund Balance – An unreserved fund balance of $17.5 million is expected at June 30, 2017. The unreserved fund balance represents accumulated surpluses of prior years.

Special Revenue Funds

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

The **Transportation Fund** accounts for Highway User Revenue Fund (HURF) dollars shared with cities from state gas taxes. The fund also includes revenues from the 0.20 percent local transportation transaction privilege tax (commonly referred to as the transportation sales tax). Total sources are expected to be about $36.7 million.

Uses total about $35.6 million; $25.3 million represents operating expenses and $10.2 million (50 percent of the transportation privilege (sales) tax revenue) for transportation capital projects. The operating expenses are those necessary to operate and maintain the city's transportation system. The largest expenses include $6.1 million for transit contracts and taxi voucher program and $3.0 million for the street overlay program.

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

These sales tax revenues are forecasted to be $37.1 million. Approximately $32.1 million of this amount will be required for debt service payments for debt already issued for land purchases. The ending fund balance on June 30, 2017 is expected to be $27.6 million. The timing and amount of any future preservation bond issuances depends on revenue and the availability and price for state lands.

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

The **Tourism Development Fund** is a special revenue fund created to account for transient lodging (bed) tax revenues and Fairmont Princess Hotel Lease payments both of which are to be used for tourism related activities and General Fund support. Ordinance 4018, approved by Scottsdale City Council in May 2012, identifies the authorized expenditures to be made from this fund. The fund currently has annual sources of $20.4 million, annual uses of $18.8 million and a projected June 30, 2017 ending fund balance of $11.7 million.

Debt Service Fund

Debt service funds are designated for payment of long-term debt not directly paid through the General, Enterprise or Special Revenue Funds. Total sources are $88.2 million for FY 2016/17.

A total of about $85.3 million is planned for debt service payments in FY 2016/17, which is approximately $3.9 million more than the FY 2015/16 year-end forecast.

Enterprise Funds

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

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

- Capital costs for rate-funded water treatment and distribution system improvements to address aging infrastructure replacement needs identified through the asset management program effort
- Operating cost increases for purchased water which includes price increase to purchase Central Arizona Project (CAP) water for FY 2016/17 and beyond
- Operating cost increases for electricity rates, treatment chemicals and preventative maintenance

To address cost recovery, several increases to miscellaneous charges were adopted to meet the city's financial policy that charges recover all direct and indirect costs of service. Miscellaneous charges, i.e. water meter installation, hydrant meter installation and removal, etc., are assessed to specific users of the service so that general rate payers do not bear the burden. Cost drivers that affect miscellaneous charges include installation of smart meters and the rising percentage of copper in water meters. Other miscellaneous charges have increased due to higher labor rates and equipment costs which have risen due to general inflation. Water miscellaneous charge adjustments will be phased in equally over a two year period and will become effective in July of 2016.

Water Reclamation Fund – An increase of $0.15 per month to the stormwater quality charge was adopted to support expanded permit compliance costs supported by the Water Reclamation Fund and will be effective July 2016.

Solid Waste Fund – There are no increases to residential rates planned in FY 2016/17, with the current rates anticipated to remain as is until FY 2019/20. An increase to commercial rates was approved through the adoption of the budget and applies to services such as commercial front load and commercial roll off, with the rates varying based on service area. These approved rates will become effective in July of 2016. Additional rate increases requested for the commercial recycling program were not approved which impacts the cost recovery for that program. The current five year financial plan results in a net deficit in the current and all future years which further impacts fund balance in future periods. Adjustments to solid waste programs will be required to mitigate the ongoing use of fund balance and may include either ongoing increases to rates or decreases in current services offered.

Aviation Fund – The current five year financial plan indicates that existing rates and fees will generate sufficient revenues to cover forecasts costs and fund an operating reserve; therefore, no adjustments to the aviation rates were included in the FY 2016/17 adopted budget.

Internal Service Funds

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

The **Fleet Management Fund** accounts for the costs of operating, maintaining, and acquiring all of the city's vehicles and other rolling stock. User divisions are assessed operating costs ($7.0 million), replacement costs ($7.5 million), and fuel costs ($4.0 million). Fleet Management establishes, collects, and manages replacement funds to provide replacement of approved City of Scottsdale fleet assets based on life cycle cost analysis performed on each equipment class. Fleet Management, in cooperation with the using division, estimates the replacement for each individual asset based on condition, suitability for the service, current economy, the repair history, the actual utilization rate of each asset and other applicable factors. The fund balance of about $8.0 million estimated at June 30, 2017 represents funds previously collected for maintenance/operations and vehicle replacements that will be expended in future years.

The **Personal Computer (PC) Replacement Fund** accounts for the expenditures associated with purchasing computers, monitors and printers. Replacement of computers, monitors and printers (hardware) is charged to the city divisions as internal operating costs to each program based on the quantity and type of hardware used. For FY 2016/17, user divisions are assessed estimated costs of $1.0 million – leaving an estimated ending fund balance of $1.3 million on June 30, 2017.

The **Risk Management Self-Insurance Fund** accounts for the activity related to the city's property, liability, and workers compensation programs. User divisions are assessed estimated costs of $9.5 million. The estimated ending fund balance on June 30, 2017 of about $18.6 million is within the actuarial estimate of the reserves required to ensure the long-term sustainability of the fund and complies with the Loss Trust Fund Board's 85 percent confidence level in the actuarial assessment requirement.

The **Healthcare Self-Insurance Fund** accounts for the activity related to employee healthcare programs (medical and dental). The estimated $30.8 million in healthcare costs is shared by the city, its employees and disabled retirees. For FY 2016/17, there was a 10.5 percent healthcare premium rate increase ($2.8 million) to cover ongoing Affordable Care Act regulations and fees, increases in the number of smaller cost claims, increases in the usage of high cost specialty drugs, and ordinary medical and pharmacy price increases experienced in the Maricopa County market area. A tobacco surcharge of $20 per month for employees and/or family members who self-report the use of tobacco products was implemented. Employees and applicable spouses can earn an incentive payment of up to $240 by completing a wellness exam and health risk assessment to help offset this increase.

The estimated ending fund balance on June 30, 2017 of $7.8 million is the actuarial estimate of the reserves required to ensure the long-term sustainability of the fund.

Grants, Trusts and Special Districts Budgets

Each year the city receives **Grant Funds** from a variety of federal, state, regional and local agencies. Within the $10.1 million total grants are two larger grants – Section 8 Housing at $6.1 million and the Community Development Block Grants (CDBG) at $1.9 million. In addition to numerous identified smaller grants, the city includes $7.5 million in the grant budget for anticipated and/or unidentified future grants. This gives the City Council the budget authority to accept and spend grant funds that are not specifically known at the time the budget is adopted. This practice also allows the city to comply with state budget laws regarding annual expenditure limits. The ending fund balance of the individual grants is carried forward to future periods, re-budgeted, and is available to be spent solely for the intended purposes.

The **Trust Fund** consists solely of the Mayor's Committee for Employment of the Handicapped, which has FY 2016/17 revenues and expenditures of $6,000. Revenues for this fund come from citizens and businesses and the proceeds are used to provide educational scholarships to handicapped individuals. The goal is to provide the individuals with skills that increase their opportunities for future employment. The ending fund balance of the Trust Fund is carried forward to future periods and is available to be re-budgeted and spent solely for the intended purposes.

A **Special Districts Fund** is used to account for the proceeds received from property owners in the city's more than 350 street light districts. The intention is that only the amount needed to provide the service is assessed to the customer. Revenues are estimated at $0.6 million and expenditures are estimated at $0.6 million for FY 2016/17. If an ending fund

balance of the Special Districts Fund exists, it is carried forward to future periods and is available to be re-budgeted but must be spent solely for the intended purposes. The fund balance could also be used to lower assessments.

Capital Improvement Plan

A separate, key component of the city's annual financial plan is the five-year Capital Improvement Plan (CIP) for infrastructure and public facilities – including roads, water and sewer improvements, parks, buildings and information technology. Projects listed in the capital budget are funded by a combination of funding sources and typically take multiple years to complete. Some of the various funding sources include the city's transportation privilege (sales) tax, voter approved general obligation bonds, user fees, grants, Proposition 400 regional transportation sales tax, voter-approved preservation privilege (sales) tax, development impact fees and General Fund transfers. The city established a fund for each funding source to account for the diverse resources used to pay the acquisition or construction of major capital facilities.

The total CIP appropriations for FY 2016/17 are $641.0 million and consist of the following:

- $466.3 million (or 73 percent of the total CIP budget) is needed for carryover re-authorization from prior years for projects not yet completed. Under Arizona law, the city must re-authorize a capital project's total budget until it is completed and capitalized
- $174.7 million (or 27 percent of the total CIP budget) of new funding for new and existing projects

Below is a brief summary of the $641.0 million capital budget highlights by program, along with some notable examples in each capital program area:

Community Facilities *($14.7 million)* – this program focuses on providing parks, park improvements, multiuse paths, neighborhood enhancements, youth sports lighting, aquatic centers, library facilities and senior centers. Approximately 2.3 percent of the CIP addresses the needs of this program. Significant proposed Community Facilities projects include the completion of the Indian Bend Wash Lake Phase I, the Downtown Lighting and Electrical Outlets, the Downtown Public Restroom in the area of Main Street and the McCormick Park Reservoir Removal.

Preservation *($181.5 million)* – this program addresses the goal of preserving the character and environment of Scottsdale. This goal is met by land acquisition activities for the Scottsdale McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving native plants and wildlife, and providing public access to the McDowell Mountains and Sonoran Desert. Approximately 28.3 percent of the CIP addresses this program. Significant proposed preserve projects include the North Area Access Control and Stabilization, the North Area Trail Construction and the Pima/Dynamite Trailhead.

Drainage and Flood Control *($18.8 million)* – this program addresses flood plain mapping, meeting regulatory requirements, and identifying and correcting hazards to reduce future flood damage potential. This is accomplished through the use of detention basins, culvert and channel projects, and a program of neighborhood drainage improvements. Approximately 2.9 percent of the CIP addresses the drainage and flood control needs of the city. Major Drainage and Flood Control projects include the Granite Reef Watershed and the Princess Drive Drainage projects.

Public Safety *($20.2 million)* – this program addresses the construction, acquisition, and purchase of capital assets for the Police and Fire Departments, such as fire and police stations, training facilities and automation systems related to fire and police operations. Approximately 3.2 percent of the CIP addresses the public safety needs of the city. The proposed Public Safety budget includes key projects such as the design of the relocation of Fire Station 613, the design and construction of Fires Station 616 and the Closed Circuit Television Security Camera System and Access Control Replacement.

Service Facilities *($17.1 million)* – this program addresses the goal of coordinating land use and infrastructure planning. These programs achieve this goal through the renovation of current facilities and technology necessary for the efficient and effective operations of the city. Approximately 2.7 percent of the CIP addresses this program. Service Facilities projects include Facilities Repair and Maintenance Program, Network and Server Infrastructure replacement program and the Data Center Resiliency Plan.

Transportation *($156.4 million)* – this program addresses the multi-modal transportation needs. Approximately 24.4 percent of the CIP addresses the transportation needs of the city. Significant proposed Transportation projects include an Airport Terminal Remodel, the extension of Raintree Drive from Scottsdale to Hayden Roads, the Mustang Transit Passenger Facility and the Pavement Overlay Program.

Water Management *($232.3 million)* – this program focuses on the capital needs required to deliver safe, reliable water and providing water reclamation services. This program also addresses the requirement to achieve federal and state regulations. Approximately 36.2 percent of the CIP addresses the water and water reclamation needs of the city. Significant proposed projects such as Reclaimed Water Distribution System (RWDS) Improvements, the Wastewater Treatment Facility Improvements, the Booster Station Upgrades, the Frank Lloyd Wright 24-inch Transmission Main and Booster Station 83B Modifications and the Water Distribution Improvements.

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

The budget continues the practice of leveraging one-time elastic revenue from the General Fund (e.g., construction sales tax and development fees) to help pay for capital projects. The municipal bond rating agencies view this as a sound fiscal practice. In FY 2016/17, the budget assumes the General Fund will transfer a total of $10.3 million to the CIP.

FY 2016/17 Adopted Budget

The City of Scottsdale's FY 2016/17 budget is comprised of two Volumes:

Volume One – Operating Budget includes the city's award winning annual report. The report is produced for taxpayers and demonstrates the city's commitment to good government and responsible fiscal action in a citizen-centric format.

The **Overview** section of Volume One includes the City Manager's Final and Proposed Budget Transmittal letters. The letters are used to transmit the adopted and proposed budgets to City Council and highlight the prevailing economic condition under which the budget was prepared. The section also includes an Executive Summary which highlights items, issues and trends that shaped the FY 2016/17 budget. Additionally, the section describes in further detail the city's budget development process including:

- Roles and responsibilities of City Council, divisional staff and review teams
- Budget adoption, implementation and amendment processes
- Use of contingency / reserves
- Basis of accounting used to prepare the budget
- Operating and capital budget relationship

Furthermore, the section includes a budget planning and development calendar to offer a visual timeline of the strategic planning process along with the city divisional staff that support the budget development efforts. This section concludes with a summary of the city's adopted Comprehensive Financial Policies and Governing Guidance, which are used to build the budget and manage the city's finances.

The **Budget by Fund and Divisions** sections of Volume One represent the core of the City of Scottsdale's FY 2016/17 adopted budget.

The first part of the **Budget by Fund** section, entitled *Fund Accounting - Fund Types* provides a description of the generic governmental fund types used by the city. The remainder of this section provides a total budget overview, total appropriation, fund overview, fund summary and Five Year Financial Forecast as well as information on the sources, uses, transfers, fund balance/reserve/contingency, including *Sales Tax Five Year Forecast by Business Category, Debt Service Expense – All Funds*, *Long-Term Debt Outstanding – All Funds* and Legal Debt Margins as of June 30, 2017 schedules.

The **Divisions** section includes the following:

- A listing of all authorized personnel positions by division and by division and fund
- A listing of all authorized personnel positions by division, department and title
- The city's FY 20116/17 job classifications
- Summaries of the operating budget by division, department and account category/funding source
- A summary of each department's relationship with the city's strategic goals.
- Charted staffing and expenditure summaries, descriptions of services provided, prior year achievements, current year objectives, charted performance measures, operating budgets by expenditure category and the applicable funding sources, as well as significant changes, performance measures, and volunteer information.

Volume One concludes with the **Appendix**, which includes the City Council's ordinances reflecting the adoption of the city's FY 2016/17 budget and property tax levy, operating impacts, a list of Acronyms and a Glossary of terms used throughout the city's budget.

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

FY 2016/17 Adopted Budget

City of Scottsdale's Budget Process

Recommended Budget Practices

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

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

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

Budget Definition

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

A good budget process is characterized by several essential features:

- Incorporates a long-term perspective
- Establishes linkages to broad goals
- Focuses budget decisions on results and outcomes
- Involves and promotes effective communication with stakeholders

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

Mission of the Budget Process

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

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

The budget process should accomplish the following:

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

The importance of this aspect of the budget process cannot be overstated. Regular and frequent reporting is necessary to provide accountability and educate and inform stakeholders. Communication and involvement are essential components of every aspect of the budget process.

Principles and Elements of the Budget Process

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

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

1. Establish Broad Goals to Guide Government Decision Making – *A government should have broad goals that provide overall direction for the government and serve as a basis for decision-making.*

- Assess community needs, priorities, challenges and opportunities
- Identify opportunities and challenges for government services, capital assets, and management
- Develop and disseminate broad goals

2. Develop Approaches to Achieve Goals – *A government should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals.*

- Adopt financial policies
- Develop programmatic, operating, and capital policies and plans
- Develop programs and services that are consistent with policies and plans
- Develop management strategies

3. Develop a Budget Consistent with Approaches to Achieve Goals – *A financial plan and budget that moves toward achievement of goals, within the constraints of available resources, should be prepared and adopted.*

- Develop a process for preparing and adopting a budget
- Develop and evaluate financial options
- Make choices necessary to adopt a budget

4. Evaluate Performance and Make Adjustments – *Program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals.*

- Monitor, measure, and evaluate performance
- Make adjustments, as needed

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

Budget Roles and Responsibilities

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

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

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

The city divisions have *budget liaisons* that coordinate the day-to-day budget management within their respective divisions along with the budget staff. The budget liaisons serve as the vital communication link between their city division and the Budget Office on matters related to their specific operating budget. Budget liaisons are responsible for revenue and expenditure forecasts, monthly expenditure and revenue variance analysis, calculating user fees, monitoring the budget, support to the Accounting Department in the Comprehensive Annual Financial Report preparation, and

preparing budget review materials for the city treasurer, division directors, city manager, City Council, media and citizens.

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

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

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

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

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

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

The *Mayor and City Council* set the direction for staff related to the forthcoming budget by establishing broad goals for the organization to serve as a basis for decision-making. The City Council reviews key aspects of the city manager's proposed budget such as -- the city's multi-year financial plan including an examination of the revenue forecast and related assumptions, employee compensation including healthcare and retirement costs, changes to rates and fees, comprehensive financial policies, debt schedules, property tax rate and the capital budget. The budget process culminates in late spring with the Mayor and City Council holding public budget hearings. The Mayor and City Council are ultimately responsible for the review of the city manager's proposed budget, tentative budget adoption (mid-May) and final adoption of the budget (early June). All City Council budget discussions are open to the public for comment and are broadcast on CityCable 11 and the city's web page.

Needs Assessment and Financial Capacity Phase

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

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

Policy/Strategy Development and Prioritization Process Phase

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

Budget Development and Prioritization Process Phase

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

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

Under the city's modified zero-based budget approach, any proposed changes in service levels, new programs, population/service growth, additional staff, and program trade-offs resulting in service level reductions/increases must be submitted to the Budget Office in a decision package. A decision package provides extensive analysis and justification for the division's request and is reviewed by the city manager, city treasurer and budget director during the budget development and prioritization process. In the later stages of the city's budget development process, decision packages are considered and balanced

among numerous competing demands within the city's available, ongoing resources. When funding needs exceed the city's funding limits, remedies may include one or more of the following: reduce the base budget, identify new revenues, employ process management tools, and/or form partnerships with other city programs or non-profit organizations.

City Management Review and Modification Phase

In the early winter, the divisions submit their proposed operating budget and capital project budget requests to the Budget Office. The initial multi-faceted review focuses on ascertaining the divisions complied with the Budget Office's budget instructions, reviewing the mathematical accuracy and logic of the divisional base budget and capital project requests, and any decision packages. The review also includes a broader assessment of whether the divisional budget proposals address City Council's broad goals, strategic directives, and service needs while maintaining a citywide perspective ensuring the fiscal integrity of the city (not exceeding forecasted resources/limits).

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

City Council Budget Review and Adoption Phase

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

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

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

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

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

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

Under Arizona state law "all-inclusive" means if an item is not budgeted (i.e. does not have an appropriation), it cannot legally be spent during the fiscal year. Therefore, the budget must include sufficient appropriation and contingency provisions for expenditures related to

revenues (e.g., possible future grants) that cannot be accurately determined or even anticipated when the budget is adopted in June. This budgetary flexibility allows the city to comply with the Arizona state law and to pro-actively pursue emerging revenue sources as the budget year unfolds. Expenditures (i.e., appropriations) associated with items such as possible future grants/revenues may not be spent without City Council's prior approval at a public meeting.

Arizona State Revised Statutes only requires communities to prepare budgets for two funds — the General Fund (ARS 42-17101) and Highway User Revenue Fund (ARS 28-6533) (See the Transportation Fund). In addition to these two funds the city prepares budgets and requests legal appropriation for the following funds — Special Revenue, Debt Service, Enterprise, Internal Service, Grants, and Capital Improvement Plan Funds. The ordinance adopting the annual budget requires City Council authorization for expenditures from the aforementioned funds, which in the aggregate constitute the city's total operating, capital budget and contingency/reserves for purposes of complying with the state's balanced budget and legal maximum appropriations requirements.

Implementing, Monitoring, and Amending the Budget Phase

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

Upon the final adoption of the budget, staff implements the operating budget and the capital improvement plan. The final operating budget and capital improvement plan books are typically published by September.

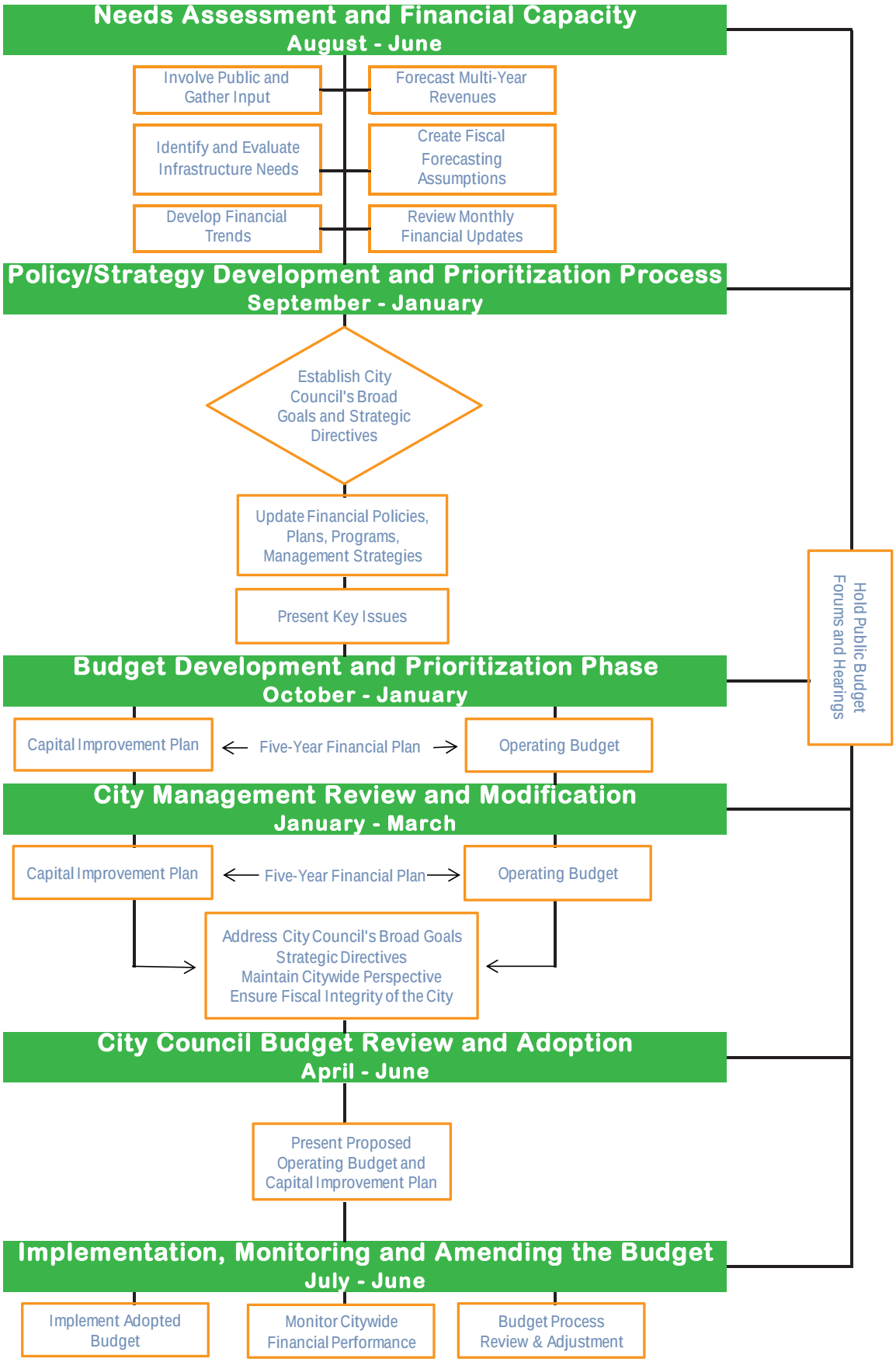
Scottsdale's programs and activities are periodically reviewed to determine if they are achieving City Council's broad goals, accomplishing strategic objectives and making efficient use of limited resources. City values of "plan and innovate for the future" and "focus on quality customer service" along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

The staff of every city program is expected to conduct self-assessments and develop cost and quality measures of efficiency and effectiveness. Internal performance measurements are developed, reviewed and reported on quarterly. Scottsdale's culture, along with the city value of "listen, communicate, and take action" stresses open communication and stakeholder involvement determining satisfaction with programs and in identifying areas needing additional attention.

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

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

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


Needs Assessment and Financial Capacity
August - June
Involve Public and Gather Input
Forecast Multi-Year Revenues
Identify and Evaluate Infrastructure Needs
Create Fiscal Forecasting Assumptions
Develop Financial Trends
Review Monthly Financial Updates
Policy/Strategy Development and Prioritization Process
September - January
Establish City Council's Broad Goals and Strategic Directives
Update Financial Policies, Plans, Programs, Management Strategies
Present Key Issues
Budget Development and Prioritization Phase
October - January
Capital Improvement Plan
Five-Year Financial Plan
Operating Budget
City Management Review and Modification
January - March
Capital Improvement Plan
Five-Year Financial Plan
Operating Budget
Address City Council's Broad Goals
Strategic Directives
Maintain Citywide Perspective
Ensure Fiscal Integrity of the City
City Council Budget Review and Adoption
April - June
Present Proposed Operating Budget and Capital Improvement Plan
Implementation, Monitoring and Amending the Budget
July - June
Implement Adopted Budget
Monitor Citywide Financial Performance
Budget Process Review & Adjustment
Hold Public Budget Forums and Hearings

Use of Contingency/Reserve Funds

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

Budgetary and Accounting Basis

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

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

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

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

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

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

Operating and Capital Budget Relationship

The City of Scottsdale's Budget for FY 2016/17 is comprised of two volumes:

Volume One – Operating Budget includes the City Council's mission statement and broad goals, the city manager's transmittal letters, executive summary, and adopted financial policies. Volume One also contains a budget by fund section which includes five-year financial forecasts that cover the period FY 2016/17 through FY 2020/21. This section also provides five-year historical summaries for revenues and expenditures by fund. A

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

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

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

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

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

Five-Year Financial Plan

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

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

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

subjecting citizens to wide or irregular fluctuations in rates/fees and service levels.

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

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

Revenue Forecasting

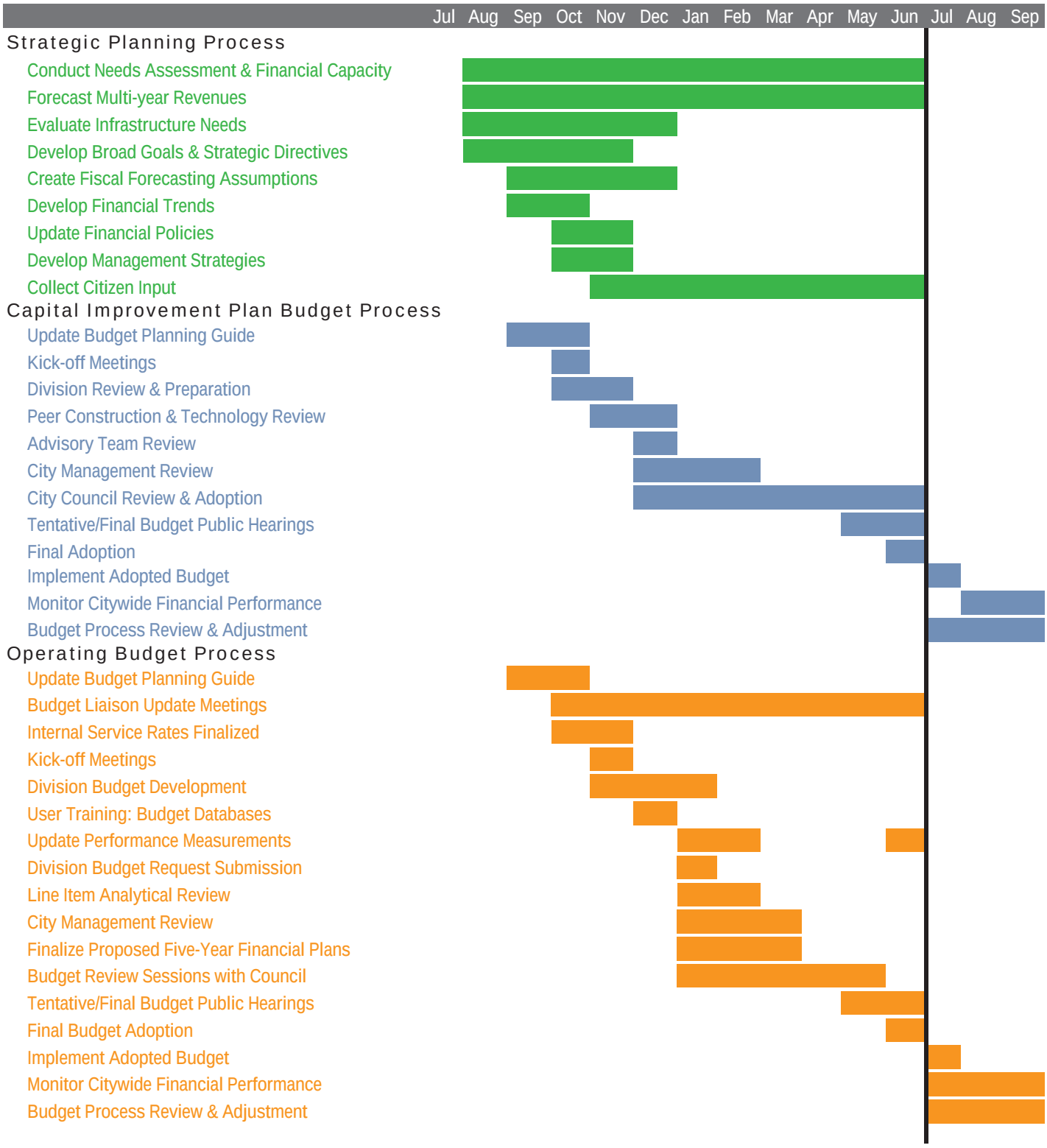
The City of Scottsdale uses both qualitative and quantitative methods for forecasting revenues, blending various techniques to develop conservative and prudent revenue projections. Qualitative revenue forecasting methods used by staff to develop multi-year financial plans include consensus, judgmental, and expert forecasting, while trend analysis is used as a quantitative technique. This balanced approach to revenue forecasting is strongly encouraged by the Government Finance Officers Association (GFOA), since research shows that forecasting accuracy is improved by combining qualitative and quantitative techniques. According to the GFOA, each method by itself has inherent weaknesses: qualitative methods can be too subjective at times and may be subject to wishful thinking and selective perception on behalf of the forecasters; quantitative methods may fail to consider changing conditions inside and outside a jurisdiction and also tend to discount important historical events. By combining qualitative and quantitative methods, forecasters integrate judgmental assumptions within the forecasting framework to produce more realistic revenue projections.

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

Expenditure and Year-End Savings Forecasting

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

BUDGET PLANNING AND DEVELOPMENT
FISCAL YEAR 2016/17 CALENDAR



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

Division / Department	Budget / CIP Liaison
Mayor & City Council	Kelli Kuester
City Attorney	Danielle Taebel
City Auditor	Sharron Walker
City Clerk	Cathleen Butteweg
City Court	Ken Kung *
City Manager	Brent Stockwell
City Treasurer	Jaqua Davis *
Administrative Services	Jennifer Jensen *
Community Services	Bryan Bundy *
Community & Economic Development	
Aviation	Gina Kirklin
Economic Development	Paula Guidry *
Planning and Development	Dan VandenHam *
Tourism and Events	Rose Rimsnider *
Transportation	Monica Staats *
WestWorld	Jennifer Bowley *
Public Safety – Fire	Teresa Martin / Ryan Freeburg *
Public Safety – Police	Christy Alonzo *
Public Works	Monica Staats *
Water Resources	Gina Kirklin / Ron Dolan *

Operating Management

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

grant funding, city resources will be substituted only after all program priorities and alternatives are considered during the budget process.

14. Alternative means of service delivery will be evaluated to ensure that quality services are provided to our citizens at the most competitive and economical cost. Divisions, in cooperation with the City Manager, City Auditor and City Treasurer, will identify activities or services that could be provided over the long-term more efficiently or effectively by another source and review options/alternatives to current service delivery. The review of service delivery alternatives and the need for the service will be performed on a reasonably periodic or on an "opportunity" basis.

15. Cash and Investment programs will ensure that proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.

16. Uncollectible accounts, excluding City Court, will be no more than 0.5 of one percent (1%) of revenue on an annual basis unless otherwise approved by City Council.

17. Any year-end General Fund operating surpluses not needed to restore contingency reserves or cover unforeseen shortfalls in the budget, but in no case less than twenty-five percent (25%) of construction privilege tax revenues plus one hundred percent (100%) of net interest income in excess of $1.0 million, will be transferred to the General Fund Capital Improvement Program in the following fiscal year unless otherwise directed by City Council.

18. Addition of personnel will only be requested to meet program initiatives and policy directives; after service needs have been thoroughly examined and it is substantiated that additional staffing will result in increased net revenue or enhanced operating efficiencies. To the extent feasible, personnel cost reductions will be achieved through attrition.

19. Benefits and compensation will be administered in accordance with policy given by City Council. As part of a cost-containment strategy, total costs for health insurance premiums will be shared between the employer, employees and retirees. Total premiums will be evaluated on an annual basis to ensure they are reasonable and competitive and that total premiums are expected to provide adequate funding of anticipated claims and a reasonable level of loss reserves.

20. Property tax will be levied to recover: (1) general obligation debt service and (2) revenues required for the General Fund equal to (a) the prior year's revenue plus (b) the prior year's tort liability payments as approved by City Council. Council may also approve the legally allowable maximum over the previous year's primary levy.

21. (21A.) One hundred percent (100%) of the transient lodging (bed) taxes received by the city shall be deposited into the Special Revenue Fund for Tourism Development. Additionally, the Special Revenue Fund for Tourism Development shall receive one hundred percent (100%) of Princess Hotel lease revenues.

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

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

    At the end of each fiscal year, any unused funds in the Special Revenue Fund for Tourism Development will be available for use in following years for any of the non-marketing tourism

categories (except the general fund category) and may be allocated without limitations, except that they may not be leveraged for multi-year annual commitments, such as debt service payments.

22. Any year-end Transportation Fund operating surpluses not needed to restore contingency reserves or cover unforeseen shortfalls in the budget will be transferred to the Transportation Fund Capital Improvement Program in the following fiscal year unless otherwise directed by City Council.
23. For the purpose of preparing the annual operating budget, the City Manager will include funds sufficient to provide increases of up to five percent (5%) based on performance for each qualified sworn police officer up to the maximum salary of the pay range unless otherwise directed by City Council.

Capital Management

24. A five-year Capital Improvement Plan will be developed and updated annually, including anticipated spending as well as funding sources. Capital improvement projects are defined typically as multi-year efforts which may include purchases or construction of infrastructure or equipment which results in a new capitalized asset costing more than $25,000 and having a useful life of five years or more. No funding commitments will be made for any project in the CIP unless the project has sufficient budget authority in the current budget year to meet the entire amount of the commitment. For each year of the CIP, total anticipated expenditures and commitments will not exceed projected starting fund balance plus total anticipated revenues for that year.
25. Pay-as-you-go Capital Improvement Plan financing should account for a minimum of twenty-five percent (25%) of all capital improvement projects, excluding Preservation and Enterprise, for each five-year planning period. Pay-as-you-go financing is defined as all sources of revenue other than city debt issuance, i.e., fund balance contributions, developer contributions, grants, endowments, etc.
26. Proposed capital projects will be reviewed and prioritized by a cross-divisional team regarding accurate costing (design, capital, and operating), prevention of existing infrastructure deterioration before the addition of new infrastructure and overall consistency with the City's General Plan and City Council's goals and objectives.
27. Future operating and maintenance costs associated with new capital improvements will be forecast and included in the Operating Budget and five-year financial plan.
28. Dedicated two-tenths of percent (0.2%) privilege tax revenue for transportation improvements will be restricted to funding the planning, design, construction and acquisition costs associated with building, renovating, or enhancing capital projects for streets, highways, traffic control, and transit; and for transportation improvement operating expenses. No more than fifty percent (50%) of the privilege tax revenue for transportation improvements will be allocated to transportation improvement operating expenses.
29. Future operating, maintenance, and capital costs associated with contractual obligations approved by Council will be forecast and included in the Operating Budget, five-year financial plan and the Capital Improvement Plan.

Debt Management

30. General Obligation debt, which is supported by property tax revenues and grows in proportion to the city's assessed valuation and/or property tax rate increases, will be utilized only as authorized by voters. Other types of voter-approved debt may also be utilized only when they are supported by dedicated revenue sources.
31. General Obligation debt issuances (excluding Preserve General Obligation debt) will be managed on an annual basis to match funds to Capital Improvement Plan cash flow requirements. The city will not exceed $1.50 combined property tax per $100 assessed value unless otherwise directed by City Council.
32. Non-voter approved debt will be utilized only when a dedicated revenue source (e.g., facility revenue and bed tax) can be identified to pay, or reimburse

the city for paying, debt service expenses. City Debt Service (excluding enterprise, general obligation and preservation) costs (Municipal Property Corporation, Revenue Bond, and Contractual Debt) should not exceed five percent (5%) of the city's current or future annual operating revenue in order to control fixed costs and ensure expenditure flexibility. The following considerations will be made to the question of pledging of project (facility) revenues towards debt service requirements:

a. The project requires monies not available from other sources.
b. Matching fund monies are available which may be lost if not applied for in a timely manner.
c. Catastrophic conditions.
d. The city shall not give or loan its credit in aid of, nor make any donation, grant or payment of any public funds, by subsidy or otherwise, to any individual, association, or corporation, except where there is a clearly identified public purpose and the city either receives direct consideration substantially equal to its expenditure or provides direct assistance to those in need.

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

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

a. Improvement District debt will be permitted only when the full cash value of the property, as reported by the Assessor's Office, to debt ratio (prior to improvements being installed) is a minimum of 3/1 prior to issuance of debt and 5/1 or higher after construction of improvements. Should the full cash value to debt ratio not meet the minimum requirements, property value may be determined by an appraisal paid for by the applicant and administered by the city. In addition, the city's cumulative improvement district debt will not exceed 5 percent of the city's secondary assessed valuation. Bonds issued to finance improvement district projects will not have maturities longer than ten years.
b. Community Facility District debt will be permitted only when the full cash value of the property, as reported by the Assessor's Office, to debt ratio (prior to improvements being installed) is a minimum of 3/1 prior to issuance of debt and 5/1 or higher after construction of improvements. In addition, the city's cumulative facility district debt will not exceed 5 percent of the city's secondary assessed valuation. The landowner/developer shall also contribute $0.25 in public infrastructure improvement costs of each dollar of public infrastructure improvement debt to be financed by the district.

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

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

Reserve Management

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

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

a. General Fund Stabilization Reserve of 10 percent of annual General Fund operating expenditures;
b. Transportation Fund Stabilization Reserve of 10 percent of annual Transportation Fund operating expenditures.
c. An Excise Tax Stabilization Reserve will be funded at no less than $5.0 million to be temporarily used for unforeseen emergencies or catastrophic impacts to the city.

39. Debt Service Reserve will be funded with secondary property taxes, levied by City Council, sufficient to pay the bonded indebtedness for General Obligation bond principal and interest. A debt service sinking fund will be maintained to account for these restricted revenues and debt payments, as well as any additional debt amounts deemed to be advisable and necessary for any public or municipal purposes.

40. Contingency Reserves for each fund to be established annually will be maintained to offset unexpected expenditure increases. Contingency reserves may also be used for unanticipated and/or inadequately budgeted events threatening the public health or safety. Use of contingency funds should be utilized only after all budget sources have been examined for available funds, and subject to City Council approval.

41. Separate Operating Fund Reserves will be maintained for the city's Water, Sewer, Solid Waste Management, and Aviation Enterprise Funds. Such reserves shall be funded between 60 and 90 days of budgeted operating expenditures, excluding expenditures for debt service. Operating Fund Reserves shall be maintained to provide contingency funding and expenditure flexibility in the event of unexpected declines in revenue or increases in costs.

42. Replacement and Extension Reserves will be maintained by the Water and Sewer Enterprise Funds to ensure adequate resources for replacement of water and sewer infrastructure. Such reserves shall equal two percent (2%) of the gross book value of all tangible fixed assets of the system and shall be utilized only to provide contingency funding and expenditure flexibility during times of unusual circumstances.

43. Self-Insurance Reserves will be maintained at a level that will adequately fund the city's financial obligations for the payment of property, worker's compensation, liability, and health benefit losses. A qualified actuarial firm shall be retained on an annual basis to project and develop losses in order to recommend appropriate reserve levels. The Loss Trust Fund Board's target is to maintain a Risk Management reserve fund balance equivalent to the actuaries 85 percent confidence interval of projected total outstanding claims liability.

44. The Fleet Fund and PC Replacement Fund will be maintained to ensure adequate funding for systematic replacement and operational needs.

45. Any intentional drawdown of fund reserves requires City Council approval.

Financial Reporting

46. The city's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB). The City Treasurer shall issue timely monthly financial reports to City Council.

47. Accounting methods will include essential policies, procedures and internal controls to monitor all general ledger activity on an ongoing basis.

48. Prior to the end of each fiscal year the Council shall designate certified public accountants who, shall perform an independent audit of the city's annual financial statements in accordance with generally accepted government auditing standards. The certified public accountants shall be independent of the city government, having no personal interest, direct or indirect, in the fiscal affairs of city government or any of its officers. The certified public accountants shall submit their reports to the Council. All such audit reports shall be a matter of public record.

FY 2016/17 Adopted Budget

Fund Accounting Structure

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

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

General Fund

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

Special Revenue

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

Debt Service

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

Enterprise

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

Internal Service

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

Trust Fund

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

Capital Improvement Funds

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

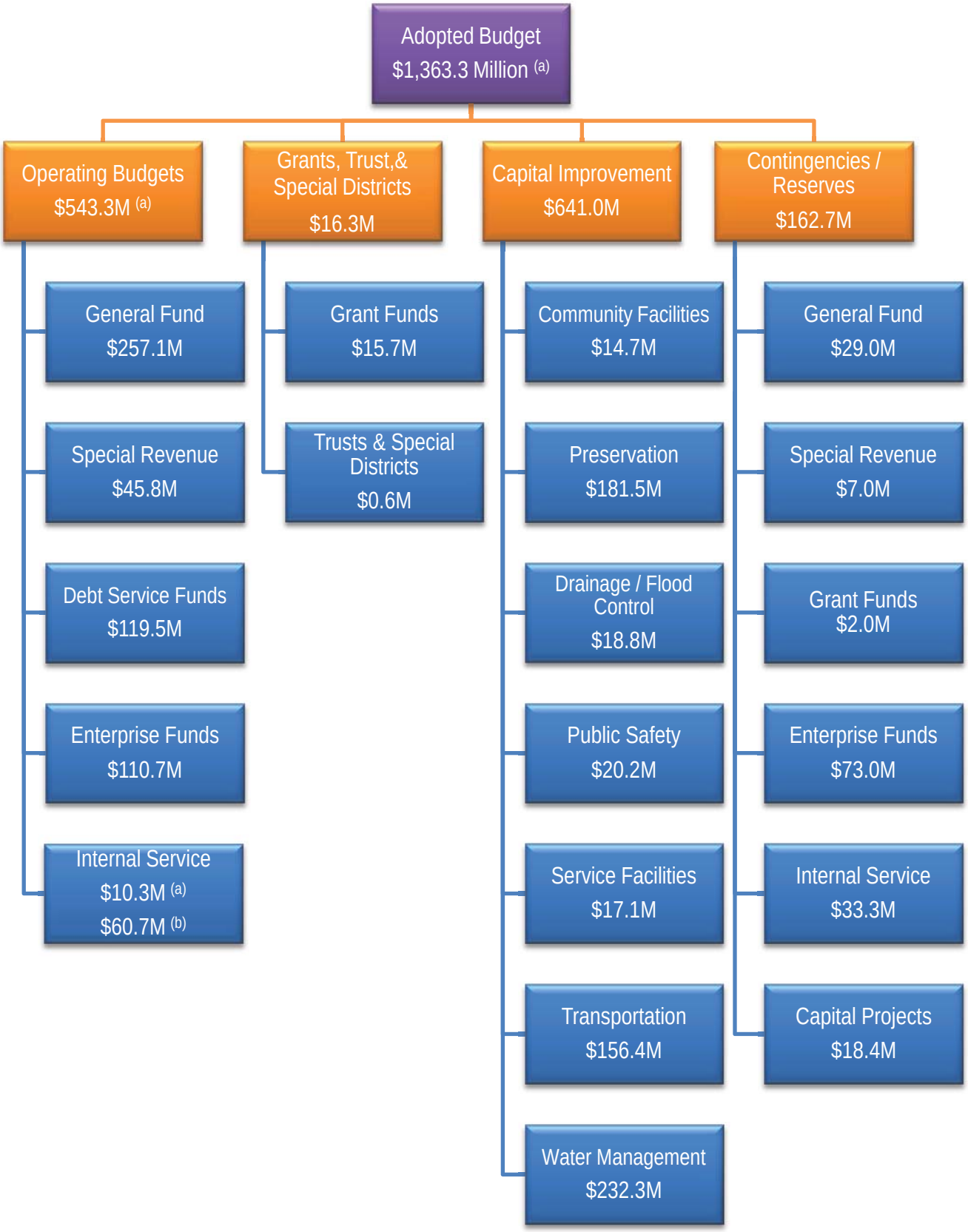
Bond Capital Funds – used to account for bond proceeds to be used only for approved bond projects.

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

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

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

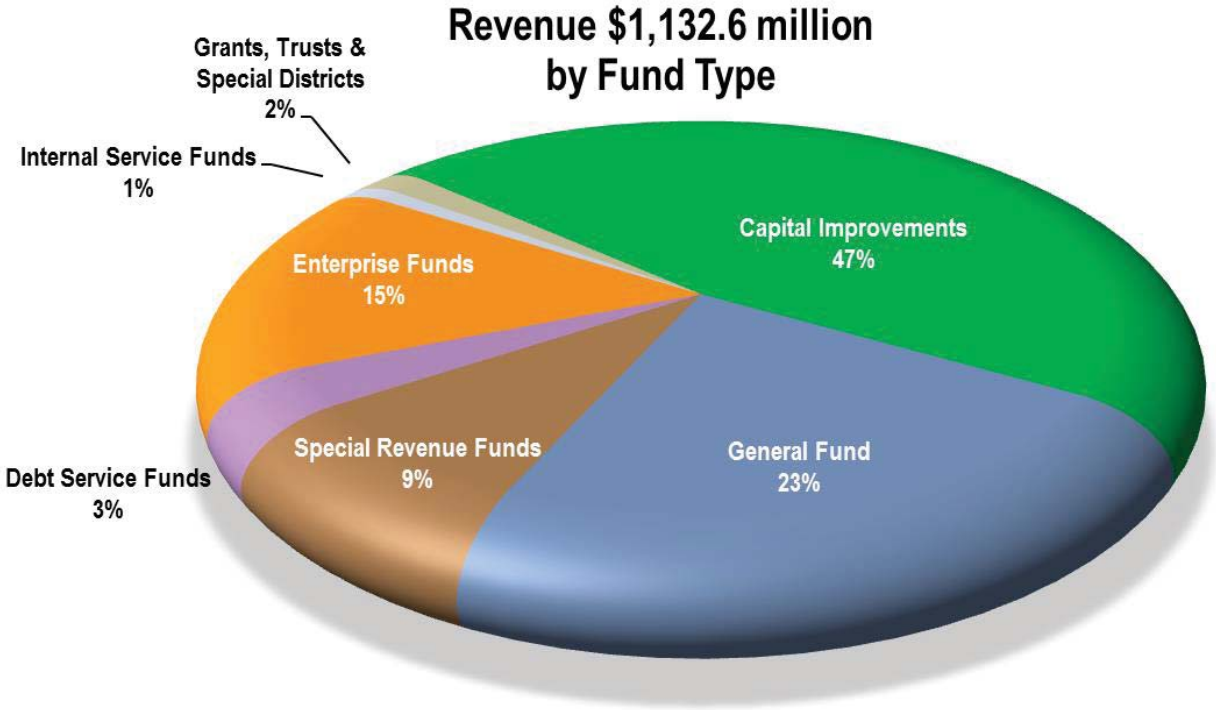
FY 2016/17 Adopted Budget



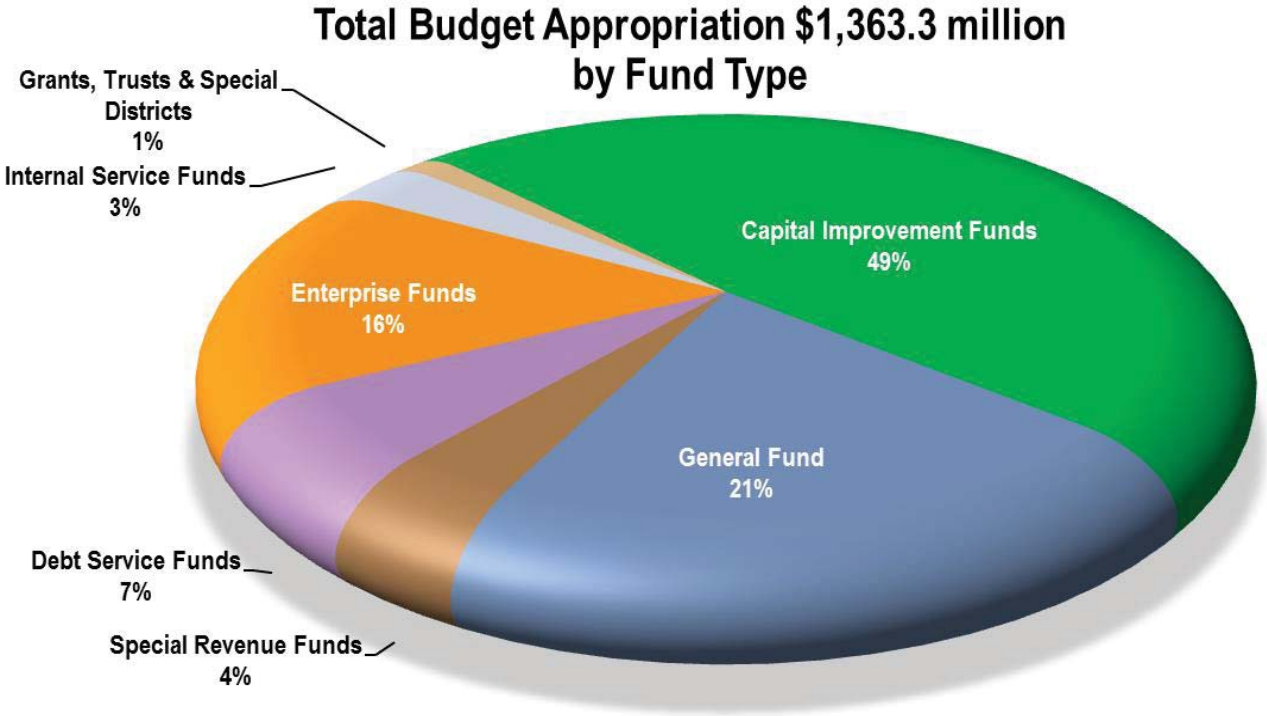
(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of $50.4M
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of $50.4M

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

The total Scottsdale budget consists of $1,132.6 million in revenue including, $390.0 million in prior year CIP unexpended funds, $78.0 million in anticipated bond proceeds, $61 million in property taxes, and $603.7 million in other operating and capital revenues. A complete detail of revenues can be found on the Total Budget Appropriation schedule. Below is the revenues breakdown by fund type.

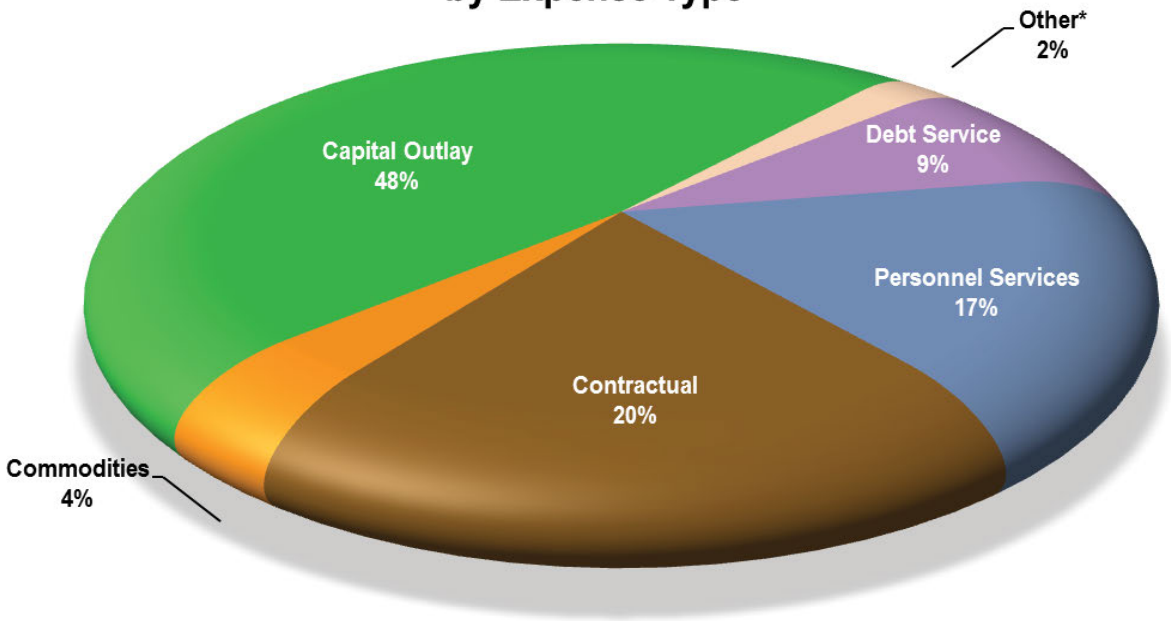


The total Scottsdale adopted budget appropriates $1,363.3 million, which includes $162.7 million in contingencies/reserves. The Capital Improvement Funds account for the largest portion of the annual budget appropriation at $641.0 million.



The largest expense category in the FY 2016/17 budget is for Capital Outlay, expenses for Personnel Services, Contractual, and Commodities together account for $560.8 million, or approximately 41 percent of the total authorized budget.

Total Budget Appropriation $1,363.3 million by Expense Type



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

		Sources		Uses						
	Beginning Balance	Revenue	Transfers In	Personnel Services	Contractual & Debt Service	Commodities	Capital Outlay	Other*	Transfers Out	Ending Balance***
General Fund	54,269,876	265,810,701	12,534,113	188,421,446	62,618,894	7,987,604	896,860	28,992,500	26,220,817	17,476,569
Special Revenue Funds										
Transportation	7,835,077	36,743,185	-	6,743,125	17,308,065	1,057,903	240,300	3,034,900	10,216,151	5,977,818
Preservation	26,489,991	37,068,335	-	-	2,200	-	-	-	35,970,958	27,585,168
Special Programs	8,134,974	7,396,805	60,000	1,746,411	3,119,193	1,594,481	195,475	1,500,000	978,001	6,458,218
Tourism Development	9,863,254	20,353,167	-	202,652	13,025,639	4,200	520,354	2,500,000	5,089,363	8,874,213
Debt Service Funds	22,519,505	36,957,105	51,253,753	-	85,331,404	-	-	-	3,454,425	21,944,534
Enterprise Funds										
Water/Water Reclamatior	62,931,985	146,566,138	19,244,963	20,882,925	124,785,849	28,711,834	294,500	5,703,210	48,364,767	-
Solid Waste	9,054,442	20,626,427	-	7,371,867	11,341,260	750,588	442,555	6,983,735	15,600	2,775,264
Aviation	7,214,915	3,910,700	-	1,214,828	4,979,162	76,550	900,000	497,008	823,090	2,634,977
Internal Service Funds										
PC Replacement	1,603,832	-	-	-	-	1,281,400	-	(486,606)	-	809,038
Fleet	8,830,467	389,800	-	3,703,062	1,575,124	6,779,188	7,527,000	(12,147,932)	95,100	1,688,725
Risk	16,655,778	1,407,000	-	790,141	24,281,784	87,353	-	(7,100,000)	3,500	-
Health Self Insurance	7,814,988	9,137,786	400,000	105,554	35,837,914	210,000	-	(18,800,694)	-	-
Grants, Trusts and Special Districts										
Trusts	10,368	6,000	-	-	6,000	-	-	10,000	-	10,368
Grants	-	15,693,356	-	915,021	14,761,780	13,755	-	2,000,000	2,800	-
Special Districts	13,827	609,739	-	-	623,566	-	-	-	-	-
Capital Improvements	152,472,480	529,925,085	64,237,039	-	-	-	641,035,063	18,350,100	16,495,296	70,754,145
Total All Funds	**395,715,758**	**1,132,601,329**	**147,729,868**	**232,097,032**	**399,597,834**	**48,554,856**	**652,052,107**	**31,036,221**	**147,729,868**	**166,989,038**

Total Budget Appropriation* **1,363,338,050**

*Other includes Operating Contingency, Reserve Appropriations, Internal Service Offsets and Indirect Costs
**Total Budget Appropriation excludes Transfers Out
**Assumes use of reserve appropriations

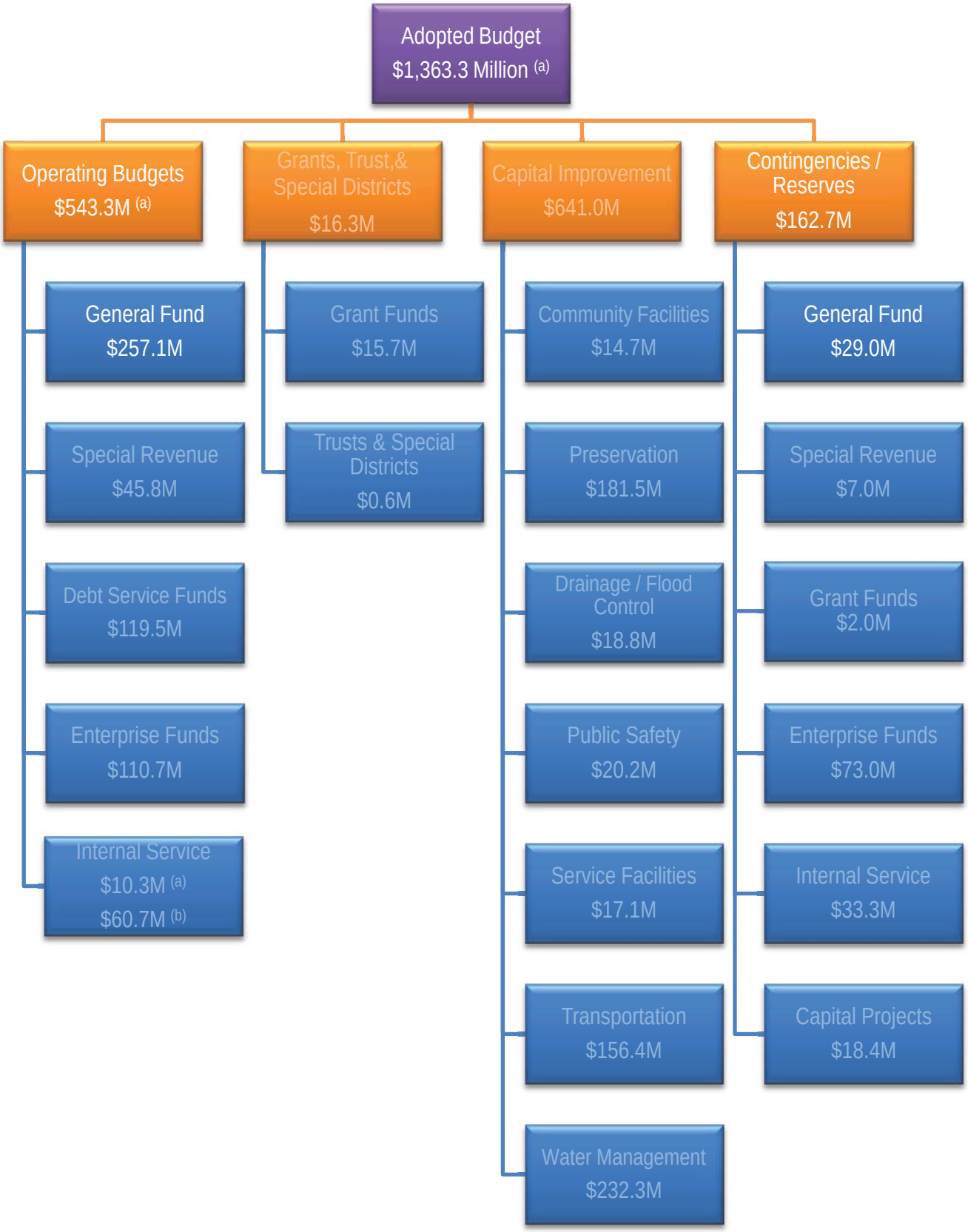
Budget by Fund — Total Appropriation

	General	Special Revenue	Debt Service	Enterprise	Internal Service	Grants, Trusts & Special Districts	Capital Improvement	Total
Beginning Fund Balance	54,269,876	52,323,296	22,519,505	79,201,342	34,905,065	24,195	152,472,480	395,715,758
Revenues								
Taxes - Local								
General Purpose Sales Tax (1.00%)	107,088,035							107,088,035
Transportation Sales Tax (.20%)		20,361,102						20,361,102
McDowell Preserve Sales Tax (.20%)		20,990,827						20,990,827
Preservation Sales Tax (.15%)		15,743,120						15,743,120
Public Safety Sales Tax (0.10%)	10,495,414							10,495,414
Property Tax	26,395,890		33,575,842		982,000			60,953,732
Transient Occupancy (Bed) Tax		18,714,000						18,714,000
Electric & Gas Franchise	8,393,572							8,393,572
Cable TV License Fee	3,619,900							3,619,900
Salt River Project In Lieu Tax	241,000							241,000
Stormwater Water Quality Charge	907,800			267,000				1,174,800
Taxes - From Other Agencies								
State Shared Sales Tax	22,318,898							22,318,898
State Shared Income Tax	29,009,725							29,009,725
AZ STA/MCSD Revenue			3,236,263					3,236,263
Transportation								
Highway User Revenue Tax		14,328,134						14,328,134
Auto Lieu Tax	9,213,063							9,213,063
Proposition 400 Regional Sales Tax		500,000						500,000
Internal Service Charges								
Fleet Management					18,882,388			18,882,388
PC Replacement Charges					986,606			986,606
Self-Insurance					40,463,480			40,463,480
Licenses, Permits & Fees								
Building Permit Fees & Charges	14,665,400							14,665,400
Recreation Fees	3,861,743							3,861,743
WestWorld	4,590,798							4,590,798
Fire Service Charges	790,920							790,920
Business Licenses & Fees	1,946,800							1,946,800
City Attorney Service Enhancement Fee	306,030							306,030
Fines & Forfeitures								
Court Fines	3,405,984							3,405,984
Photo Enforcement	3,782,951							3,782,951
Parking Fines	271,121							271,121
Library Fines & Fees	341,800							341,800
Interest Earnings/Property Rental								
Interest Earnings	1,398,824	334,388		1,040,626			1,300,505	4,074,343
Property Rental	3,231,020	1,618,667						4,849,687
Utilities & Enterprises								
Water Charges				91,418,800				91,418,800
Effluent Sales				13,256,800				13,256,800
Sewer Charges				38,677,500				38,677,500
Refuse/Recycling				20,533,710				20,533,710
Airport				3,759,890				3,759,890
Other Revenue								
Indirect/Direct Cost Allocation	6,416,104	578,949		866,900				7,861,953
In-Lieu Fees							120,000	120,000
Grant & Trust		945,000				16,309,095	37,176,146	54,430,241
Intergovernmental Revenue	1,271,577						17,505,519	18,777,096
Miscellaneous	892,619	50,500		1,282,039			5,834,800	8,059,958
Reimbursements	953,713							953,713
Special Programs Revenue		7,396,805						7,396,805
Bond Proceeds/MPC							78,000,000	78,000,000
Spring Exhibition Surcharge			145,000					145,000
CIP Unexpended Year End							389,988,115	389,988,115
Less Internal Service Funds Offset					(50,379,888)			(50,379,888)
Subtotal	*265,810,701*	*101,561,492*	*36,957,105*	*171,103,265*	*10,934,586*	*16,309,095*	*529,925,085*	*1,132,601,329*
Transfers In								
Operating Transfers								
From General Fund		60,000	15,469,607		400,000		10,291,210	26,220,817
From Special Revenue Funds	1,865,488		35,784,146				14,604,839	52,254,473
From Debt Service Funds	3,454,425							3,454,425
From Enterprise Funds	7,211,400			2,749,667			39,242,390	49,203,457
From Internal Service Funds							98,600	98,600
From Grants, Trusts & Special Districts	2,800							2,800
From Capital Improvement Funds				16,495,296				16,495,296
Subtotal	*12,534,113*	*60,000*	*51,253,753*	*19,244,963*	*400,000*	*-*	*64,237,039*	*147,729,868*
Other Activity								
Reserve Appropriations								
Operating Contingency / Reserves						2,010,000		2,010,000
Subtotal	*-*	*-*	*-*	*-*	*-*	*2,010,000*	*-*	*2,010,000*
Total Sources	278,344,814	101,621,492	88,210,858	190,348,228	11,334,586	18,319,095	594,162,124	1,282,341,197

Budget by Fund — Total Appropriation

	General	Special Revenue	Debt Service	Enterprise	Internal Service	Grants, Trusts & Special Districts	Capital Improvement	Total
Expenditures								
Divisions								
Mayor and City Council	789,960	75,500						865,460
City Attorney	7,074,203							7,074,203
City Auditor	913,455							913,455
City Clerk	1,033,601							1,033,601
City Court	4,742,649	1,105,714						5,848,363
City Manager	1,303,590							1,303,590
City Treasurer	6,285,074			3,183,234	8,988,553			18,456,861
Administrative Services	17,066,162				32,109,881			49,176,043
Community and Economic Development	25,778,927	23,397,631		3,086,340				52,262,898
Community Services	35,789,470	4,212,012						40,001,482
Public Safety - Fire	35,873,511	2,300						35,875,811
Public Safety - Police	96,527,651	1,940,115						98,467,766
Public Works	21,092,624	14,935,174		18,820,289	19,670,123			74,518,210
Water Resources				77,079,822				77,079,822
Leave Accrual Payments	1,947,500	51,100			33,200			2,031,800
Estimated Personnel Savings from Vacant Positions	(3,876,000)	(159,400)			(199,500)			(4,234,900)
Citywide Pay Program - Fire	869,339							869,339
Citywide Pay Program - Police	1,290,311							1,290,311
Citywide Pay Program	2,563,831	197,652		652,005	104,400	21,003		3,538,891
Indirect/Direct Cost Allocation				7,861,953				7,861,953
Less Internal Service Fund Offsets					(50,379,888)			(50,379,888)
Subtotal	*257,065,858*	*45,757,798*	-	*110,683,643*	*10,326,769*	*21,003*	-	*423,855,071*
Grant and Trust Activity								
Grants						15,669,553		15,669,553
Trust and Special Districts		-				629,566		629,566
Subtotal	-	-	-	-	-	*16,299,119*	-	*16,299,119*
Capital Improvements								
Community Facilities							14,712,417	14,712,417
Preservation							181,463,241	181,463,241
Neighborhood Drainage and Flood Control							18,794,044	18,794,044
Public Safety							20,231,348	20,231,348
Service Facilities							17,140,722	17,140,722
Transportation Improvements							156,385,434	156,385,434
Water and Wastewater							232,307,857	232,307,857
Subtotal	-	-	-	-	-	-	*641,035,063*	*641,035,063*
Debt Service								
General Obligation Bonds			34,077,651					34,077,651
General Obligation Bonds - Preserve			25,975,095					25,975,095
Preserve Authority Revenue Bonds			6,115,863					6,115,863
Revenue Bonds				4,549,838				4,549,838
MPC Bonds			19,162,795	26,717,436				45,880,231
Certificates of Participation - Radio Financing	2,548,680							2,548,680
Contracts Payable	310,266	2,200						312,466
Subtotal	*2,858,946*	*2,200*	*85,331,404*	*31,267,274*	-	-	-	*119,459,824*
Other Activity								
Reserve Appropriations								
Operating Contingency	28,992,500	7,034,900				2,010,000	18,350,100	56,387,500
Solid Waste				5,322,000				5,322,000
Aviation				3,039,000				3,039,000
Self-Insurance					33,316,519			33,316,519
Water/Sewer				64,623,954				64,623,954
Subtotal	*28,992,500*	*7,034,900*	-	*72,984,954*	*33,316,519*	*2,010,000*	*18,350,100*	*162,688,973*
TOTAL BUDGET	288,917,304	52,794,898	85,331,404	214,935,871	43,643,288	18,330,122	659,385,163	1,363,338,050
Transfers Out								
Capital Improvement Program	10,291,210	14,602,039		3,696,357	98,600			28,688,206
Operating Transfers								
To General Fund		1,868,288	3,454,425			2,800		5,325,513
To Special Programs Funds	60,000							60,000
To Debt Service Funds	15,469,607	35,784,146					15,595,296	66,849,049
To Internal Service Funds	400,000							400,000
To Enterprise Funds				38,295,700			900,000	39,195,700
Franchise Fee				7,211,400				7,211,400
Subtotal	*26,220,817*	*52,254,473*	*3,454,425*	*49,203,457*	*98,600*	*2,800*	*16,495,296*	*147,729,868*
Total Uses	315,138,121	105,049,371	88,785,829	264,139,328	43,741,888	18,332,922	675,880,459	1,511,067,918
Sources Over/(Under) Uses	(36,793,307)	(3,427,879)	(574,971)	(73,791,100)	(32,407,302)	(13,827)	(81,718,335)	(228,726,721)
Ending Fund Balance *	17,476,569	48,895,417	21,944,534	5,410,242	2,497,763	10,368	70,754,145	166,989,038

* Assumes use of reserve appropriations



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of $50.4M
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of $50.4M

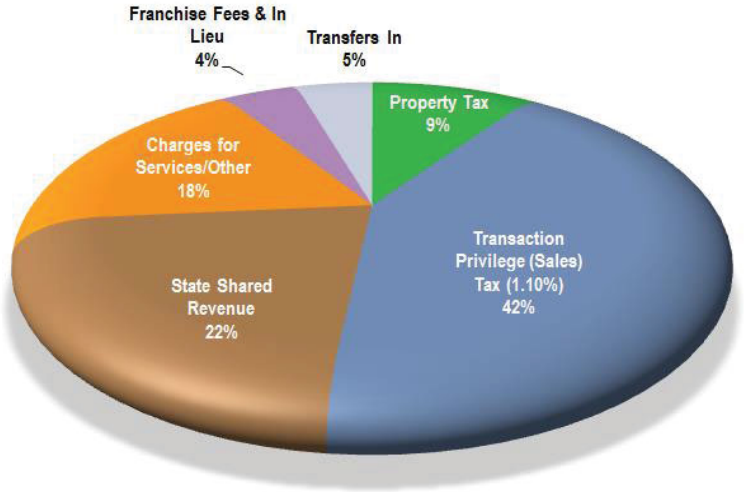
Note: Amounts are rounded in millions; therefore, differences may occur.

Fund Purpose

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

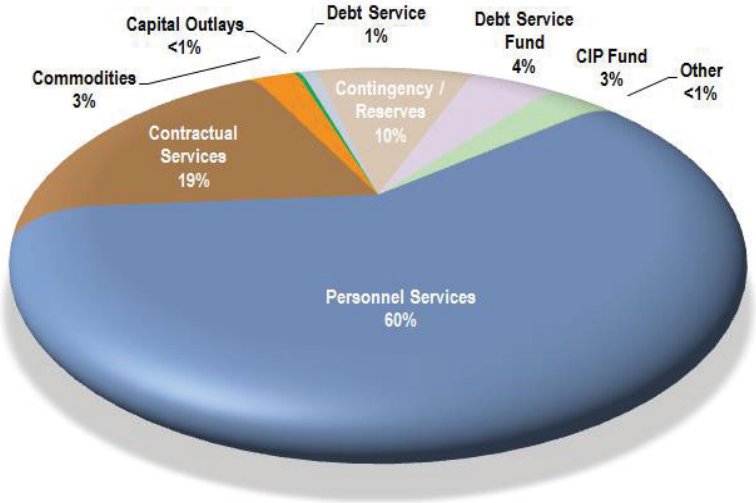
General Fund Sources (in $ millions)

Property Tax	26.4
Transaction Privilege (Sales) Tax (1.10%)	117.6
State Shared Revenue	60.5
Charges for Services/Other	49.0
Franchise Fees & In Lieu	12.3
Total Revenue	265.8
Transfers In	12.5
Total Sources	278.3



General Fund Uses (in $ millions)

Personnel Services	188.4
Contractual Services	59.8
Commodities	8.0
Capital Outlays	0.9
Debt Service	2.9
Contingency/Reserves	29.0
Adopted Budget	288.9
Transfers Out	
Debt Service Fund	15.5
CIP Fund	10.3
Other	0.5
Total Uses	315.1



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

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance				
General Fund Reserve	25,312,415	23,525,202	23,482,847	24,391,300
Operating Contingency	3,000,000	2,200,000	3,000,000	1,732,000
Unreserved Fund Balance	17,966,809	20,491,094	23,833,525	28,146,576
Total Beginning Fund Balance [(a)]	**46,279,224**	**46,216,296**	**50,316,372**	**54,269,876**
Revenues				
Privilege (Sales) Tax				
Transaction Privilege (Sales) Tax (1.00%)	100,560,299	100,224,051	103,798,980	107,088,035
Public Safety Transaction Privilege (Sales) Tax (0.10%)	9,836,860	9,803,522	10,170,692	10,495,414
State-Shared Revenues				
State Shared Sales Tax	19,866,541	20,767,461	20,767,461	22,318,898
State Revenue Sharing	26,315,799	26,173,125	26,173,125	29,009,725
Auto Lieu Tax	8,306,498	8,591,756	8,591,756	9,213,063
Charges for Services/Other				
Taxes - Local				
Stormwater Water Quality Charge	906,251	906,576	906,576	907,800
Licenses, Permits & Fees				
Building Permit Fees & Charges	14,778,632	14,276,420	14,276,420	14,665,400
Recreation Fees	3,850,663	3,586,898	3,836,898	3,861,743
WestWorld	4,176,006	5,060,700	4,165,000	4,590,798
Fire Service Charges	918,161	755,974	755,974	790,920
Business Licenses & Fees	1,871,834	1,845,667	1,845,667	1,946,800
City Attorney Service Enhancement Fee	-	303,000	303,000	306,030
Fines & Forfeitures				
Court Fines	4,148,074	3,903,551	3,669,551	3,405,984
Photo Enforcement	2,883,316	2,879,450	2,900,000	3,782,951
Parking Fines	242,869	222,430	222,430	271,121
Library Fines & Fees	340,282	305,109	305,109	341,800
Interest Earnings/Property Rental				
Interest Earnings	859,139	884,964	884,964	1,398,824
Property Rental	2,863,704	3,049,943	3,049,943	3,231,020
Other Revenue				
Indirect/Direct (Fire) Cost Allocation	6,463,445	5,966,388	5,966,388	6,416,104
Intergovernmental Revenue	1,171,952	1,213,826	1,213,826	1,271,577
Miscellaneous	4,271,662	4,926,369	4,926,369	892,619
Reimbursements	1,835,159	1,147,482	1,147,482	953,713
Property Tax				
Property Tax	25,467,021	26,009,870	26,009,870	26,395,890
Franchise Fees and In-Lieu Taxes				
Electric & Gas Franchise	8,400,838	8,324,540	8,324,540	8,393,572
Cable TV License Fee	3,748,276	3,415,000	3,755,000	3,619,900
Salt River Project In Lieu Tax	263,848	244,000	244,000	241,000
Subtotal	***254,347,129***	***254,788,072***	***258,211,021***	***265,810,701***
Transfers In				
Special Programs Fund (30-Day Tow Program)	386,176	394,464	394,464	368,288
Tourism Development Fund	1,500,000	1,500,000	1,500,000	1,500,000
Debt Service - Spring Training MCSD & AZSTA Funded	-	-	2,443,225	3,454,425
Other	1,365,791	-	-	-
Enterprise Franchise Fees	6,759,550	7,194,442	7,194,442	7,211,400
Subtotal	***10,011,517***	***9,088,906***	***11,532,131***	***12,534,113***
Total Sources	**264,358,646**	**263,876,978**	**269,743,152**	**278,344,814**

[(a)] Excludes accrued liabilities of $8.8 million in FY 2014/15 and unknown accrued liabilities in current and future years.

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Expenditures				
Divisions				
Mayor and City Council	711,026	759,996	753,283	789,960
City Attorney	5,997,012	6,353,215	6,593,088	7,074,203
City Auditor	778,717	873,324	883,814	913,455
City Clerk	915,944	719,164	1,154,110	1,033,601
City Court	3,934,672	4,327,911	4,242,427	4,742,649
City Manager	977,662	1,279,424	1,202,465	1,303,590
City Treasurer	4,820,437	5,899,008	5,860,403	6,285,074
Administrative Services	15,081,739	15,893,388	15,829,931	17,066,162
Community & Economic Development	23,834,853	24,216,806	24,340,524	25,778,927
Community Services	33,918,027	35,037,966	34,294,438	35,789,470
Public Safety - Fire	32,960,472	33,566,605	34,528,435	35,873,511
Public Safety - Police	88,520,961	94,442,353	93,548,520	96,527,651
Public Works	19,528,037	18,259,676	18,238,839	21,092,624
CIP Operating Impacts	-	-	-	-
Estimated Personnel Savings from Vacant Positions	-	*(3,800,000)*	*(1,192,647)*	*(3,876,000)*
Leave Accrual Payments	-	*1,900,000*	*791,562*	*1,947,500*
Fire 5 Percent Step	-	-	-	*869,339*
Police 5 Percent Step	-	-	-	*1,290,311*
Citywide Pay Program / Citywide Pay Program Tail	-	*3,094,557*	-	*2,563,831*
Subtotal	***231,979,559***	***242,823,393***	***241,069,192***	***257,065,858***
Contracts Payable & Certificates of Participation (COPs)				
Contracts Payable	300,228	295,492	295,492	310,266
Certificates of Participation - Radio Financing	2,548,679	2,548,679	2,548,679	2,548,680
Subtotal	***2,848,907***	***2,844,171***	***2,844,171***	***2,858,946***
TOTAL OPERATING BUDGET	**234,828,466**	**245,667,564**	**243,913,363**	**259,924,804**
Transfers Out				
Debt Service Fund - MPC Excise Debt	12,551,951	11,927,077	11,924,855	12,015,182
Debt Service - Spring Training MCSD & AZSTA Funded	-	-	2,443,225	3,454,425
CIP - Stadium	67,268	67,400	67,400	67,400
CIP - PAYGO	12,813,813	6,089,839	6,364,639	2,739,547
CIP - PAYGO (Food Tax)	-	-	-	2,484,263
CIP - Additional PAYGO	-	-	-	5,000,000
Healthcare Retirees	-	-	693,000	-
Healthcare Public Safety (Disabled) Subsidy	-	-	323,166	400,000
Special Programs Fund - Preservation Rehab	60,000	60,000	60,000	60,000
Subtotal	***25,493,032***	***18,144,316***	***21,876,285***	***26,220,817***
Total Uses	**260,321,498**	**263,811,880**	**265,789,648**	**286,145,621**
TOTAL Sources Over / (Under) TOTAL Uses	**4,037,148**	**65,098**	**3,953,504**	**(7,800,807)**
Ending Fund Balance				
General Fund Reserve	23,482,847	24,566,800	24,391,300	25,992,500
Operating Contingency	285,401	3,000,000	1,732,000	3,000,000
Unreserved Fund Balance	26,548,124	18,714,594	28,146,576	17,476,569
Total Ending Fund Balance [(a)]	**50,316,372**	**46,281,394**	**54,269,876**	**46,469,069**

[(a)] Excludes accrued liabilities of $8.8 million in FY 2014/15 and unknown accrued liabilities in current and future years.

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance				
General Fund Reserve	25,992,500	25,834,300	26,481,900	27,131,800
Operating Contingency	3,000,000	3,000,000	3,000,000	3,000,000
Unreserved Fund Balance	17,476,569	14,541,568	13,005,068	11,727,869
Total Beginning Fund Balance [(a)]	**46,469,069**	**43,375,868**	**42,486,968**	**41,859,669**
Revenues				
Privilege (Sales) Tax				
Transaction Privilege (Sales) Tax (1.00%)	110,325,600	113,811,800	117,175,800	120,609,000
Public Safety Transaction Privilege (Sales) Tax (0.10%)	10,814,900	11,159,200	11,491,100	11,829,900
State-Shared Revenues				
State Shared Sales Tax	23,346,000	24,490,000	25,714,000	27,000,000
State Revenue Sharing	28,830,700	29,360,700	30,495,700	31,718,700
Auto Lieu Tax	9,213,000	9,213,000	9,213,000	9,213,000
Charges for Services/Other				
Taxes - Local				
Stormwater Water Quality Charge	916,900	926,000	935,300	944,700
Licenses, Permits & Fees				
Building Permit Fees & Charges	14,930,400	15,200,900	15,476,700	15,757,900
Recreation Fees	3,918,000	3,974,700	4,032,300	4,090,100
WestWorld	4,827,300	4,916,400	5,006,900	5,099,600
Fire Service Charges	823,700	826,400	829,300	830,800
Business Licenses & Fees	1,980,300	1,999,200	2,010,400	2,020,600
City Attorney Service Enhancement Fee	309,100	312,200	315,300	315,300
Fines & Forfeitures				
Court Fines	3,435,800	3,474,300	3,517,200	3,560,600
Photo Enforcement	3,819,300	3,857,600	3,897,500	3,939,400
Parking Fines	273,800	276,600	279,500	283,700
Library Fines & Fees	341,800	341,800	341,800	341,800
Interest Earnings/Property Rental				
Interest Earnings	2,007,700	2,625,900	3,065,200	3,423,900
Property Rental	3,346,400	3,403,000	3,424,400	3,479,400
Other Revenue				
Indirect/Direct (Fire) Cost Allocation	6,544,500	6,675,200	6,808,700	6,945,000
Intergovernmental Revenue	1,275,300	1,279,100	1,283,000	1,287,100
Miscellaneous	894,800	897,000	899,200	901,500
Reimbursements	957,700	966,100	974,700	983,300
Property Tax				
Property Tax	26,648,000	26,905,000	27,163,000	27,425,000
Franchise Fees and In-Lieu Taxes				
Electric & Gas Franchise	8,467,000	8,541,000	8,616,000	8,691,000
Cable TV License Fee	3,619,000	3,619,900	3,619,900	3,619,900
Salt River Project In Lieu Tax	225,000	207,000	190,000	193,000
Subtotal	***272,092,000***	***279,260,000***	***286,775,900***	***294,504,200***
Transfers In				
Special Programs Fund (30-Day Tow Program)	368,300	368,300	368,300	368,300
Tourism Development Fund	1,500,000	1,500,000	1,500,000	1,500,000
Debt Service - Spring Training MCSD & AZSTA Funded	4,210,500	6,618,000	7,309,400	1,849,800
Other	-	-	-	-
Enterprise Franchise Fees	7,283,900	7,357,100	7,431,000	7,505,700
Subtotal	***13,362,700***	***15,843,400***	***16,608,700***	***11,223,800***
Total Sources	**285,454,700**	**295,103,500**	**303,384,600**	**305,728,000**

[(a)] Excludes accrued liabilities of $8.8 million in FY 2014/15 and unknown accrued liabilities in current and future years.

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Expenditures				
Divisions				
Mayor and City Council	783,600	795,200	808,100	820,500
City Attorney	6,818,600	6,880,100	6,946,800	7,012,700
City Auditor	898,200	906,700	916,000	925,400
City Clerk	1,146,500	753,900	1,161,300	769,000
City Court	4,649,400	4,701,300	4,758,700	4,816,000
City Manager	1,251,500	1,260,800	1,294,400	1,278,800
City Treasurer	6,125,600	6,202,300	6,284,500	6,366,200
Administrative Services	17,328,100	17,779,800	18,011,100	18,359,600
Community & Economic Development	24,667,900	24,873,700	25,101,800	25,168,800
Community Services	34,843,700	35,247,600	35,671,400	36,108,600
Public Safety - Fire	35,379,600	35,871,800	36,392,100	36,907,400
Public Safety - Police	94,433,800	95,483,100	96,585,600	97,687,100
Public Works	20,120,700	20,337,300	20,563,300	19,987,600
CIP Operating Impacts	*264,400*	*310,400*	*220,500*	*274,400*
Estimated Personnel Savings from Vacant Positions	*(3,953,500)*	*(4,032,600)*	*(4,113,200)*	*(4,195,500)*
Leave Accrual Payments	*1,996,200*	*2,046,100*	*2,097,200*	*2,149,700*
Fire 5 Percent Step	*1,590,984*	*2,331,018*	*2,879,662*	*3,240,040*
Police 5 Percent Step	*2,381,605*	*3,352,150*	*4,089,262*	*4,725,928*
Citywide Pay Program / Citywide Pay Program Tail	*4,741,812*	*6,828,032*	*8,741,775*	*10,525,232*
Subtotal	***255,468,701***	***261,928,700***	***268,410,299***	***272,927,500***
Contracts Payable & Certificates of Participation (COPs)				
Contracts Payable	325,800	342,000	359,200	377,200
Certificates of Participation - Radio Financing	2,548,700	2,548,700	2,548,700	-
Subtotal	***2,874,500***	***2,890,700***	***2,907,900***	***377,200***
TOTAL OPERATING BUDGET	**258,343,201**	**264,819,400**	**271,318,199**	**273,304,700**
Transfers Out				
Debt Service Fund - MPC Excise Debt	12,112,500	12,222,100	12,331,200	12,457,100
Debt Service - Spring Training MCSD & AZSTA Funded	4,210,500	6,618,000	7,309,400	1,849,800
CIP - Stadium	67,400	67,400	67,400	67,400
CIP - PAYGO	3,371,800	4,013,700	4,476,800	4,859,700
CIP - PAYGO (Food Tax)	5,117,600	7,906,700	8,143,900	8,388,200
CIP - Additional PAYGO	5,000,000	-	-	-
Healthcare Retirees	-	-	-	-
Healthcare Public Safety (Disabled) Subsidy	265,000	285,000	305,000	330,000
Special Programs Fund - Preservation Rehab	60,000	60,000	60,000	60,000
Subtotal	***30,204,700***	***31,173,000***	***32,693,700***	***28,012,400***
Total Uses	**288,548,001**	**295,992,300**	**304,011,899**	**301,317,100**
TOTAL Sources Over / (Under) TOTAL Uses	**(3,093,301)**	**(888,800)**	**(627,299)**	**4,410,900**
Ending Fund Balance				
General Fund Reserve	25,834,300	26,481,900	27,131,800	27,330,500
Operating Contingency	3,000,000	3,000,000	3,000,000	3,000,000
Unreserved Fund Balance	14,541,568	13,005,068	11,727,869	15,940,069
Total Ending Fund Balance [(a)]	**43,375,868**	**42,486,968**	**41,859,669**	**46,270,569**

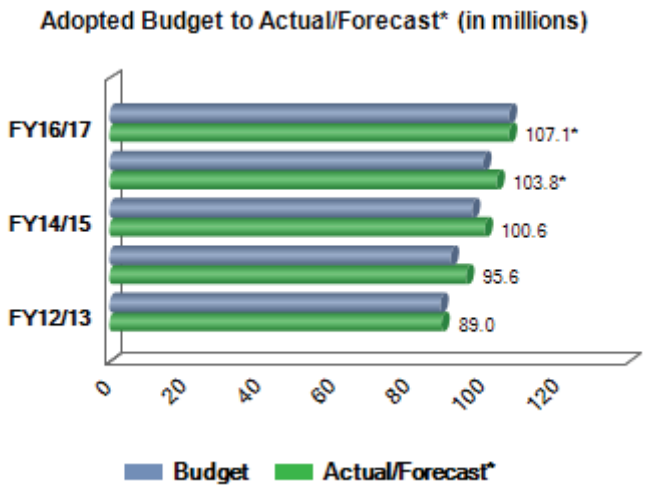
[(a)] Excludes accrued liabilities of $8.8 million in FY 2014/15 and unknown accrued liabilities in current and future years.

General Fund Sources

General Fund sources include both revenues and transfers-in from other fund types such as the Special Revenue, Tourism Development and Enterprise Funds. For FY 2016/17 estimated General Fund revenues and transfers-in equal $278.3 million, an increase of approximately $8.6 million, or 3.2 percent, from the FY 2015/16 year-end forecast of $269.7 million. This increase is attributed to a $3.6 million increase in Sales Tax revenues, an increase of $5.0 million in State-Shared revenues, an increase of $0.9 million in Photo Enforcement revenues, offset by a decrease in Miscellaneous of $4.0 million related to one-time items including the sale of city property. Transfers-in are anticipated to increase by $1.0 million from the FY 2015/16 year-end forecast related to Debt Service. Certain components of the revenue sources are subject to dramatic peaks and valleys from year to year. Scottsdale continues to experience positive trends in revenue recently, with the majority of revenue categories projected to maintain current activity levels with many increasing. Revenues and transfers-in determine Scottsdale's capacity to provide program services to citizens. The major resources, which fund the program operating budget, debt service, and capital projects, are identified in this section.

Transaction Privilege (Sales) Tax (1.00%)

Transaction Privilege (Sales) Tax represents the 1.00 percent General Fund share of the city's total 1.65 percent sales tax that is available for any municipal purpose. This revenue also includes sales tax application and penalty fees. It is the General Fund's largest revenue source, which is used to pay for general governmental operations as well as the repayment of excise debt. For FY 2016/17, the anticipated revenue budget is $107.1 million, approximately a $3.3 million or a 3.2 percent increase over the FY 2015/16 year-end forecast of $103.8 million. The 1.00 percent five-year privilege (sales) tax forecast is shown in detail in the following table by major business category. Staff forecast the privilege tax collections by category to arrive at more precise total sales tax revenue. The revenue forecasts for each business category use various assumptions that combine historical elements as well as emerging fiscal, economic and legal considerations. Beginning in FY 2016/17 the Food business category of the Transaction Privilege (Sales) Tax will transfer to CIP to fund various projects, this year is year 1 of a 3 year phase-in totaling $2.5 million.



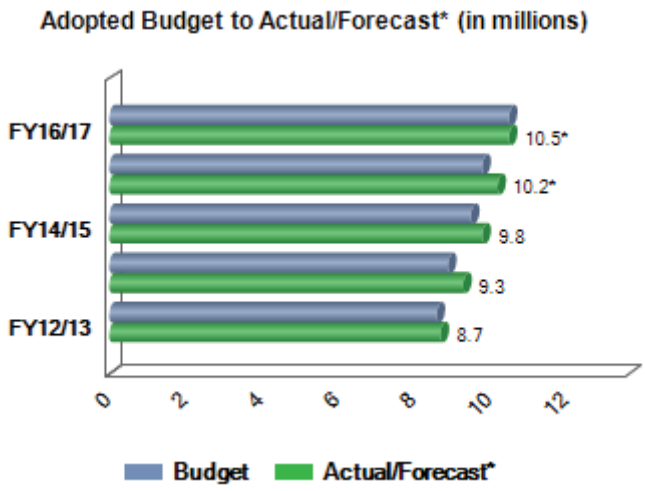
Transaction Privilege (Sales) Tax (1.00%) Five Year Forecast by Business Category

Business Category	FY 14/15 Actual	% of Total	FY 15/16 Adopted	% of Total	FY 16/17 Adopted	% of Total
Automotive	13,774,770	14%	14,375,562	14%	15,156,333	14%
Construction	11,055,210	11%	8,271,358	8%	9,362,893	9%
Food	6,997,592	7%	7,049,775	7%	7,452,790	7%
Hotel/Motel	5,329,043	5%	5,542,460	6%	5,850,099	5%
Major Dept Stores	9,464,605	9%	9,885,431	10%	9,795,715	9%
Misc. Retail	17,097,295	17%	17,769,086	18%	19,300,966	18%
Other Taxable	7,907,107	8%	7,813,179	8%	8,919,961	8%
Rental	12,920,089	13%	13,220,997	13%	14,184,052	13%
Restaurants	9,396,365	9%	9,655,834	10%	10,413,797	10%
Utilities	4,428,004	4%	4,451,540	4%	4,517,530	4%
Other	2,190,220	2%	2,188,829	2%	2,133,900	2%
Total	**100,560,299**	**100%**	**100,224,051**	**100%**	**107,088,035**	**100%**

Business Category	FY 17/18 Forecast	% of Total	FY 18/19 Forecast	% of Total	FY 19/20 Forecast	% of Total	FY 20/21 Forecast	% of Total
Automotive	15,113,116	14%	15,289,392	13%	15,208,772	13%	15,056,684	12%
Construction	9,456,521	9%	9,551,087	8%	9,646,598	8%	9,743,064	8%
Food	7,676,374	7%	7,906,665	7%	8,143,865	7%	8,388,181	7%
Hotel/Motel	6,142,604	6%	6,449,734	6%	6,772,220	6%	7,110,831	6%
Major Dept Stores	9,991,630	9%	10,191,462	9%	10,395,292	9%	10,603,197	9%
Misc. Retail	20,266,014	18%	21,279,315	19%	22,343,281	19%	23,460,445	19%
Other Taxable	9,276,759	8%	9,647,829	8%	10,033,743	9%	10,435,092	9%
Rental	14,751,414	13%	15,341,471	13%	15,955,130	14%	16,593,335	14%
Restaurants	10,934,487	10%	11,371,866	10%	11,826,741	10%	12,299,811	10%
Utilities	4,540,117	4%	4,562,818	4%	4,585,632	4%	4,608,560	4%
Other	2,176,579	2%	2,220,112	2%	2,264,515	2%	2,309,806	2%
Total	**110,325,600**	**100%**	**113,811,800**	**100%**	**117,175,800**	**100%**	**120,609,000**	**100%**

Public Safety Transaction Privilege (Sales) Tax (0.10%)

Public Safety Transaction Privilege (Sales) Tax (0.10%) represents the 0.10 percent of the total 1.65 percent sales tax rate and is dedicated exclusively to public safety. The Public Safety Transaction Privilege (Sales) Tax revenue budget for FY 2016/17 is $10.5 million, which is a slight increase over the FY 2015/16 year-end forecast of $10.2 million. This designated sales tax covers 7.9 percent of the FY 2016/17 Public Safety Police and Fire General Fund budgets combined. The 0.10 percent five year privilege (sales) tax is shown in detail by business category in the following table.



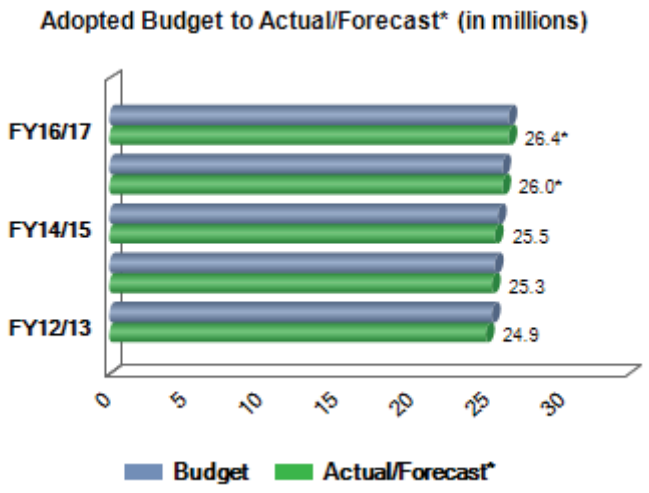
Public Safety Transaction Privilege (Sales) Tax (0.10%) Five Year Forecast by Business Category

Business Category	FY 14/15 Actual	% of Total	FY 15/16 Adopted	% of Total	FY 16/17 Adopted	% of Total
Automotive	1,377,545	14%	1,437,556	15%	1,515,633	14%
Construction	1,104,466	11%	827,136	9%	936,289	9%
Food	699,758	7%	704,977	7%	745,279	7%
Hotel/Motel	532,903	5%	554,246	5%	585,010	6%
Major Dept Stores	946,459	10%	988,543	9%	979,572	9%
Misc. Retail	1,709,726	17%	1,776,909	18%	1,930,097	18%
Other Taxable	790,397	8%	781,318	8%	891,996	8%
Rental	1,286,010	13%	1,322,100	14%	1,418,405	14%
Restaurants	939,636	10%	965,583	10%	1,041,380	10%
Utilities	442,800	5%	445,154	4%	451,753	4%
Other	-	0%	-	0%	-	0%
Total	**9,829,699**	**100%**	**9,803,522**	**100%**	**10,495,414**	**100%**

Business Category	FY 17/18 Forecast	% of Total	FY 18/19 Forecast	% of Total	FY 19/20 Forecast	% of Total	FY 20/21 Forecast	% of Total
Automotive	1,511,312	14%	1,528,939	14%	1,520,877	13%	1,505,668	13%
Construction	945,652	9%	955,109	9%	964,660	8%	974,306	8%
Food	767,637	7%	790,666	7%	814,386	7%	838,818	7%
Hotel/Motel	614,260	6%	644,973	6%	677,222	6%	711,083	6%
Major Dept Stores	999,163	9%	1,019,146	9%	1,039,529	9%	1,060,320	9%
Misc. Retail	2,026,601	19%	2,127,932	19%	2,234,328	19%	2,346,044	20%
Other Taxable	927,676	9%	964,783	9%	1,003,374	9%	1,043,509	9%
Rental	1,475,142	14%	1,534,147	14%	1,595,513	14%	1,659,334	14%
Restaurants	1,093,449	10%	1,137,187	10%	1,182,674	10%	1,229,981	10%
Utilities	454,012	4%	456,282	4%	458,563	4%	460,856	4%
Other	-	0%	-	0%	-	0%	-	0%
Total	**10,814,900**	**100%**	**11,159,200**	**100%**	**11,491,100**	**100%**	**11,829,900**	**100%**

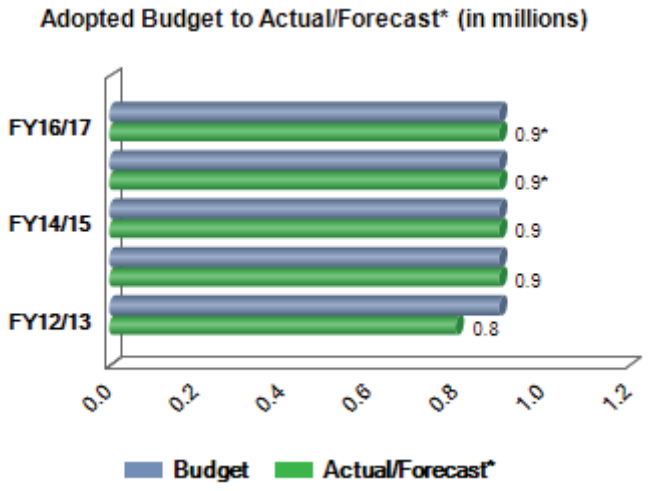
Property Tax (Primary)

Property Tax (Primary) represents the General Fund's portion of the Property Tax which is levied on the assessed value of all property within the city to help pay for city general governmental operation costs. By Arizona State Statute, the primary property levy is limited to a 2 percent increase per year, plus an allowance for annexations and new construction. For the fifth year in a row, Scottsdale is not imposing the allowed 2 percent increase for FY 2016/17. Primary property tax accounts for approximately 9.5 percent of the total adopted FY 2016/17 General Fund sources. The FY 2016/17 revenue forecast of $26.4 million represents an increase of $0.4 million from the FY 2015/16 year-end forecast of $26.0 million, attributable to valuations of new construction. The adopted primary property tax rate of approximately 51 cents per $100 of assessed valuation represents a 2.22 cent decrease from the FY 2015/16 rate.



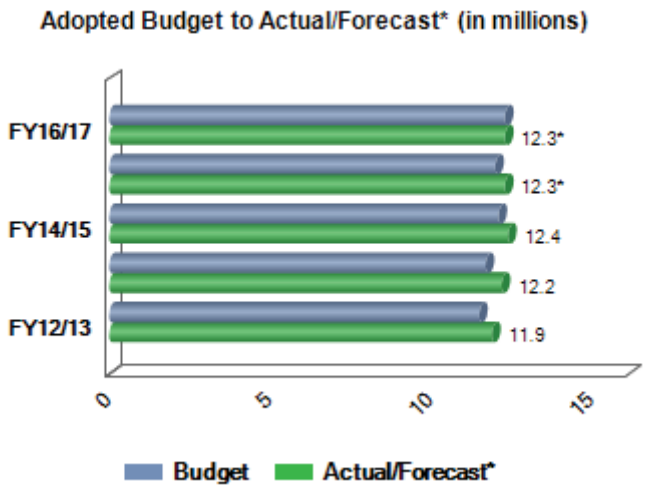
Stormwater Quality Charge

Stormwater Quality Charge revenue relates to the water quality charge to help pay a portion of the city's Stormwater Management program costs. These costs are driven by unfunded federal mandates that require the city to operate under a National Pollution Discharge Elimination System (NPDES) permit and to address the quality of stormwater runoff. Charges are forecasted at $0.9 million for FY 2016/17. This fee has increased by $0.25 per bill in the prior two years with the FY 2016/17 increase totaling $0.15, however, these increases were included in the Water Reclamation Fund.



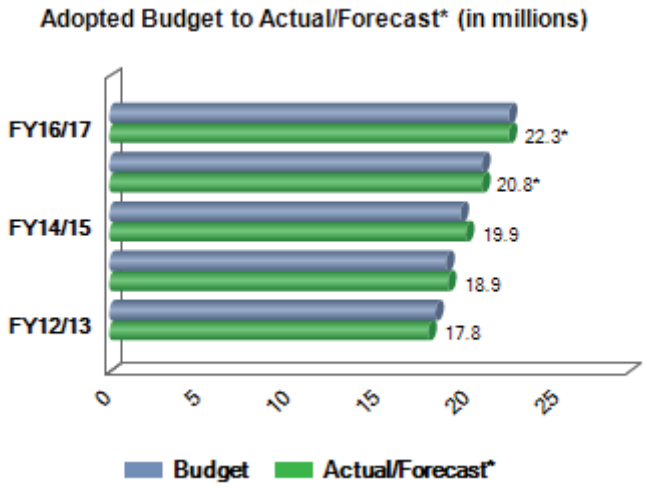
Franchise Fees and In-Lieu Taxes

Franchise Fees and In-Lieu Taxes include franchise taxes charged on revenues from utility and cable companies for use of city right-of-ways and in-lieu property tax for municipal utilities. Of the $12.3 million budgeted for FY 2016/17, the electric and gas franchise tax revenue budget is $8.4 million, which is $0.1 million lower than the FY 2015/16 year-end forecast. The next largest component is the cable TV license fees, which have decreased slightly over the FY 2015/16 year-end forecast to $3.6 million due to more people utilizing streaming services. The final component is the Salt River Project In-Lieu Tax of $0.2 million, which is flat when compared to the FY 2015/16 year-end forecast.



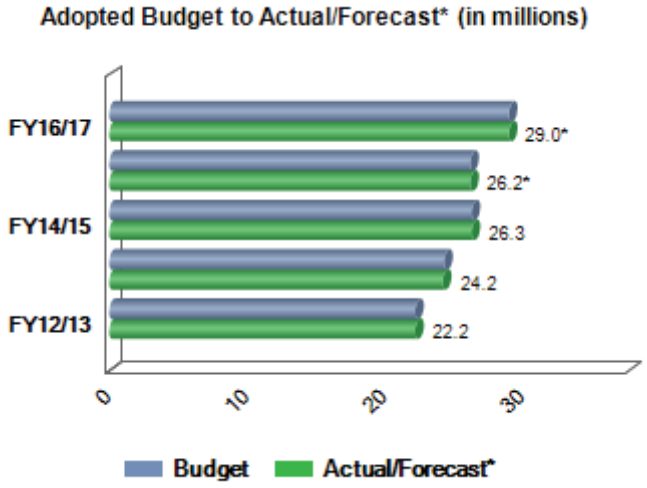
State Shared Sales Tax

The formula for distribution of State Shared Sales Tax is based upon the relation of the city's population to the total incorporated state population. Cities and towns share in a portion of the 6.0 percent sales tax collected by the State. The distribution base (shared portion) varies by category. For example, retail sales is 40 percent shared and 60 percent non-shared (retained by the State). Of the shared portion, 25 percent is returned to incorporated cities and towns, 40.51 percent is returned to counties, and 34.49 percent is returned to the State General Fund. The FY 2016/17 revenue budget is $22.3 million versus the FY 2015/16 year-end forecast of $20.8 million, an increase of $1.6 million.



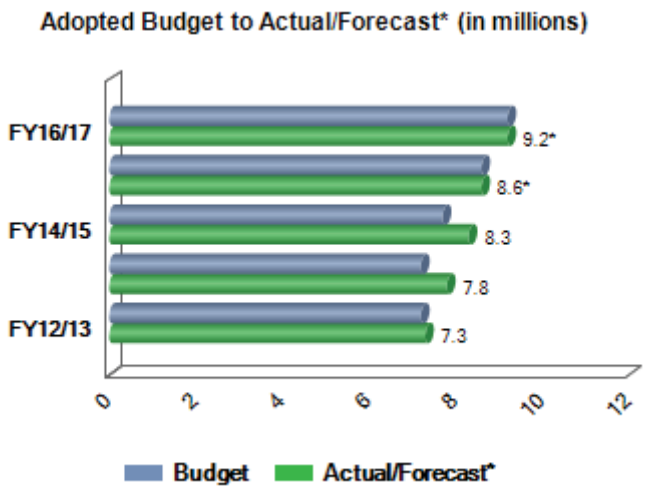
State Revenue Sharing (Income Tax)

The formula for distribution of the State Revenue Sharing (Income Tax) is based upon the relation of the city's population to the total incorporated state population. Cities and towns in Arizona are prohibited by law from levying a local income tax; however, 15 percent of the state income tax collections are shared with the cities and towns. There is a two-year lag between the time citizens report income to the State and when the State remits shared income tax revenues to cities and towns. Revenue from State Shared Income Tax is budgeted at $29.0 million for FY 2016/17, an increase of $2.8 million from the FY 2015/16 year-end forecast of $26.2 million.



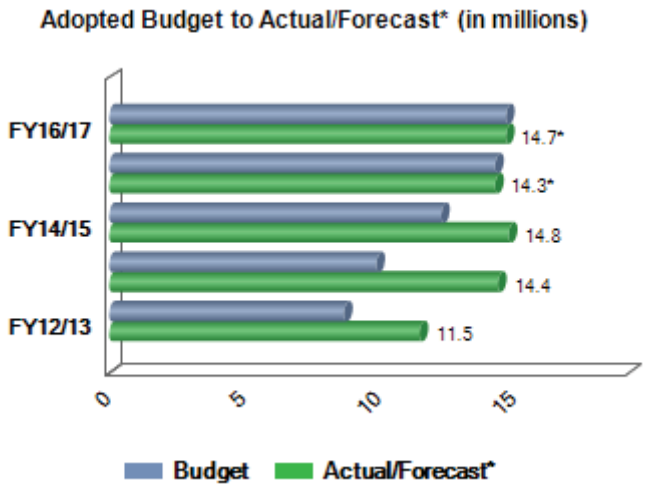
Auto Lieu Tax

Auto Lieu Tax is part of the vehicle license fees collected by Maricopa County, but it is actually a State revenue source. 25 percent of the net revenues collected for the licensing of motor vehicles by the county are distributed back to the cities and towns based on population. The only stipulation on the use of this revenue is that it must be spent on a public purpose. The revenue budget for FY 2016/17 is $9.2 million, which is $0.6 million more than the FY 2015/16 year-end forecast of $8.6 million.



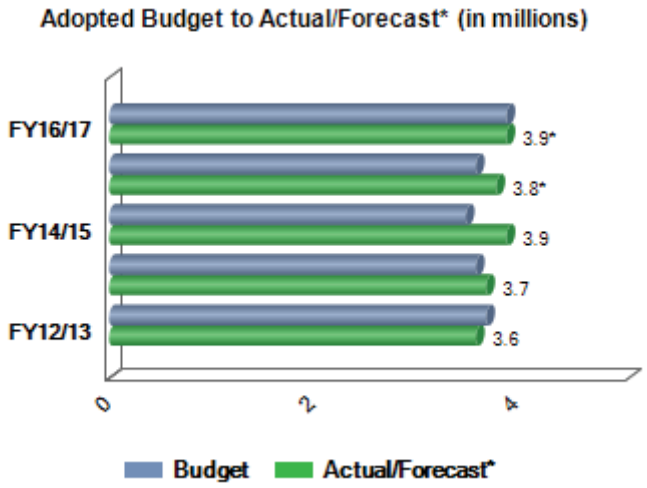
Building Permits Fees & Charges

Building Permits Fees & Charges include fees assessed to developers/builders that recover the cost of four primary functions: 1) reviewing/processing development applications, 2) plan review of construction documents, 3) the issuance of building, electrical, mechanical and plumbing permits, and 4) the inspection of buildings/structures in the construction phase. The FY 2016/17 revenue budget of $14.7 million has increased by $0.4 million over the FY 2015/16 year-end forecast. This slight increase is based on anticipated construction activity.



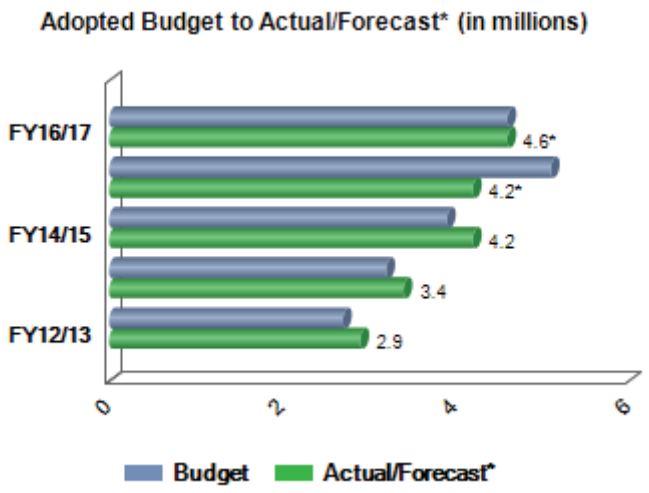
Recreation Fees

Recreation Fees are budgeted at $3.9 million and include revenue from the various recreational programs, classes, and entry fees. In accordance with the city's adopted financial policies, recreation fees are reviewed and adjusted annually as needed to meet cost recovery targets as approved by City Council.



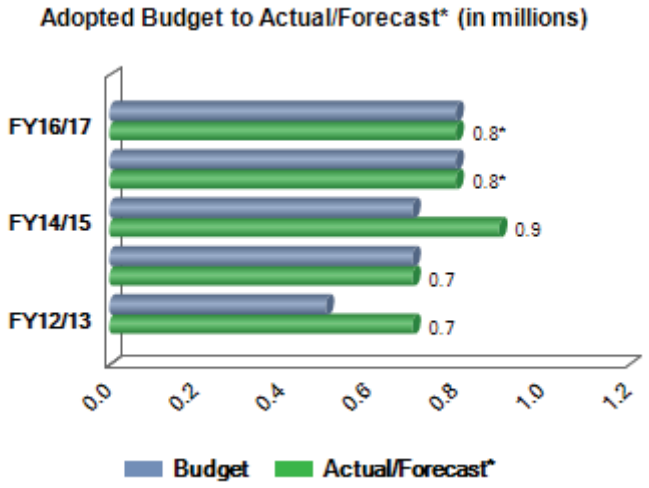
WestWorld Fees

WestWorld Fees include revenue (general facility rental, concessions, parking fees, etc.) from events such as horse shows, auto auctions and car shows, consumer and home shows, as well as RV space rental income. Revenues of $4.6 million are budgeted in FY 2016/17 versus the FY 2015/16 year-end forecast of $4.2 million. The FY 2016/17 revenue budget is based on future confirmed bookings for WestWorld, feed and bedding. The continual increase in revenues from FY 2013/14 is primarily due to the expansion of the Tony Nelssen Equestrian Center. The facility now includes approximately 300,000 square feet of climate-controlled enclosed space, which allows for additional events year round as well as additional areas to accommodate multiple users.



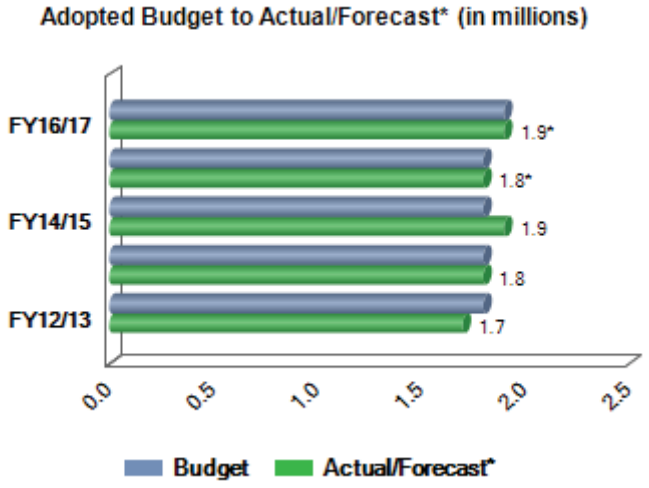
Fire Service Charges

Fire Service Charges include service fees for the cost recovery of fire and medical standbys at special events, after hours inspections, ambulance staffing, and medical enhancement costs associated with the ambulance agreement. In addition, the fire department collects fees for CPR classes, permits and incident reports. The FY 2016/17 revenues are budgeted at $0.8 million, which is flat when compared to the FY 2015/16 year-end forecast.



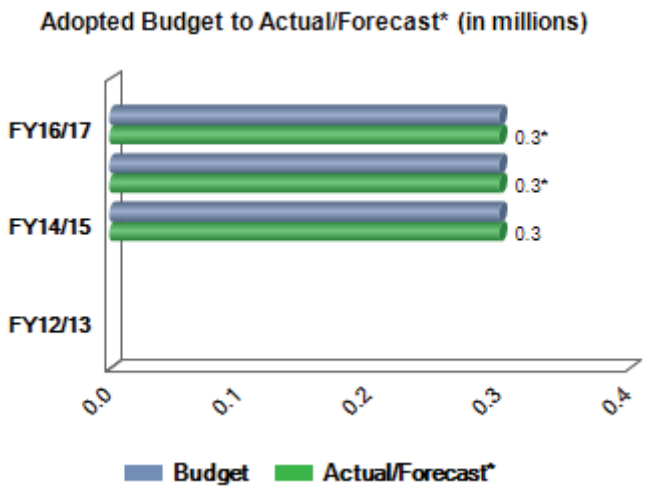
Business Licenses & Fees

Business Licenses & Fees include the licensing of business activity and the associated fees relating to the licensure and regulation of specific activities. Revenues of $1.9 million are budgeted for FY 2016/17, which is a slight increase over the FY 2015/16 year-end forecast.



City Attorney Service Enhancement Fee

This fee was adopted in FY 2014/15 by City Council as part of the annual analysis of Rates and Fees. A fee of $10 is imposed on every civil and criminal citation, excluding parking violations. The intent of the fee is to have enhanced services such as diversion, probation and home monitoring be paid for by those incurring extra costs associated with providing the enhanced services. The FY 2016/17 revenues are budgeted at $0.3 million, which stays flat versus the FY 2015/16 year-end forecast.



Court Fines

Court Fines are the General Fund portion of penalties or fees assessed by state statute, city ordinance or the Presiding Judge. Examples include: fines, a portion of the registration fee to attend Defensive Driving School, bonds forfeited to the city and default fees. The other portions of the fines are included in the Special Revenues Fund for Court Enhancement and the Judicial Collections Enhancement Fund (JCEF), or remitted to the State of Arizona. Revenues of $3.4 million are budgeted for FY 2016/17, which reflects a $0.3 million decrease from the FY 2015/16 year-end forecast of $3.7 million.

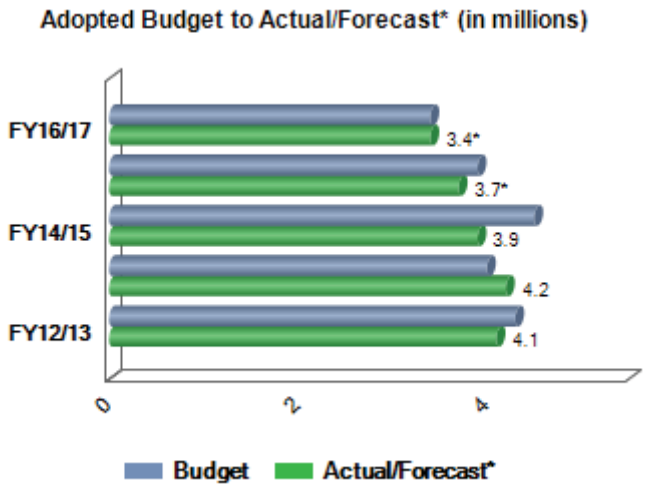
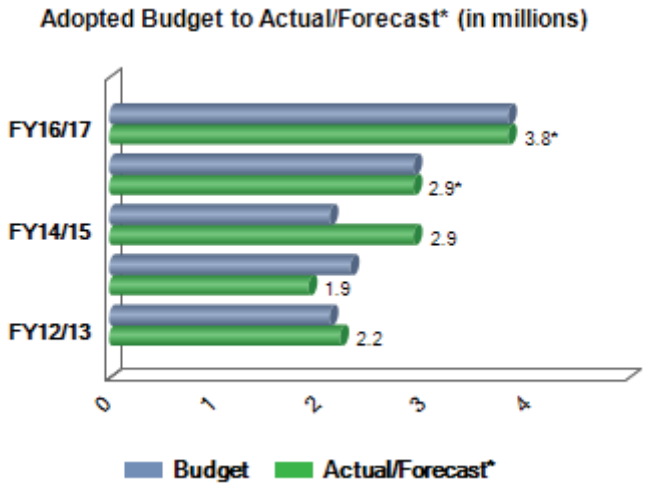


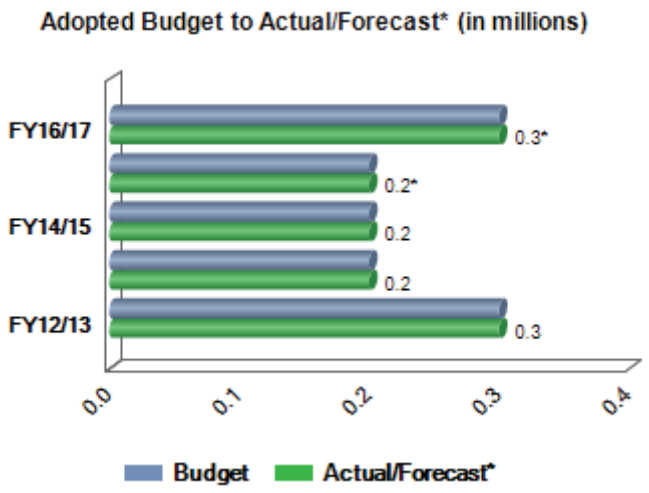
Photo Enforcement

Photo Enforcement Fines are the General Fund's portion of Photo Enforcement penalties as assessed by the Presiding Judge. Examples include: red light and speeding fines and a portion of the registration fee to attend Defensive Driving School. The other portions of the fines are included in the Special Revenues Fund for Court Enhancement and the Judicial Collections Enhancement Fund (JCEF), or remitted to the State of Arizona. Revenues are budgeted at $3.8 million for FY 2016/17, which is an increase of $0.9 million from the FY 2015/16 year-end forecast. The use of photo enforcement by Public Safety - Police is designed as a deterrent to unsafe driving and to modify driving habits, not as a revenue producer.



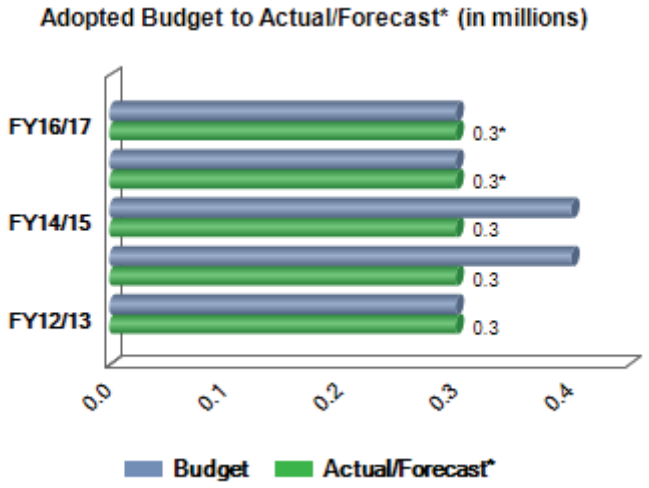
Parking Fines

Parking Fines are the General Fund portion of parking fees assessed per city ordinance and are budgeted at $0.3 million for FY 2016/17. The other portions of the fines are included in the Special Revenues Fund for Court Enhancement and the Judicial Collections Enhancement Fund (JCEF). The revenue budget is up slightly compared to the FY 2015/16 year-end forecast.



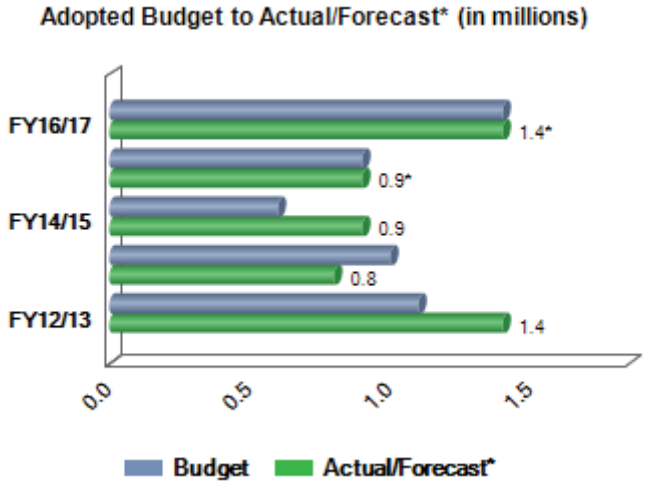
Library Fines & Fees

Library Fines & Fees are monies collected when library materials are returned after their due date, are lost, and/or are damaged. The FY 2016/17 revenues are budgeted at $0.3 million, which is relatively flat compared to the FY 2015/16 year-end forecast.



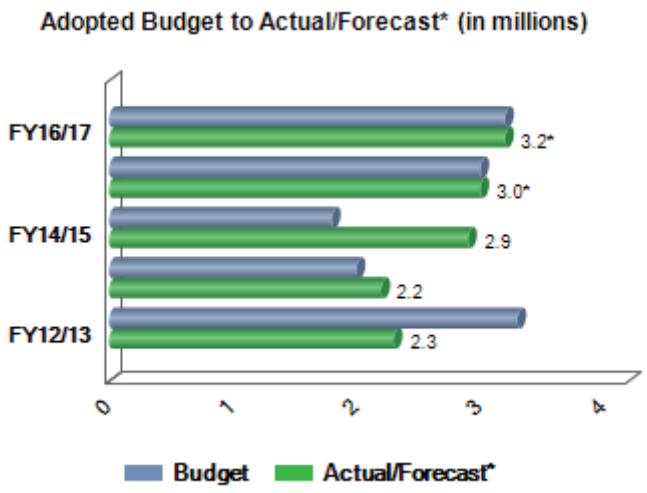
Interest Earnings

Interest Earnings are generated on General Fund cash balances throughout the year. This revenue is a function of the relationship between the city's available cash balance and the interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield and allows investments in U.S. Treasury and Agency obligations, certificates of deposit, commercial paper, bankers' acceptances, repurchase agreements, money market funds, high-grade corporate notes, and the State of Arizona's Local Government Investment Pool. Interest earnings applicable to bond proceeds and the Capital Improvement Plan accrue to the CIP budget and are not included in General Fund revenues. Interest Earnings Revenue is budgeted at $1.4 million in FY 2016/17. Per financial policy No. 17, 100 percent of net income in excess of $1.0 million will be transferred to the General Fund CIP.



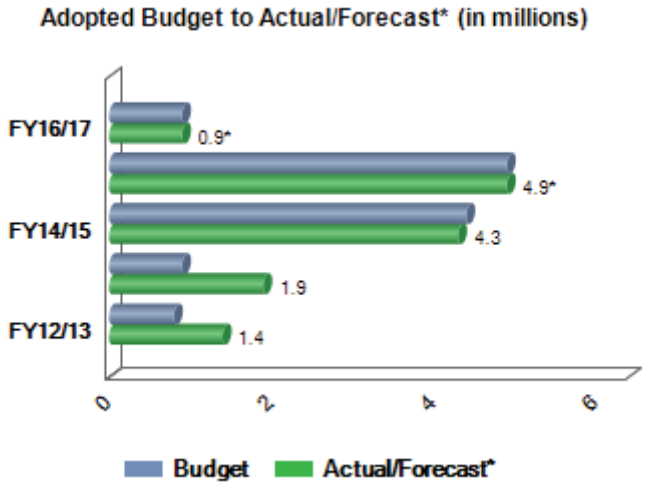
Property Rental

Property rental revenues are rental fees on facilities such as the Scottsdale Stadium, as well as amounts received from the Tournament Players Club for a percent of revenue on gross sales agreements. The FY 2016/17 revenue of $3.2 million is $0.2 million higher than the FY 2015/16 year-end forecast of $3.0 million.



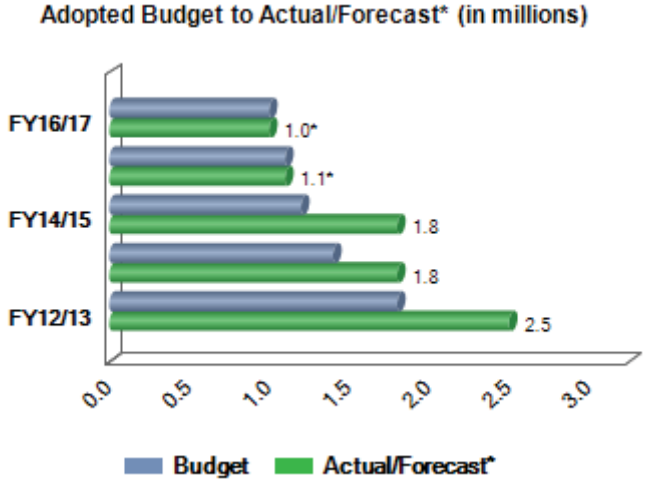
Miscellaneous

Miscellaneous revenue includes various revenues the city receives during any given year that are not attributable to one of the specific revenue categories noted previously. The FY 2016/17 miscellaneous revenue is $0.9 million, which is $4.0 million lower than the FY 2015/16 year-end forecast of $4.9 million. This significant reduction from FY 2014/15 and FY 2015/16 is due to the receipt of one-time funds related to the sale of city property.



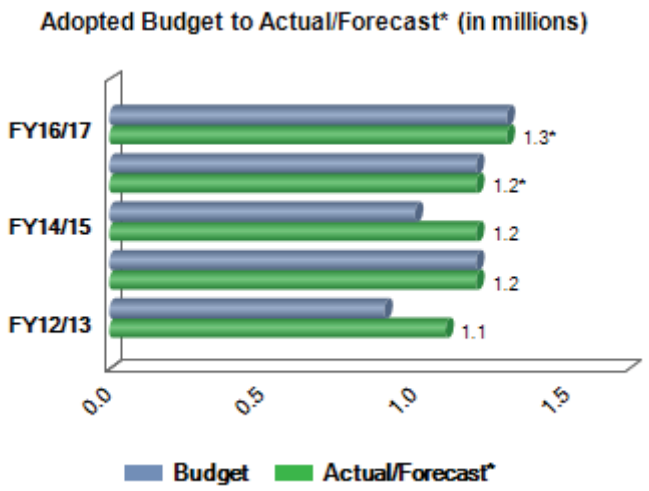
Reimbursements

This category represents General Fund reimbursements from outside sources. FY 2016/17 revenues are budgeted at $1.0 million, of which the most significant reimbursement revenue is related to jail fees. Reimbursements from defendants who are sentenced to county jail are approximately $0.6 million for FY 2016/17.



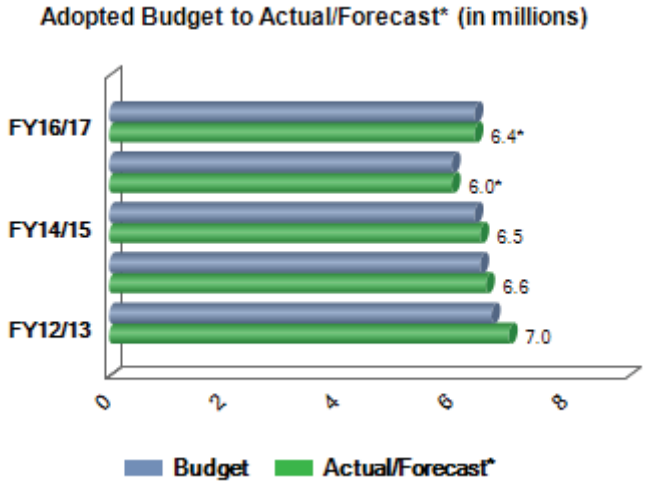
Intergovernmental Revenue

Intergovernmental Revenue is related to School Resource Officers from the Scottsdale Police Department servicing local area schools, an intergovernmental agreement with the Scottsdale Unified School District for shared use of Palomino Library, and revenue received from the County Library District for reciprocal interlibrary use. FY 2016/17 revenues are budgeted at $1.3 million.



Indirect/Direct (Fire) Cost Allocation

Of the $6.4 million budgeted for FY 2016/17 for this revenue group, the indirect cost allocation component is $6.1 million, which reflects a $0.4 million decrease from the FY 2015/16 year-end forecast of $5.7 million. The FY 2016/17 budgeted revenue for the direct cost of fire services at the Scottsdale Airport is $0.3 million, which is relatively flat with the FY 2015/16 year-end forecast.



Transfers In

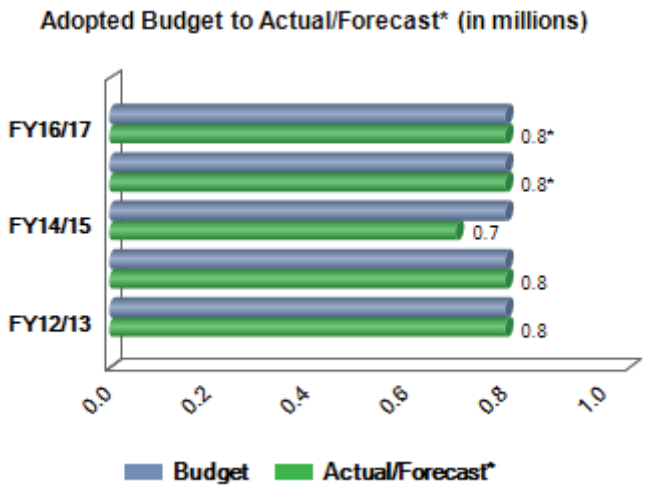
The budget for Transfers In to the General Fund includes ongoing franchise fees from the Enterprise Funds, reimbursement of Police Tow costs from the Special Programs Fund, bed tax from the Tourism Development Fund (per financial policy No. 21) and certain debt service funds that pass through the General Fund. Franchise fees charged to the Enterprise Funds represent an estimate of the fees a private utility organization would incur while conducting business within the city. In total, the transfers in for FY 2016/17 are budgeted at $12.5 million which is an increase of $1.0 million over the FY 2015/16 year-end forecast with the increase due to additional debt service pass through.

General Fund Expenditures By Expenditure Type

The General Fund expenditures are presented by the following major divisions, additional personnel services operating categories, debt service and transfers out.

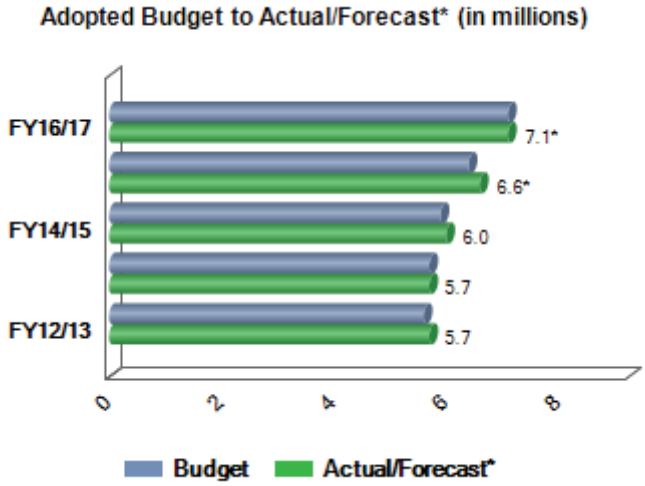
Mayor and City Council

Mayor and City Council includes the voter elected mayor, six council members and operational support staff. Expenditures have remained relatively flat at $0.8 million over the years with slight increases for compensation and other fringe benefits such as healthcare and employee retirement contributions.



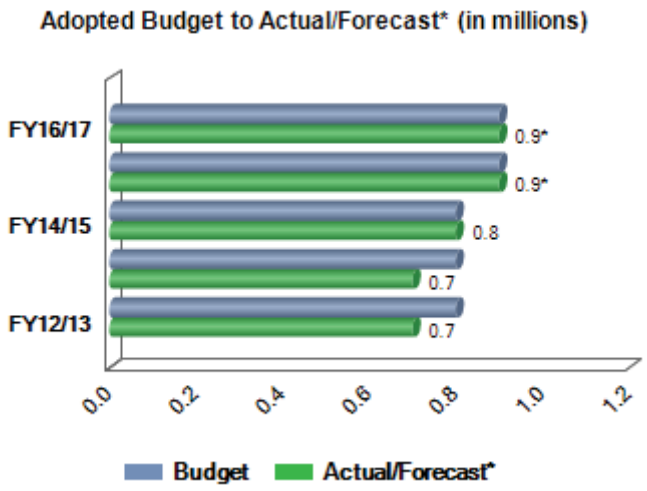
City Attorney

The City Attorney is the city's chief legal advisor and includes Civil, Prosecution and Victim Services. Expenditures have seen steady increases over the past four years and are budgeted at $7.1 million for FY 2016/17. This is related to slight increases for compensation and other fringe benefits such as healthcare and employee retirement contributions. There have also been reclassifications for certain positions resulting in further increases for Personnel Services. The division has seen a large increase to Property, Liability and Workers' Comp costs due to the settlement of a significant lawsuit and the purchase of a case management system which was anticipated to occur in FY 2015/16 but was delayed until FY 2016/17.



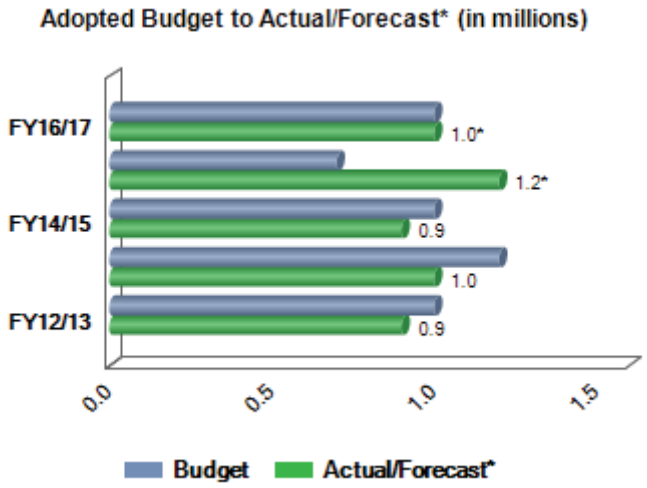
City Auditor

The City Auditor conducts audits to independently evaluate the operational efficiency and effectiveness, compliance and accountability of the city. Expenditures have increased due to slight increases in compensation and other fringe benefits such as healthcare and employee retirement contributions. Additionally, in FY 2014/15 the city's costs related to the external financial audit were transferred from the City Treasurer's Division to the City Auditor's Divisions resulting in an increase of approximately $0.1 million with a corresponding decrease in the City Treasurer's Office.



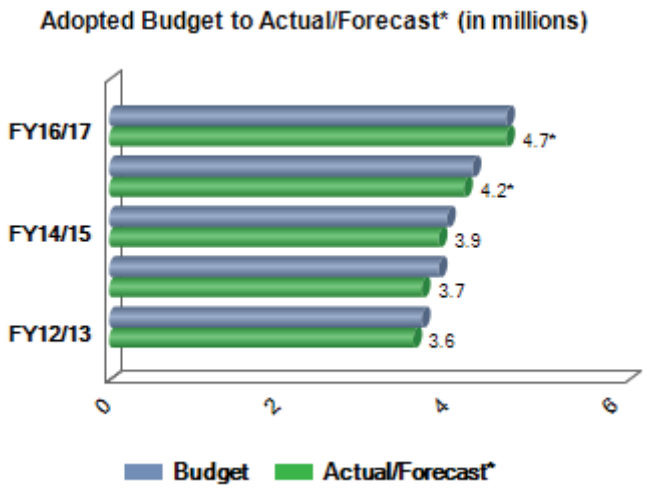
City Clerk

The City Clerk conducts all local elections, gives notice of all City Council meetings, keeps the records of council proceedings, administers the city's records management program, authenticates ordinances and resolutions, and provides administrative support to the council. There have been slight increases for compensation and other fringe benefits such as healthcare and employee retirement contributions which have increased ongoing costs. Also, the Clerk's expenses fluctuate from year to year due to elections. The Clerk conducts and oversees the election process for municipal elections, referendums and initiatives within the city resulting in increased costs when these activities occur. At times elections are known such as when council seats are up for election, other times the elections may not be known such as new debt issuances being taken to the voters, which occurred in FY 2015/16. The adopted FY 2016/17 budget of $1.0 million includes approximately $0.3 million for a November 2016 general election as the Mayor and two Council member seats are up for re-election.



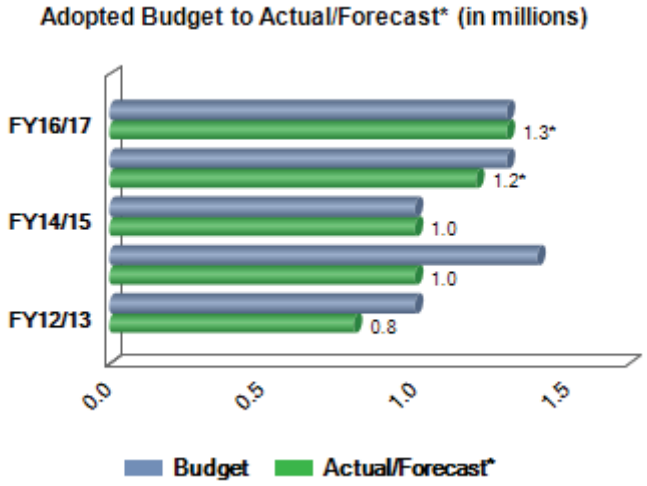
City Court

The City Court is part of the integrated judicial system for Arizona, and is the judicial branch for the city efficiently resolving civil traffic and misdemeanor violations, petty offenses, city ordinance and code violations, and issuance of protective orders. There have been slight increases in expenses related to compensation and other fringe benefits such as healthcare and employee retirement contributions which have increased ongoing costs. Additionally, the Court has been transferring two existing employees per year from the Court Enhancement Fund in the Special Programs Fund back to their General Fund operations. These were originally removed from General Fund to aid in the balancing of the budget and as the economy has improved these positions have been returned to the General Fund with a total of $4.7 million budgeted for FY 2016/17.



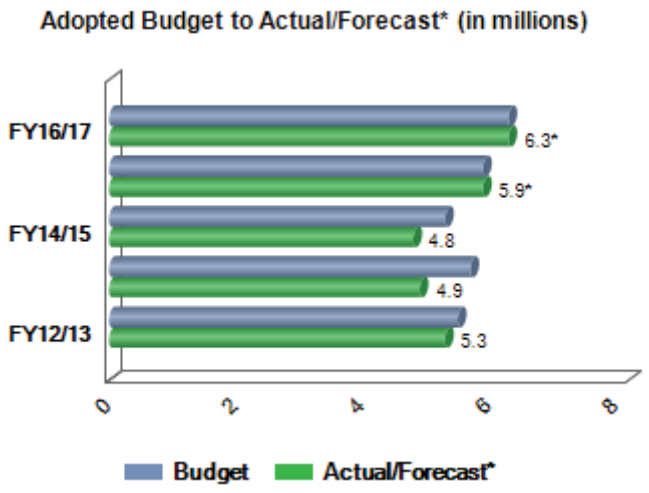
City Manager

The City Manager's Office provides the organizational leadership necessary to successfully implement the policy direction of the City Council, communicates that direction to the organization, ensures the efficient, effective and economical delivery of services to citizens, builds relationships with other governments, fosters diversity, and coordinates citywide preparation and response to local disaster. There have been slight increases for compensation and other fringe benefits such as healthcare and employee retirement contributions which have increased ongoing costs. Additionally, costs in Personnel Services increased due to existing operations moving into the City Manager's Division which includes the Office of Diversity, with one full-time staff member; and Emergency Management with one full-time staff member as well. There was also an increase in Contractual Services for FY 2016/17 related to the expected purchase of a new citywide citizen relationship management system. The budget totals $1.3 million for FY 2016/17 remaining relatively flat with FY 2015/16.



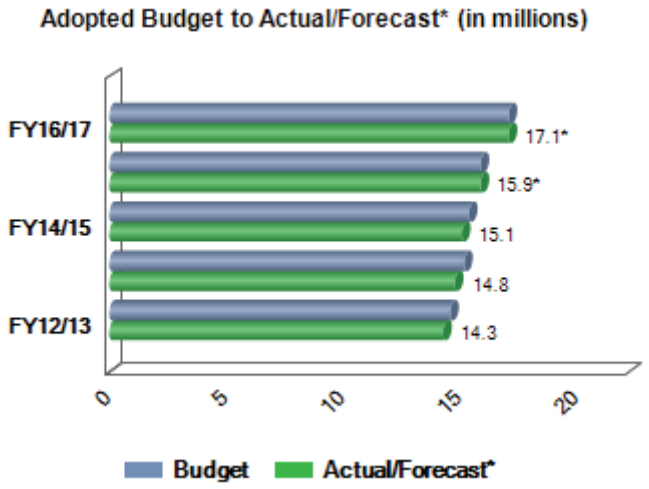
City Treasurer

The City Treasurer, the city's chief financial officer, is responsible for providing City Council and management with timely financial reports as well as oversight of the Accounting, Budget, Finance, Risk and Business Services functions. There have been slight increases for compensation and other fringe benefits such as healthcare and employee retirement contributions which have increased ongoing costs. These increases have been slightly offset by a decline in FTE's due to efficiencies and legislative changes affecting workloads at the municipal level. Another significant increase includes an annual payment to Arizona Department of Revenue for the Transaction Privilege Tax Simplification implementation (HB 2111) which includes a large administrative payment which will remain ongoing and additional one-time charges for system modifications during implementation. These payments began during FY 2015/16. Additionally, a $0.4 million increase from $5.9 million in FY 2015/16 to $6.3 million in FY 2016/17 occurred due to a new payroll system. The payroll system implementation is set to begin starting in FY 2016/17 and will replace the city's current antiquated payroll system.



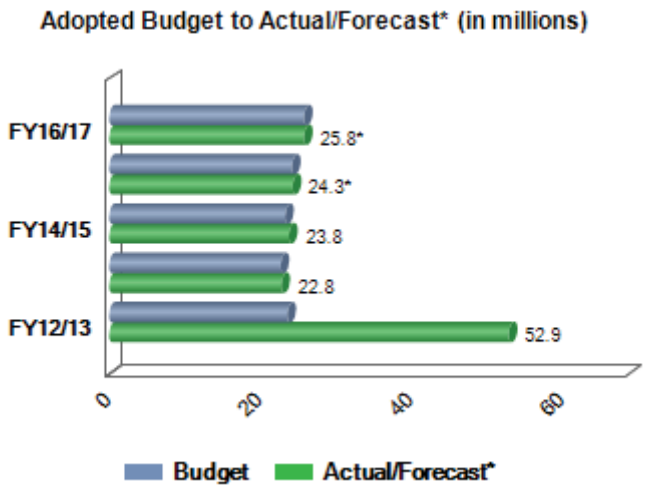
Administrative Services

Administrative Services comprises several functional areas including the Office of Communications, Human Resources, Information Technology and Purchasing. These service areas are responsible for a wide breadth of activities but include the sharing of information; training, recruiting and hiring employees as well as benefits and compensation; the design, support and maintenance of a variety of citywide systems and hardware; and the purchasing of goods, warehouse and graphics/print shop. There have been slight increases for compensation and other fringe benefits such as healthcare and employee retirement contributions which have increased ongoing costs; and due to the size of the division the cumulative effect of these increases has become significant. Also in Personnel Services in prior years there was an FTE that transferred from Human Resources to the City Manager's Office reducing the employee count, but 3 FTEs transferred from the Public Safety - Police Division to the Human Resources Department in an attempt to consolidate the citywide HR function. There was also a slight reduction in FTE of 0.5 when a half time position in the Office of Communication transferred to another division to align with the focus of the position. In the current fiscal year the significant increase to $17.1 million is due to the city approved Data Resiliency Center Operating Project in IT with ongoing operational impacts and 2 FTEs.



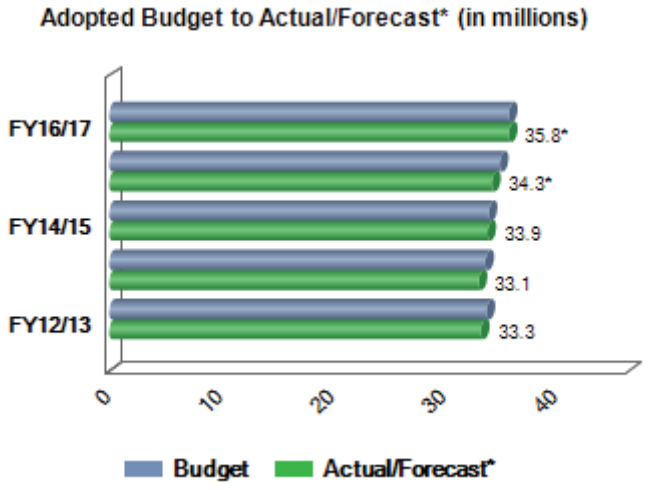
Community & Economic Development

Community & Economic Development works to preserve Scottsdale as a great community, offering value-added programs to stimulate the economy, sustain, revitalize, build upon the community's unique lifestyle and character. The departments with General Fund budgets include Economic Development, Planning and Development, Tourism & Events and WestWorld. The FY 2016/17 adopted budget is $25.8 million. There have been slight increases for compensation and other fringe benefits such as healthcare and employee retirement contributions which have increased ongoing costs; and due to the size of the division the cumulative effect of these increases has become significant. There have been a series of FTE shifts over the past few years resulting in a net increase, with the largest component of this increase related to converting all WestWorld slots to part-time positions and increasing their part-time hours for custodial and maintenance positions due to increased square footage coming online. Also, the Cultural Council Contract has historically seen large increases over the years contributing to the divisions overall costs. Finally, in FY 2012/13 the city paid the Nordstrom Garage Lease in full resulting in a large one-time expenditure which was not budget for in this division but the actual expenses were recorded in this division during the city's year-end process.



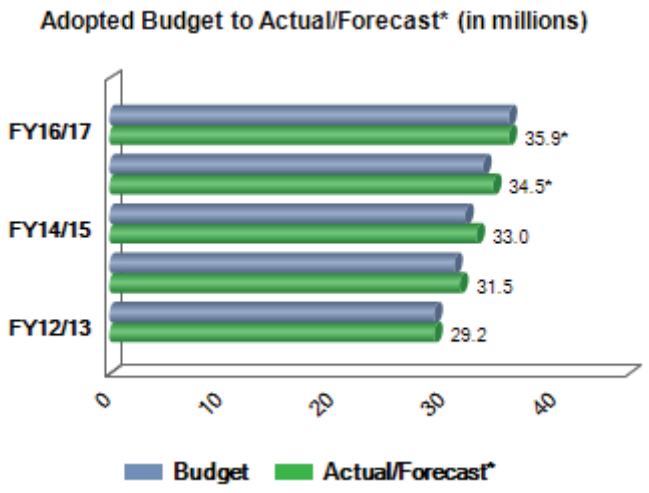
Community Services

Community Services is comprised of five departments including; Administration, Preserve Planning, Human Services, Parks and Recreation and Library, all of which work to improve the quality of life of Scottsdale residents. There have been slight increases to bring the FY 2016/17 total budget to $35.8 million for compensation and other fringe benefits such as healthcare and employee retirement contributions which have increased ongoing costs; and due to the size of the division the cumulative effect of these increases has become significant. There have been a series of FTE shifts over the past few years resulting in a net increase, with the largest component of this increase related to converting the hours for recreation specialist positions to part-time, which caused a large spike in FTE, but the budget impact was $0 as the funding already existed. The remaining non-personnel budgets in this division, while having increased slightly, are a smaller component of the overall increases the division has seen.



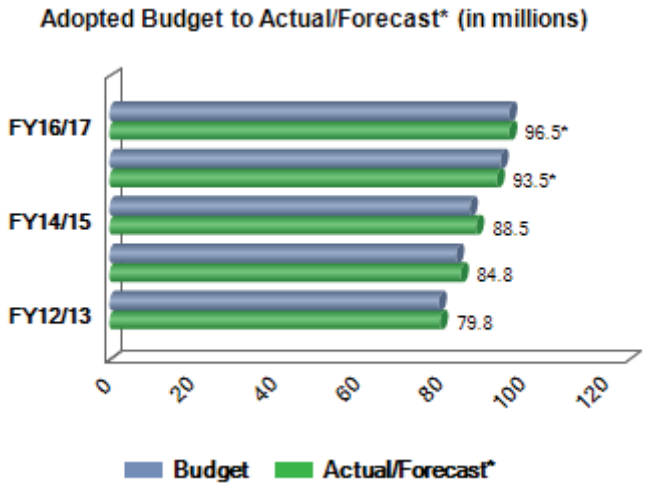
Public Safety – Fire

The Scottsdale Fire Department responds to emergencies through timely, skilled and compassionate service including; fire, emergency medical, chemical, biological, nuclear and radiologic, wild land and technical rescue. There have been increases for compensation and other fringe benefits such as healthcare and employee retirement contributions which have increased ongoing costs; and due to the size of the division the cumulative effect of these increases has become significant. Beginning in FY 2016/17 all firefighters, fire engineers, and fire captains participate in a 5 percent step program, increasing compensation annually based on performance. Additionally, there have been a series of FTE increases over the past few fiscal years adding firefighters in an attempt to mitigate ongoing overtime issues which have added to the FTE count and increased Personnel costs proportionately. The addition of these new positions is the largest contributor to the division's increase of ongoing costs at $35.9 million for FY 2016/17. Non-personnel costs have remained relatively flat over the past few fiscal years and have not escalated at the same rate as personnel related costs have.



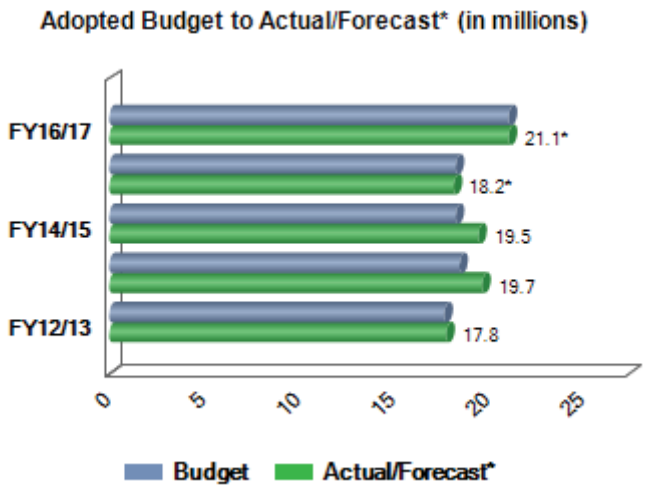
Public Safety – Police

The Scottsdale Police Department provides efficient and effective police services to the community confronting crime, responding to any needs, and seeking citizen involvement and partnerships. The operating areas include the Office of the Police Chief, Uniformed Police Services, Investigative Services and Operational Support. There have been increases for compensation and other fringe benefits such as healthcare and employee retirement contributions which have increased ongoing costs; and due to the size of the division the cumulative effect of these increases has become significant. Beginning in FY 2015/16 all police officers began participating in a 5 percent step program to increase compensation annually within their range based on performance, all other Police employees fell under the citywide pay for performance plan. Additionally, the contribution rates to the Public Safety Personnel Retirement System (PSPRS) for sworn personnel have increased significantly over the past few years leading to increased costs. These increases have been slightly offset by a reduction in both civilian and sworn positions through attrition due to efficiencies in operations. Certain large contracts have increased such as jail services and photo radar which have been offset by the decrease in Property, Liability and Workers Compensation Rates with most other non-personnel costs remaining relatively flat. The total FY 2016/17 budget is $96.5 million, or $3.0 million more than the FY 2015/16 forecast.



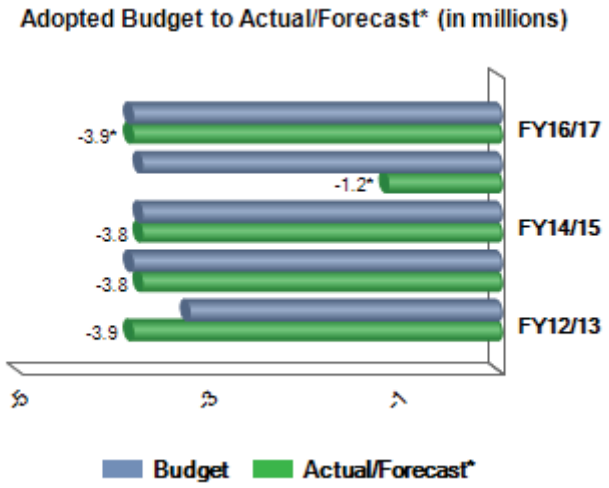
Public Works

Public Works General Fund includes Public Works Administration, which is the management of the division's General Fund operations; Capital Project Management overseeing the design and construction of capital improvement projects (includes the city's real estate services area); and Facilities Management which includes the repair and maintenance on 2.9 million square feet of city-owned facilities provided by Building Maintenance, Strategic Space Planning and Contract Administration. There have been slight increases for compensation and other fringe benefits such as healthcare and employee retirement contributions which have increased ongoing costs; and due to the size of the division the cumulative effect of these increases have become significant. The remaining increase for FY 2016/17 is due to one-time items allocated to the division for various building maintenance projects such as recoating the roofs at several city-owned buildings.



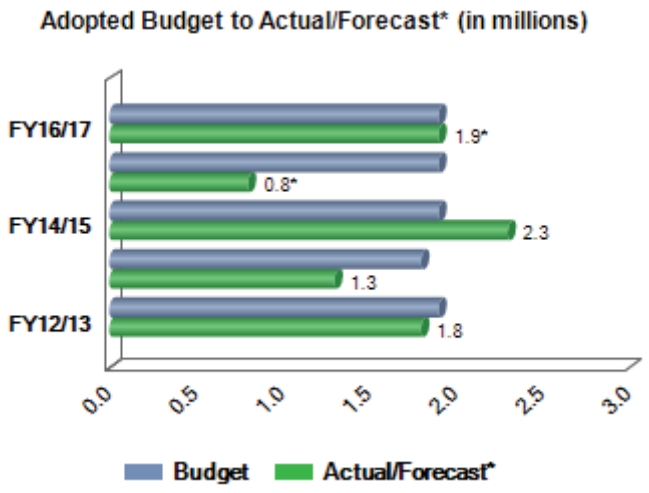
Estimated Personnel Savings from Vacant Positions

Personnel Savings is the amount of savings achieved from vacant positions. Of the 2,478.25 adopted FTE positions, the General Fund averages approximately 115 FTE positions vacant at any given time. The FY 2016/17 General Fund estimate for vacancy savings is ($3.9) million. Additionally, the FY 2015/16 forecast number of ($1.2) million, while accurate, has increased as the year has progressed and is forecasted to end the year at approximately ($4.8) million.



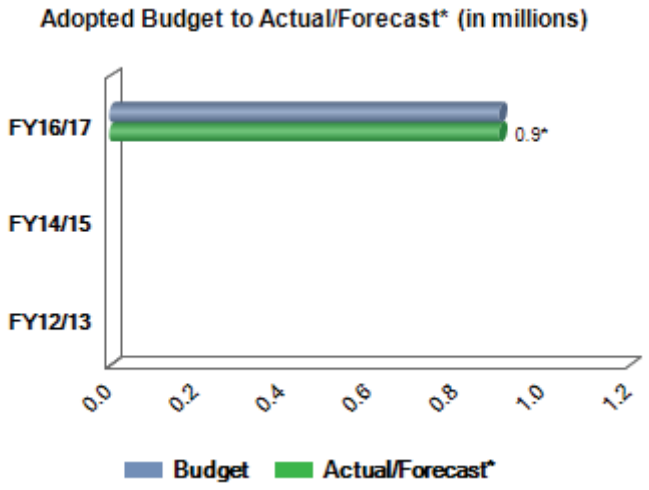
Leave Accrual Payments

These payments include accumulated medical and/or vacation leave paid out at the time of retirement or separation from the city. FY 2016/17 leave accrual payments are relatively flat compared to FY 2015/16 with $1.0 million budgeted for medical leave accrual payouts and $0.9 million budgeted for vacation leave accrual payouts. Additionally, the FY 2015/16 forecast number of $0.8 million, while accurate, has increased as the year has progressed and is now forecasted to end the year at approximately $1.9 million.



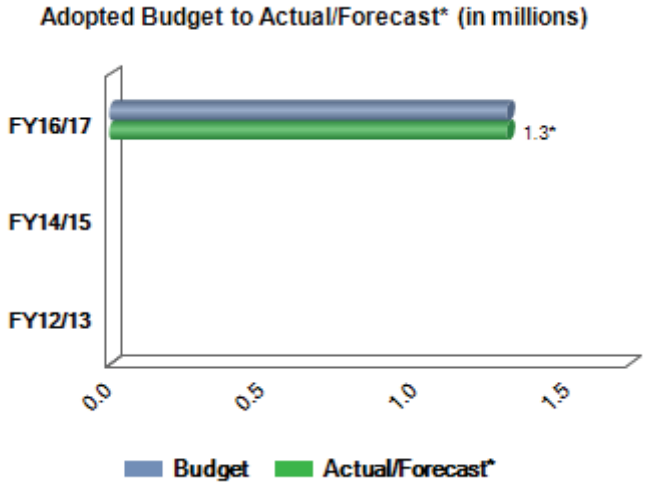
Fire 5 Percent Step

New and beginning in FY 2016/17 an up to 5 percent pay for performance increase within the established salary ranges for firefighters, fire engineers and fire captains totaling $0.9 million, approved by City Council.



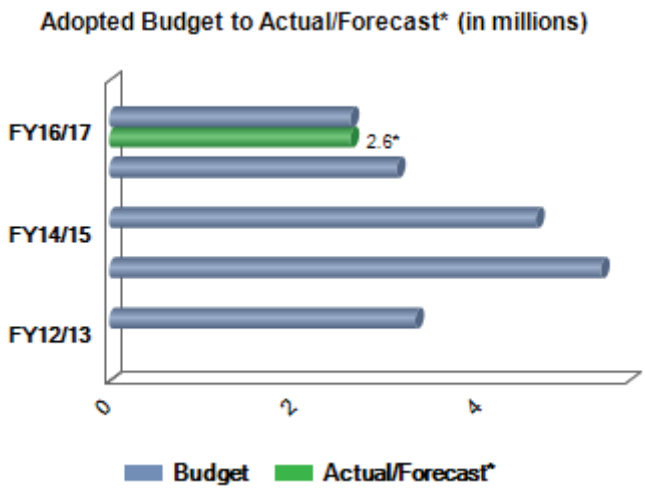
Police 5 Percent Step

An up to 5 percent pay for performance increase within the established salary range for police officers totaling $1.3 million. The program began in FY 2015/16; however, the first year was to 'fix' and adjust salaries based on years of service and was achieved through varying increase amounts. The 5 percent merit/step increase is new beginning in FY 2016/17.



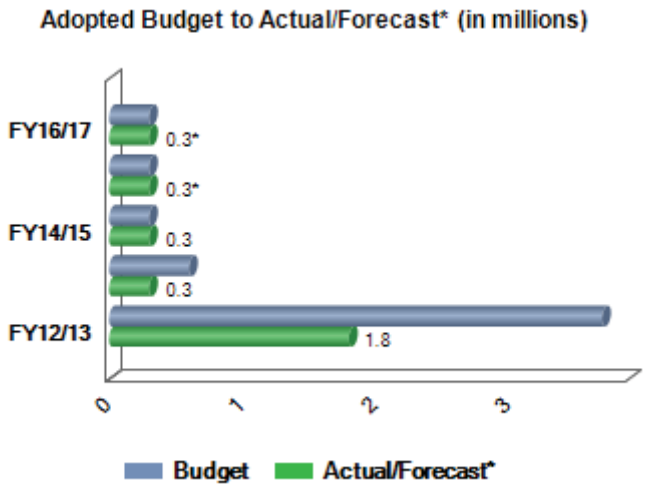
Citywide Pay Program

A citywide pay for performance program, through which employees may receive increases within their established salary ranges based on performance, totaling $2.6 million. In FY 2014/15 all employee increases were budgeted here, including the Public Safety Fire and Police positions, some of which are now reported separately in their respective step program. In FY 2013/14 of the $5.3 million budgeted below, $2.5 million was one-time funding to address sworn police personnel salary inequity issues of which the department used $0.6 million. In FY 2012/13 the pay program was funded at 2 percent for all city employees, which is why the number was less than future years. Additionally, the FY 2015/16 forecast and the FY 2012/13 - FY 2014/15 actuals are at $0 due to the actuals being allocated into the divisions. At the time the budget is adopted it is unknown which employees will receive an increase and for how much. Therefore, the citywide pay program is budgeted at a macro level and then paid based on actual increases. The actual amount spent each year was at or below the adopted budget.



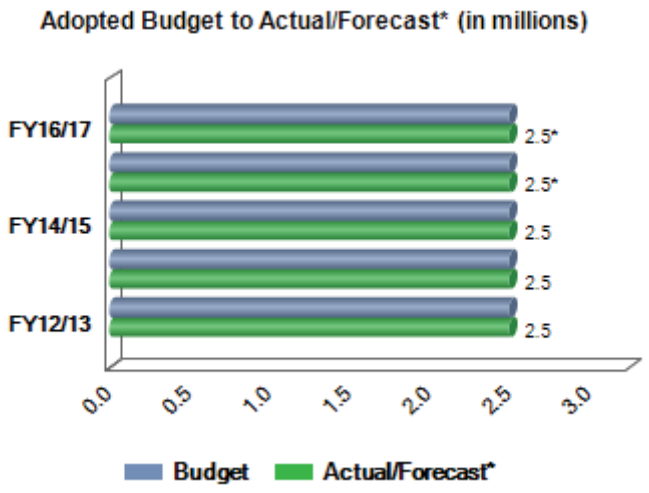
Debt Service - Contracts Payable

Contracts Payable is primarily contractual debt related to sales tax development agreements, and will vary based on the actual sales tax collections at each developed site. The FY 2016/17 Contracts Payable budget of $0.3 million is related to various sales tax development agreements.



Debt Service - Certificates of Participation

Certificates of Participation (COPs) are instruments whereby the city enters into a lease-purchase agreement for the acquisition, operation and/or maintenance of a project. COPs are secured by a budgeted appropriation made each year by the city. At the completion of the lease period, the city owns the project. In FY 2010/11 the city issued $20.0 million of COPs for a public safety radio system. The FY 2016/17 budget of $2.5 million is related to the FY 2010/11 COPs issuance.



Transfers Out

Transfers Out are the authorized movement of cash to other funds and/or capital projects. Transfers Out in FY 2016/17 total $26.2 million and include: $12.0 million to the MPC Excise Debt Fund and an additional $3.5 million for other debt service related to the Spring Training facility, $10.3 million to the Capital Improvement Plan to cover the cost of ongoing capital maintenance of which $2.5 million is related to the phase-in of food tax for home consumption being used for ongoing CIP needs, and $5.0 million is one-time. Additionally, $60,000 to the Special Programs Fund for neighborhood revitalization ($50,000) and for the preservation and maintenance of properties on Scottsdale's Historic Register ($10,000). Finally, there is a $0.4 million transfer out to the self-insurance benefits fund for reimbursement of Disabled Public Safety Retiree healthcare benefits which will continue in future years.

General Fund Reserve

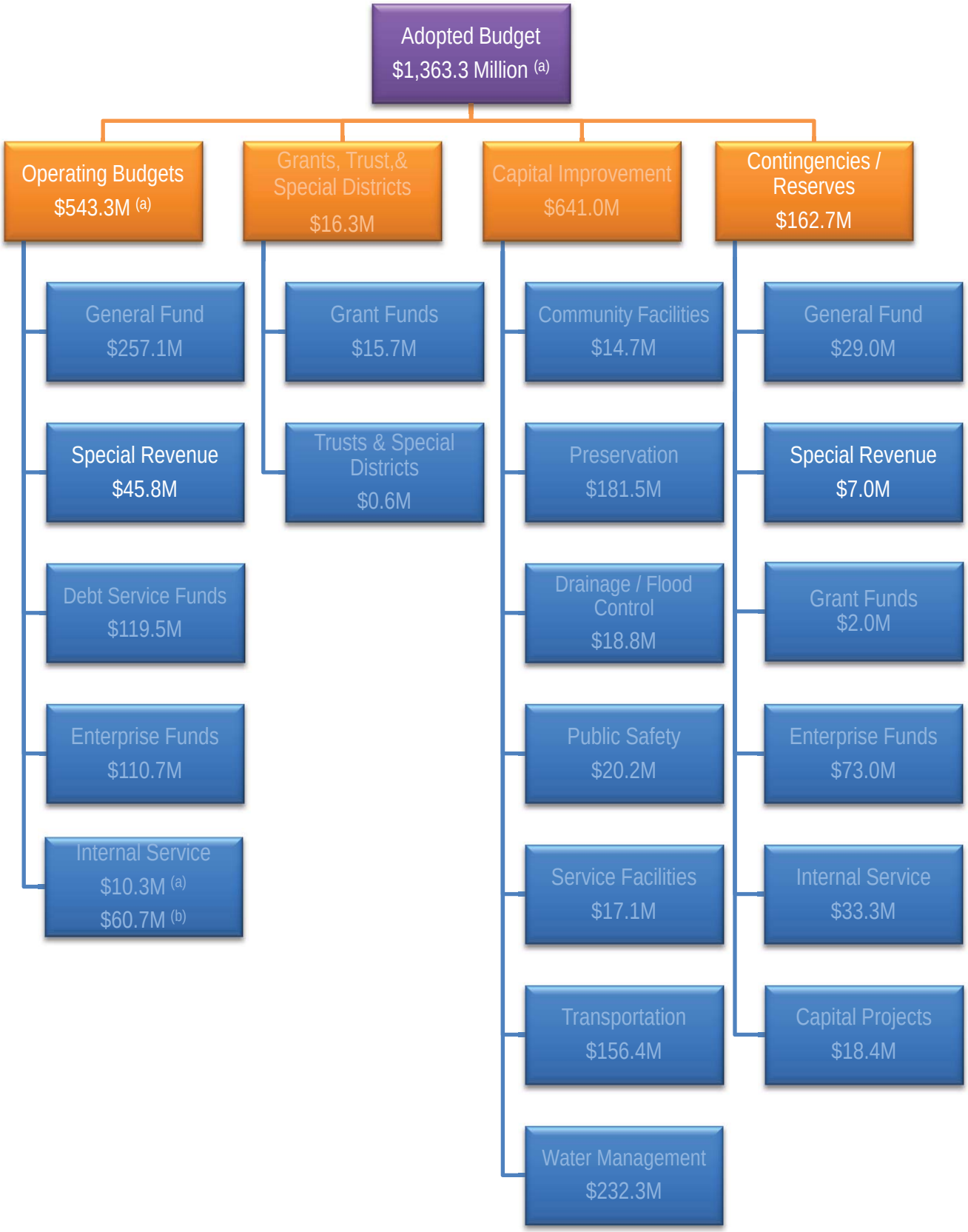
General Fund Reserve continues the city's adopted financial policy of setting aside a reserve to protect Scottsdale in times of emergency. It is considered financially prudent to have a minimum General Fund Reserve of 10 percent of the General Fund total annual operating costs. Based on the operating budget expenditure estimate, the ending FY 2016/17 General Fund Reserve is $26.0 million. Maintaining the General Fund Reserve is very important to the municipal credit rating agencies and in retaining the city's AAA bond ratings.

Operating Contingency

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

Unreserved Fund Balance

Unreserved Fund Balance accounts for any funds remaining after the designation of all other reserves/uses. The FY 2016/17 ending unreserved fund balance is $17.5 million, which represents the cumulative General Fund revenues not designated for a specific purpose. This balance represents an accumulation of one-time revenues and is most appropriately used for one-time expenditures. Under prudent fiscal management practices, this amount should not be used to fund new or expanded programs with ongoing operating expenses.



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of $50.4M
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of $50.4M

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

Special Revenue Funds Description

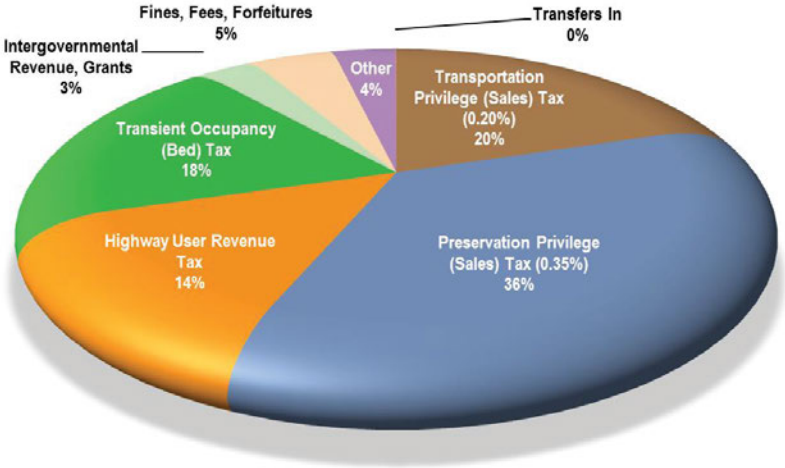
Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Examples of restricted revenues that must be spent on specific purposes are Transportation Privilege (Sales) Tax (0.20%), Preserve Privilege (Sales) Tax (0.35%), Highway User Revenue taxes, Transient Occupancy (Bed) Tax, and Special Programs, such as Police 30-Day Towing. The sections to follow discuss each of the funds in more detail.

Economic Overview

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

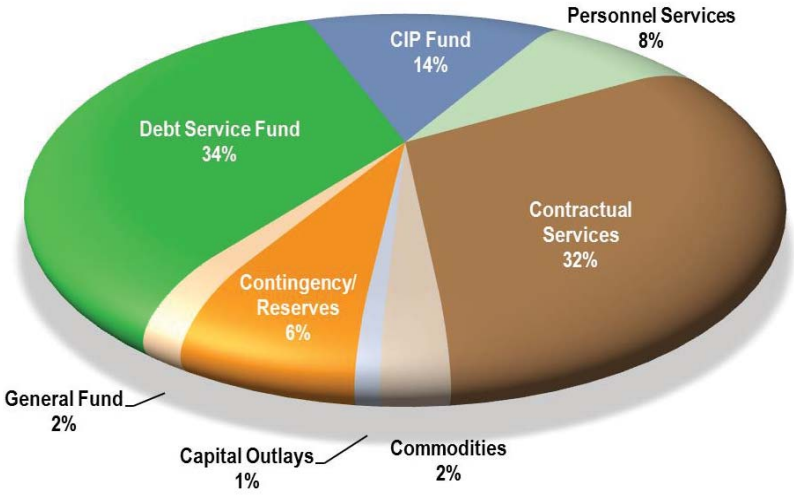
Special Revenue Funds Sources (in millions)

Transportation Privilege (Sales) Tax (0.20%)	20.4
Preservation Privilege (Sales) Tax (0.35%)	36.7
Highway User Revenue Tax	14.3
Transient Occupancy (Bed) Tax	18.7
Intergovernmental Revenue, Grants	3.1
Fines, Fees, Forfeitures	4.7
Other	3.6
Total Revenues	101.6
Transfers In	0.1
Total Sources	101.6



Special Revenue Funds Uses (in millions)

Personnel Services	8.6
Contractual Services	33.5
Commodities	2.7
Capital Outlays	1.0
Debt Service	-
Contingency/Reserves	7.1
Adopted Budget	52.8
Transfers Out	
General Fund	1.9
Debt Service Fund	35.8
CIP Fund	14.6
Total Uses	105.0



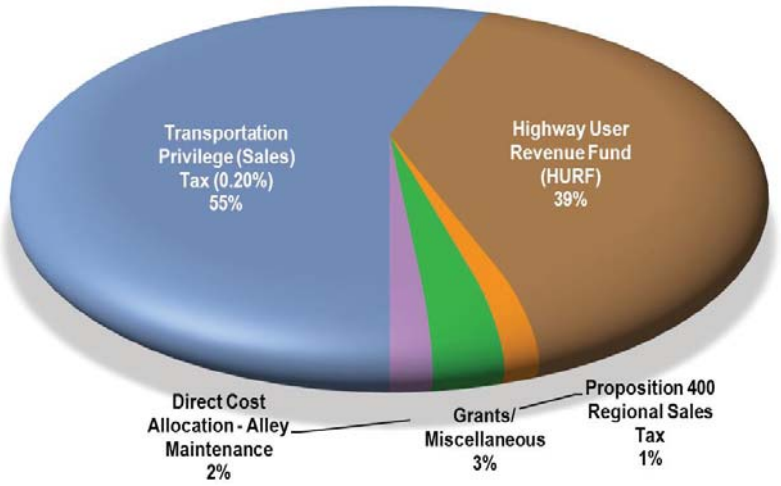
Note: Amounts are rounded in millions; therefore, differences may occur.

Fund Purpose

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

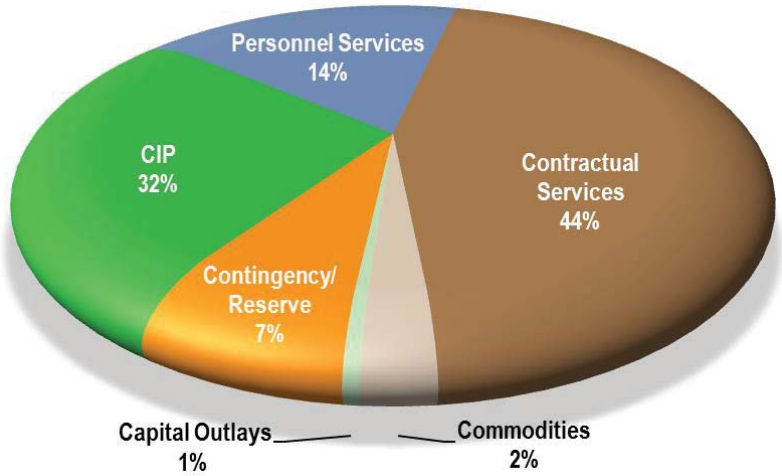
Transportation Fund Sources (in $ millions)

Transportation Privilege (Sales) Tax (0.20%)	20.4
Highway User Revenue Fund (HURF)	14.3
Proposition 400 Regional Sales Tax	0.5
Grants/Miscellaneous	1.0
Direct Cost Allocation - Alley Maintenance	0.6
Total Revenues	36.7
Transfers In	-
Total Sources	36.7



Transportation Fund Uses (in $ millions)

Personnel Services	6.7
Contractual Services	17.3
Commodities	1.1
Capital Outlays	0.2
Contingency/ Reserve	3.0
Adopted Budget	28.4
Transfers Out CIP	10.2
Total Uses	38.6



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

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance				
Transportation Fund Reserve	-	2,528,558	2,394,008	2,448,700
Operating Contingency	-	500,000	500,000	500,000
Unreserved Fund Balance	9,744,922	6,129,113	7,561,384	4,886,377
Total Beginning Fund Balance [a]	**9,744,922**	**9,157,671**	**10,455,392**	**7,835,077**
Revenues				
Highway User Revenue Tax	13,460,603	13,564,928	13,564,928	14,328,134
Transportation Privilege (Sales) Tax (0.20%)	19,097,418	19,018,833	19,731,143	20,361,102
Proposition 400 Regional Sales Tax	503,448	550,000	550,000	500,000
Federal Grants	-	550,000	550,000	300,000
State Grants	652,009	845,000	845,000	645,000
Direct Cost Allocation - Alley Maintenance	524,741	535,415	535,415	578,949
Miscellaneous	17,631	30,000	30,000	30,000
Subtotal	***34,255,851***	***35,094,176***	***35,806,486***	***36,743,185***
Total Sources	**34,255,851**	**35,094,176**	**35,806,486**	**36,743,185**
Expenditures				
Divisions				
Community & Economic Development	7,892,389	9,543,520	8,350,915	9,170,288
Public Works	14,865,693 [b]	14,675,544	14,815,429	14,685,174
Community Services	1,181,995	1,320,986	1,320,986	1,450,671
Leave Accrual Payments	-	*49,900*	-	*51,100*
Estimated Personnel Savings from Vacant Positions	-	*(156,300)*	-	*(159,400)*
Citywide Pay Program / Citywide Pay Program Tail	-	*142,640*	-	*151,560*
CIP Operating Impacts	-	-	-	-
Subtotal	***23,940,077***	***25,576,290***	***24,487,330***	***25,349,393***
TOTAL OPERATING BUDGET	**23,940,077**	**25,576,290**	**24,487,330**	**25,349,393**
Transfers Out				
CIP Fund - Privilege Tax Allocation	9,573,696	13,509,417	13,865,572	10,180,551
CIP Fund - Tech. Replacement	12,800	49,400	42,400	35,600
Healthcare Retirees	-	-	31,500	-
General Fund/Other	18,808	-	-	-
Subtotal	***9,605,304***	***13,558,817***	***13,939,472***	***10,216,151***
Total Uses	**33,545,381**	**39,135,107**	**38,426,802**	**35,565,544**
Sources Over/(Under) Uses	**710,470**	**(4,040,931)**	**(2,620,316)**	**1,177,641**
Ending Fund Balance				
Transportation Fund Reserve	2,394,008	2,557,600	2,448,700	2,534,900
Operating Contingency	500,000	500,000	519,581	500,000
Unreserved Fund Balance	7,561,384	2,059,140	4,866,796	5,977,818
Total Ending Fund Balance [a]	**10,455,392**	**5,116,740**	**7,835,077**	**9,012,718**

[a] Excludes accrued liabilities of $2.3 million in FY 2014/15 and unknown accrued liabilities in current and future years.

[b] Includes one-time funding of $900,000 for street overlays and concrete repair.

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance				
Transportation Fund Reserve	2,534,900	2,584,500	2,645,200	2,708,800
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	5,977,818	7,229,618	8,398,818	9,390,718
Total Beginning Fund Balance [a]	**9,012,718**	**10,314,118**	**11,544,018**	**12,599,518**
Revenues				
Highway User Revenue Tax	14,614,700	14,906,900	15,205,000	15,509,100
Transportation Privilege (Sales) Tax (0.20%)	20,980,900	21,648,800	22,292,800	22,950,000
Proposition 400 Regional Sales Tax	500,000	500,000	500,000	500,000
Federal Grants	275,000	225,000	200,000	175,000
State Grants	645,000	645,000	645,000	645,000
Solid Waste - Alley Maintenance	614,300	624,700	635,800	647,000
Miscellaneous	30,000	30,000	30,000	30,000
Subtotal	***37,659,900***	***38,580,400***	***39,508,600***	***40,456,100***
Total Sources	**37,659,900**	**38,580,400**	**39,508,600**	**40,456,100**
Expenditures				
Divisions				
Community & Economic Development	9,323,300	9,516,000	9,698,100	9,892,500
Public Works	14,784,000	15,039,100	15,304,300	15,574,300
Community Services	1,479,700	1,509,300	1,539,500	1,570,300
Leave Accrual Payments	*52,400*	*53,700*	*55,000*	*56,400*
Estimated Personnel Savings from Vacant Positions	*(162,600)*	*(165,900)*	*(169,200)*	*(172,600)*
Citywide Pay Program / Citywide Pay Program Tail	*278,500*	*386,800*	*482,600*	*568,200*
CIP Operating Impacts	*89,900*	*112,600*	*178,100*	*209,900*
Subtotal	***25,845,200***	***26,451,500***	***27,088,400***	***27,699,000***
TOTAL OPERATING BUDGET	**25,845,200**	**26,451,500**	**27,088,400**	**27,699,000**
Transfers Out				
CIP Fund - Privilege Tax Allocation	10,490,500	10,824,400	11,146,400	11,475,000
CIP Fund - Tech. Replacement	22,800	74,600	218,300	41,000
Healthcare Retirees	-	-	-	-
General Fund/Other	-	-	-	-
Subtotal	***10,513,300***	***10,899,000***	***11,364,700***	***11,516,000***
Total Uses	**36,358,500**	**37,350,500**	**38,453,100**	**39,215,000**
Sources Over/(Under) Uses	**1,301,400**	**1,229,900**	**1,055,500**	**1,241,100**
Ending Fund Balance				
Transportation Fund Reserve	2,584,500	2,645,200	2,708,800	2,769,900
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	7,229,618	8,398,818	9,390,718	10,570,718
Total Ending Fund Balance [a]	**10,314,118**	**11,544,018**	**12,599,518**	**13,840,618**

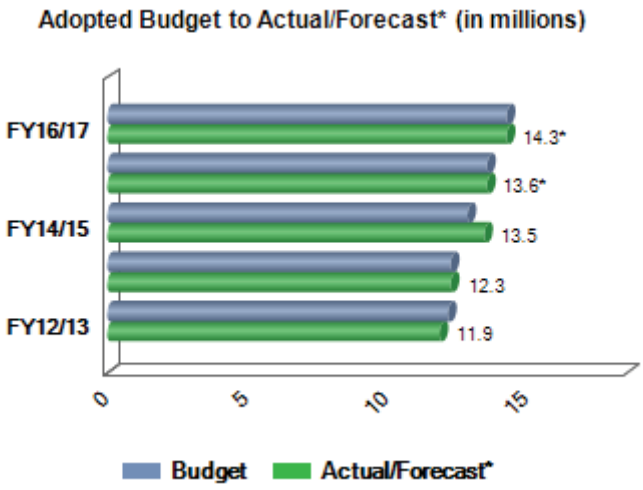
[a] Excludes accrued liabilities of $2.3 million in FY 2014/15 and unknown accrued liabilities in current and future years.

Transportation Fund Sources

Transportation Fund sources for FY 2016/17 equal $36.7 million which is an increase of $0.9 million from the FY 2015/16 year-end forecast. The same methodology for developing the Privilege (Sales) Tax budgeted in the General Fund is also used for the Transportation Fund.

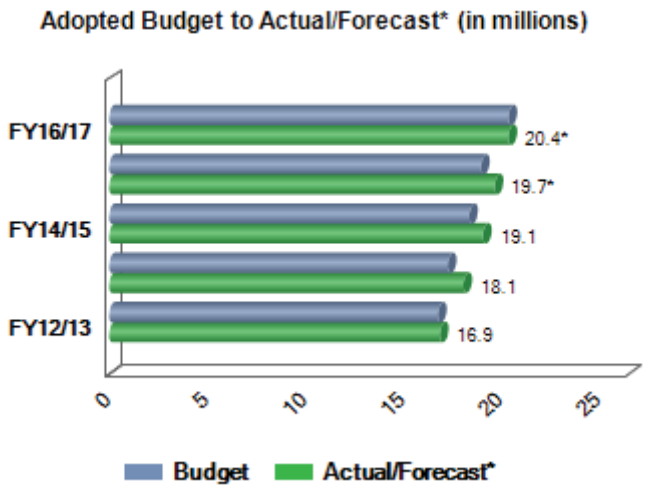
Highway User Revenue Fund (HURF)

Highway User Revenue Fund (HURF), also known as gas tax, is distributed by the State of Arizona. The State constitution requires that all highway user revenue be used solely for street, highway or transit purposes. Cities and towns receive 27.5 percent of the highway user revenue fund, of which one half of the monies are distributed based on the proportion of Scottsdale's population to the total population of all incorporated cities and towns in the State. The remaining half is distributed based on the basis of the "county of origin" of gasoline sales and the relation of Scottsdale's population to the total incorporated population of Maricopa County. The adopted FY 2016/17 budget of $14.3 million represents a 6 percent, or $0.8 million, increase from the FY 2015/16 year-end forecast.



Transportation Privilege (Sales) Tax - (0.20%)

Transportation Privilege (Sales) Tax - (0.20%) represents the 0.20 percent of the city's privilege (sales) tax dedicated solely to transportation. Please note that while the rate is the same for the transportation and 1995 preservation privilege tax, there is a difference between the revenue amounts, which is attributable to differences in the taxing provisions for each of the revenues. The adopted FY 2016/17 budget of $20.4 million represents an increase of $0.6 million, or 3 percent, over the FY 2015/16 year-end forecast. The following table is a five year forecast by business category for the transportation privilege tax, which reflects about a 3 percent increase annually for total collections.



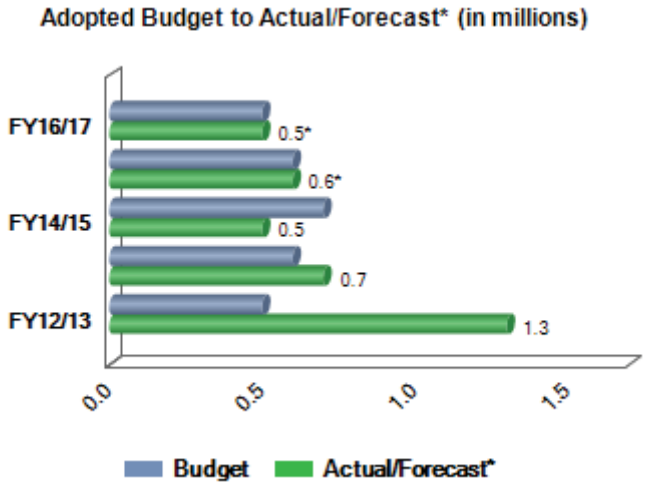
Transportation Privilege (Sales) Tax (0.20%) Five Year Forecast by Business Category

Business Category	FY 14/15 Actual	% of Total	FY 15/16 Forecast	% of Total	FY 16/17 Adopted	% of Total
Automotive	2,676,042	14%	2,884,565	15%	2,940,329	14%
Construction	2,200,067	12%	1,817,888	9%	1,816,401	9%
Food	1,393,877	7%	1,403,729	7%	1,445,841	7%
Hotel/Motel	1,050,357	6%	1,080,875	5%	1,134,919	6%
Major Dept Stores	1,874,469	10%	1,862,853	9%	1,900,369	9%
Misc. Retail	3,228,441	17%	3,566,000	18%	3,744,387	18%
Other Taxable	1,366,861	7%	1,663,916	8%	1,730,472	8%
Rental	2,558,594	13%	2,673,355	14%	2,751,706	14%
Restaurants	1,868,515	10%	1,905,921	10%	2,020,277	10%
Utilities	871,054	5%	872,041	4%	876,401	4%
Total	**19,088,277**	**100%**	**19,731,143**	**100%**	**20,361,102**	**100%**

Business Category	FY 17/18 Forecast	% of Total	FY 18/19 Forecast	% of Total	FY 19/20 Forecast	% of Total	FY 20/21 Forecast	% of Total
Automotive	2,931,944	14%	2,966,142	14%	2,950,502	13%	2,920,997	13%
Construction	1,834,565	9%	1,852,911	9%	1,871,440	8%	1,890,154	8%
Food	1,489,216	7%	1,533,893	7%	1,579,910	7%	1,627,307	7%
Hotel/Motel	1,191,665	6%	1,251,248	6%	1,313,811	6%	1,379,501	6%
Major Dept Stores	1,938,376	9%	1,977,144	9%	2,016,687	9%	2,057,020	9%
Misc. Retail	3,931,607	19%	4,128,187	19%	4,334,596	19%	4,551,326	20%
Other Taxable	1,799,691	9%	1,871,679	9%	1,946,546	9%	2,024,408	9%
Rental	2,861,774	14%	2,976,245	14%	3,095,295	14%	3,219,107	14%
Restaurants	2,121,290	10%	2,206,142	10%	2,294,388	10%	2,386,163	10%
Utilities	880,783	4%	885,187	4%	889,613	4%	894,061	4%
Total	**20,980,913**	**100%**	**21,648,778**	**100%**	**22,292,787**	**100%**	**22,950,045**	**100%**

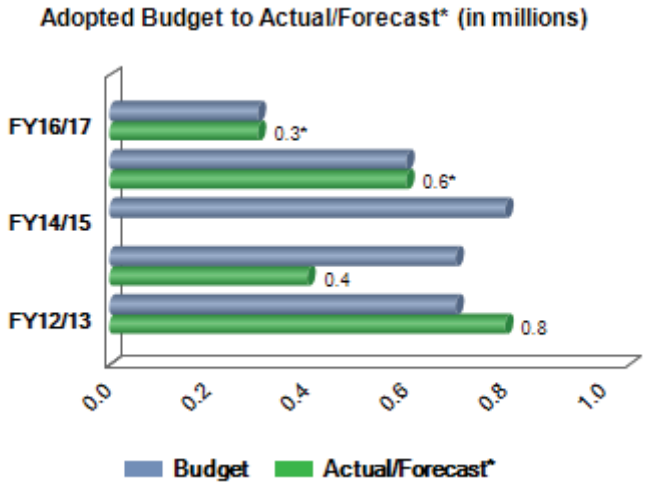
Proposition 400 Regional Sales Tax

Proposition 400 Regional Sales Tax represents the city's allocation of the 1.0 percent regional sales tax approved by Maricopa County voters in November 2004 for transportation and transit enhancements. This revenue is dedicated for construction of or reimbursement for street and highway projects within the city. Based on information from regional agencies, the city will receive $0.5 million from this regional sales tax in the FY 2016/17, which is 9 percent less than the FY 2015/16 year-end forecast.



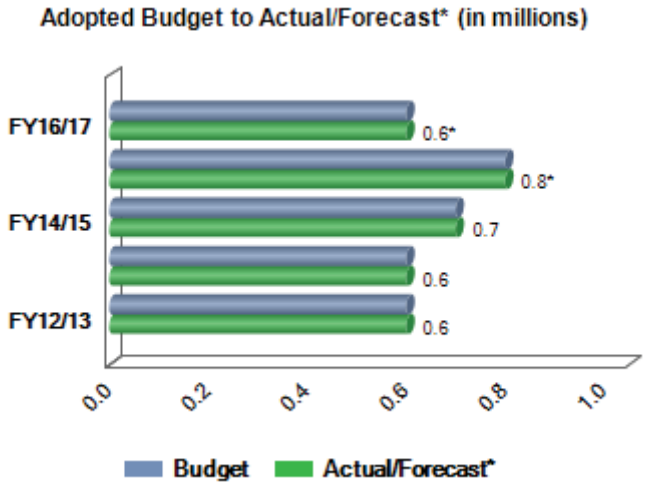
Federal Grants

Revenue for Federal Grants for FY 2016/17 is $0.3 million. Scottsdale is able to leverage transportation grants from varying federal agencies to offset transportation fund operating expenditures.



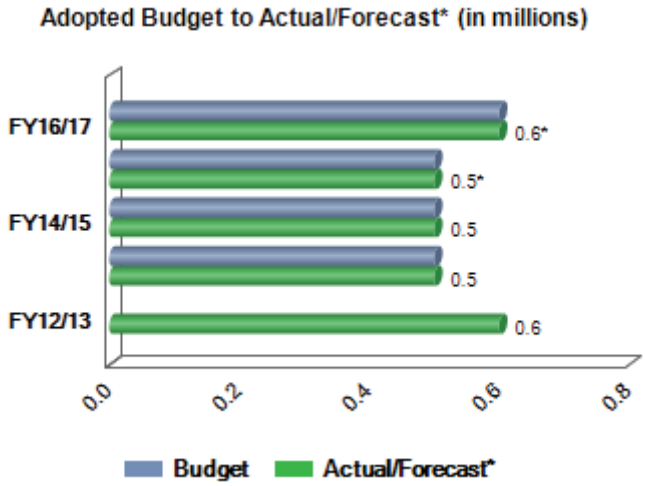
State Grants

Revenue for State Grants for FY 2016/17 is $0.6 million. Scottsdale is able to leverage transportation grants from the State of Arizona to offset transportation fund operating expenditures.



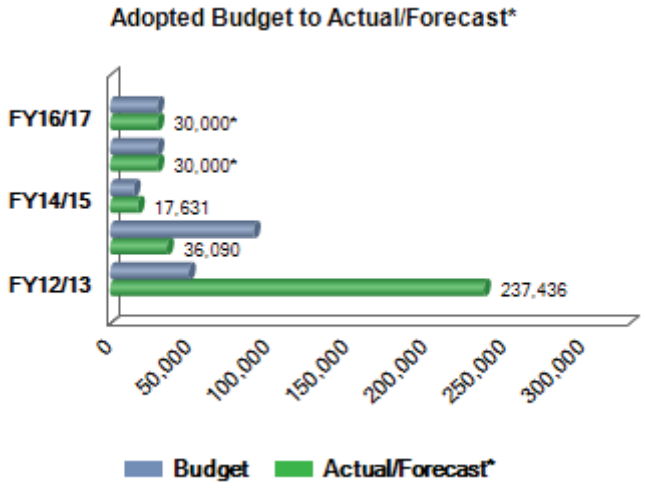
Direct Cost Allocation - Alley Maintenance

Solid Waste funds are used to cover the costs associated with alley maintenance performed by the Street Operations department for the benefit of Solid Waste operations. Prior to FY 2012/13, this revenue was recorded as a transfer in to the Transportation Fund. During FY 2012/13 this funding source was realigned to be captured as Direct Cost Allocation, which is why actual activity is recorded without an accompanying budget. The budget for this revenue for FY 2016/17 is $0.6 million.



Miscellaneous

Miscellaneous includes various revenues the city receives in the Transportation Fund during any given year that are not attributable to one of the specific revenue categories previously noted. The FY 2016/17 budget of $30,000 includes transportation vehicle auction proceeds, and a streetlight/signals repair and maintenance agreement with the Town of Fountain Hills.

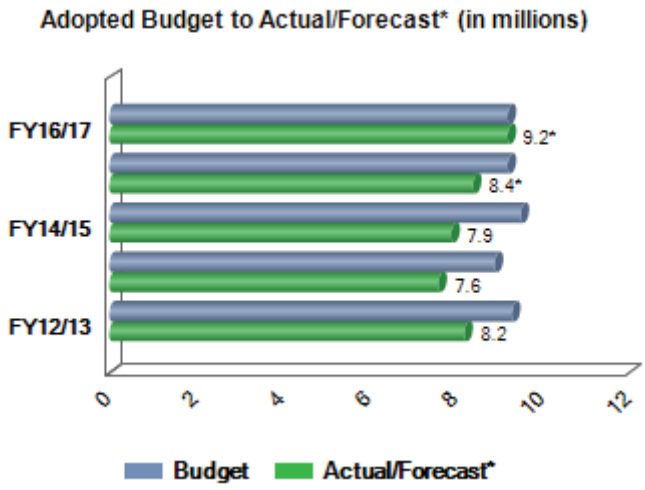


Transportation Fund Expenditures by Division

The Transportation Fund expenditures are presented by division, plus two additional operating categories to include contingency and transfers out to other funds.

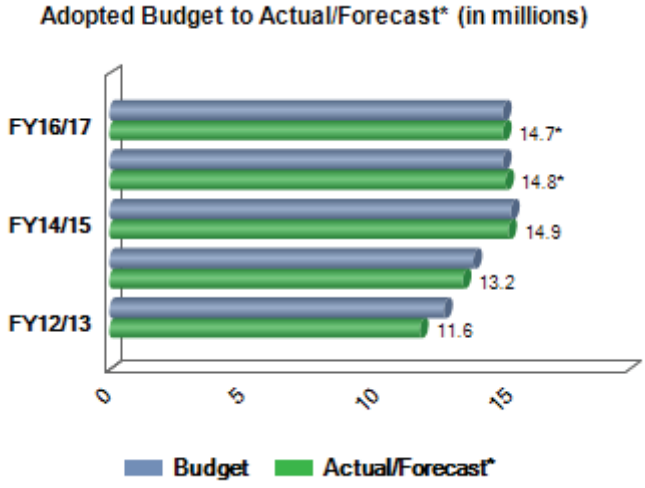
Community & Economic Development

The adopted FY 2016/17 Community & Economic Development budget of $9.2 million is an increase of $0.8 million from the FY 2015/16 year-end forecast. It includes administrative expenses for the division related to transportation and the various transit agreements with the City of Phoenix ($1.9 million), Valley Metro ($0.4 million), and trolley contractors ($3.3 million), among others.



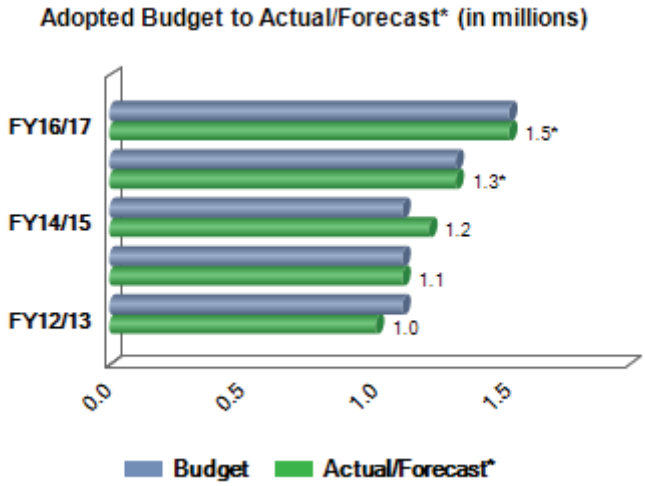
Public Works

The expenditures for Public Works include alley maintenance, streets cleaning, lighting maintenance, traffic signal maintenance, and utilities in the medians and right of ways. The adopted FY 2016/17 Public Works budget of $14.7 million is a decrease of $0.1 million, from the FY 2015/16 year-end forecast of $14.8 million.



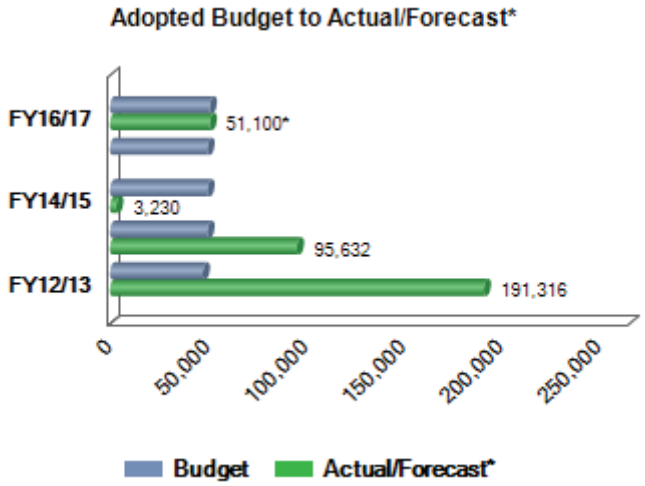
Community Services

This budget is used for the contracted landscaping of medians and right of ways. The FY 2016/17 adopted budget of $1.5 million is an increase of $0.2 million form the FY 2015/16 year-end forecast to cover cost increases due to market demand.



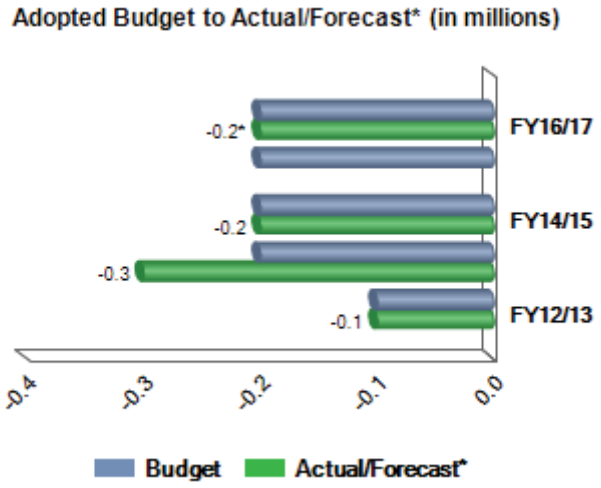
Leave Accrual Payments

These payments include accumulated medical and/or vacation leave paid out at the time of retirement or separation from the city. FY 2016/17 leave accrual payments of $51,000 are relatively flat compared to FY 2015/16, with $33,100 budgeted for medical leave accrual payouts and $18,000 budgeted for vacation leave accrual payouts. Additionally, the FY 2015/16 forecast of $0, has increased as the year has progressed and is now forecasted to end the year at approximately $194,446.



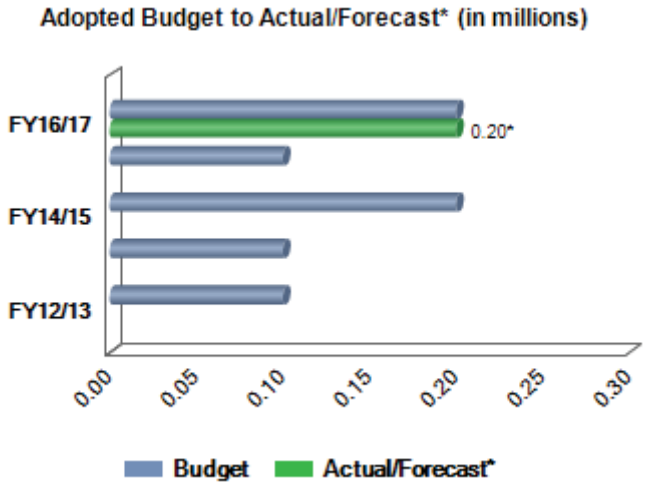
Estimated Personnel Savings from Vacant Positions

Personnel Savings is the amount of savings achieved from vacant positions. The FY 2016/17 Transportation Fund estimate for vacancy savings is $0.2 million. Additionally, the FY 2015/16 forecast number of $0 million, while accurate, has increased as the year has progressed and is forecasted to end the year with approximately $0.1 million in vacancy savings.



Citywide Pay Program / Citywide Pay Program Tail

A citywide pay for performance program, through which employees may receive increases within their established salary ranges based on performance totaling $0.2 million for the Transportation Fund. Additionally, the FY 2015/16 forecast and FY 2012/13 – FY 2014/15 actuals at $0 are due to the actuals being allocated into the departments. At the time the budget is adopted it is unknown which employees will receive an increase and for how much. Therefore, the citywide pay program is budgeted at a macro level and then paid based on actual increases. The actual amount spent each year has been at or below the adopted budget.



Transfers Out

Transfers Out is the authorized movement of cash or other resources to other funds and/or capital projects. The FY 2016/17 budget includes $10.2 million transfer of the Transportation Privilege (Sales) Tax (0.20%) revenue, which is 50 percent of budgeted revenue per financial policy No. 28, to the Capital Improvement Plan (CIP) to fund transportation related capital projects.

Transportation Fund Balance

The adopted FY 2016/17 Transportation Fund ending balance is projected to be just over $9.0 million of which $2.5 million is the Transportation Fund Reserve (per financial policy No. 38, 10 percent of the annual Transportation Fund operating expenditures are held in reserve for unforeseen emergencies or catastrophic impacts to the city), $0.5 million operating contingency and $6.0 million of Unreserved Fund Balance.

FY 2016/17 Adopted Budget

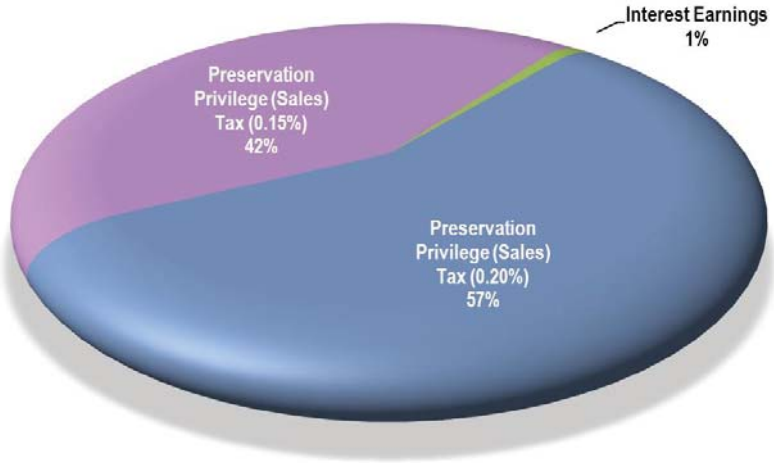
Fund Purpose

The Preservation Fund accounts for the portion of the city's Privilege (Sales) Tax (0.35 percent) dedicated to the purchase of 34,400 acres of land within the McDowell Sonoran Preserve. In 1995, voters approved increasing the city's sales tax rate by 0.20 percent for the purchase of land within the McDowell Sonoran Preserve. Then again in May 2004, voters approved an additional 0.15 percent in the city's sales tax rate dedicated to the McDowell Sonoran Preserve land acquisition. Differing from the 1995 tax, the 2004 tax also allows the construction of essential preserve related necessities such as proposed trailheads.

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

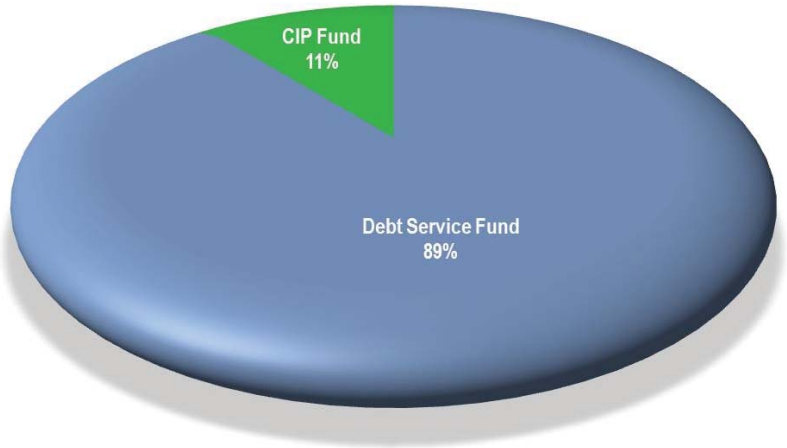
Preservation Fund Sources (in $ millions)

Preservation Privilege (Sales) Tax (0.20%)	$	21.0
Preservation Privilege (Sales) Tax (0.15%)		15.7
Interest Earnings		0.3
Total Revenue	$	37.1
Transfers In		-
Total Sources	$	37.1



Preservation Fund Uses (in $ millions)

Personnel Services	$	-
Contractual Services		-
Commodities		-
Capital Outlay		-
Other		-
Adopted Budget	$	-
Transfers Out		
Debt Service Fund		32.1
CIP Fund		3.9
Total Uses	$	36.0



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

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance				
Unreserved Fund Balance	26,225,719	27,324,784	31,313,744	26,489,991
Total Beginning Fund Balance	**26,225,719**	**27,324,784**	**31,313,744**	**26,489,991**
Revenues				
Preservation Privilege (Sales) Tax (0.20%)	19,669,579	19,607,044	19,607,044	20,990,827
Preservation Privilege (Sales) Tax (0.15%)	14,755,310	14,705,283	14,705,283	15,743,120
Interest Earnings	199,892	163,088	163,088	334,388
Miscellaneous	3,577	-	-	-
Subtotal	***34,628,358***	***34,475,415***	***34,475,415***	***37,068,335***
Transfers In				
Transfers In - CIP	6,750	-	-	-
Subtotal	***6,750***	**-**	**-**	**-**
Total Sources	**34,635,108**	**34,475,415**	**34,475,415**	**37,068,335**
Expenditures				
Operating				
Miscellaneous	-	2,200	2,200	2,200
Subtotal	**-**	***2,200***	***2,200***	***2,200***
Total Expenditures	**-**	**2,200**	**2,200**	**2,200**
Transfers Out				
Debt Service Fund (Preserve GO Bonds)	13,148,028	25,724,261	24,118,704	25,975,095
Debt Service Fund (Preserve Revenue Bonds)	14,784,876	6,489,373	6,489,613	6,115,863
CIP Fund (General Capital Projects)	1,614,179	4,280,000	8,688,651	3,880,000
Subtotal	***29,547,083***	***36,493,634***	***39,296,968***	***35,970,958***
Total Uses	**29,547,083**	**36,495,834**	**39,299,168**	**35,973,158**
Sources Over/(Under) Uses	**5,088,025**	**(2,020,419)**	**(4,823,753)**	**1,095,177**
Ending Fund Balance				
Unreserved Fund Balance	31,313,744	25,304,365	26,489,991	27,585,168
Total Ending Fund Balance	**31,313,744**	**25,304,365**	**26,489,991**	**27,585,168**

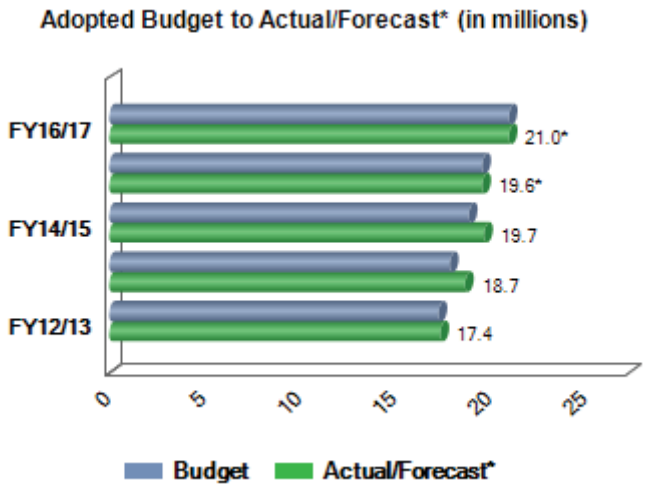
	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance				
Unreserved Fund Balance	27,585,168	28,501,268	32,936,868	38,899,268
Total Beginning Fund Balance	**27,585,168**	**28,501,268**	**32,936,868**	**38,899,268**
Revenues				
Preservation Privilege (Sales) Tax (0.20%)	21,629,800	22,318,300	22,982,300	23,659,800
Preservation Privilege (Sales) Tax (0.15%)	16,222,400	16,738,700	17,236,700	17,744,900
Interest Earnings	479,900	627,800	732,700	818,500
Miscellaneous	-	-	-	-
Subtotal	***38,332,100***	***39,684,800***	***40,951,700***	***42,223,200***
Transfers In				
Transfers In - CIP	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**
Total Sources	**38,332,100**	**39,684,800**	**40,951,700**	**42,223,200**
Expenditures				
Operating				
Miscellaneous	2,200	2,300	2,300	2,400
Subtotal	***2,200***	***2,300***	***2,300***	***2,400***
Total Expenditures	**2,200**	**2,300**	**2,300**	**2,400**
Transfers Out				
Debt Service Fund (Preserve GO Bonds)	27,403,800	27,719,400	28,446,500	29,204,300
Debt Service Fund (Preserve Revenue Bonds)	6,130,000	6,147,500	6,160,500	6,177,100
CIP Fund (General Capital Projects)	3,880,000	1,380,000	380,000	380,000
Subtotal	***37,413,800***	***35,246,900***	***34,987,000***	***35,761,400***
Total Uses	**37,416,000**	**35,249,200**	**34,989,300**	**35,763,800**
Sources Over/(Under) Uses	**916,100**	**4,435,600**	**5,962,400**	**6,459,400**
Ending Fund Balance				
Unreserved Fund Balance	28,501,268	32,936,868	38,899,268	45,358,668
Total Ending Fund Balance	**28,501,268**	**32,936,868**	**38,899,268**	**45,358,668**

Preservation Fund Revenues

The Preservation Fund revenues for FY 2016/17 are budgeted at $37.1 million, an increase of $2.6 million from the FY 2015/16 year-end forecast. The same methodology for developing the transaction privilege (sales) tax budgeted in the General Fund is also used for the Preservation Fund.

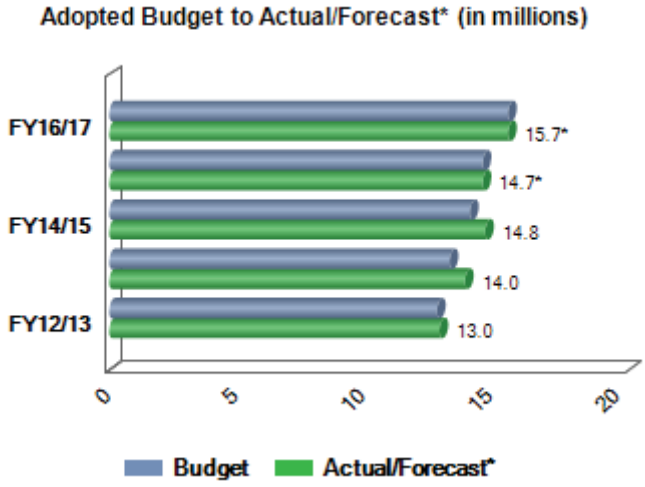
Preservation Privilege (Sales) Tax (0.20%)

Preservation Privilege (Sales) Tax (0.20%) represents the 1995 voter approved 0.20 percent of the city's privilege (sales) tax dedicated to the purchase of land within the McDowell Sonoran Preserve. The FY 2016/17 budget of $21.0 million represents an increase of $1.4 million from the FY 2015/16 year-end forecast. The increase in revenues is based on the economic recovery in sales activity for Scottsdale.



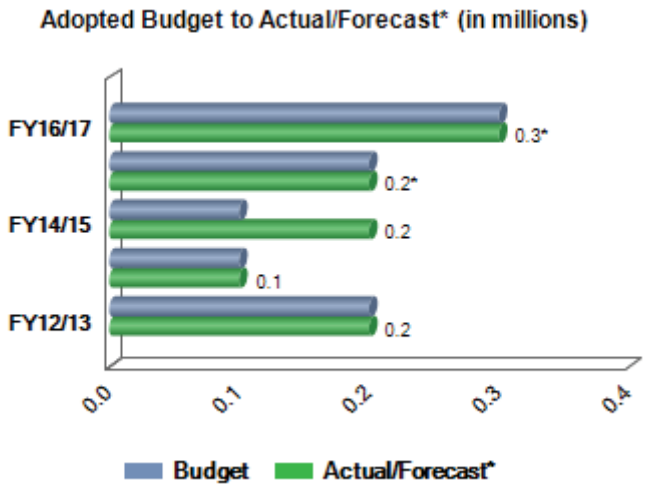
Preservation Privilege (Sales) Tax (0.15%)

Preservation Privilege (Sales) Tax (0.15%) represents the 2004 voter approved 0.15 percent of the city's privilege (sales) tax dedicated to the purchase of land within the McDowell Sonoran Preserve, plus construction of essential preserve related necessities such as proposed trailheads. The FY 2016/17 budget of $15.7 million represents an increase of $1.0 million from the FY 2015/16 year-end forecast. The increase in revenues is based on the economic recovery in sales activity for Scottsdale.



Interest Earnings

Interest Earnings is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investments in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield. The FY 2016/17 budget of $0.3 million is developed by staff based on current interest rates and the available cash balance.

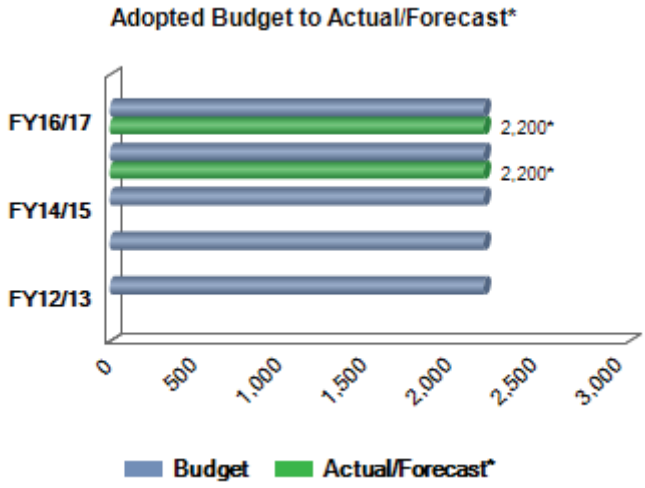


Preservation Fund Expenditures

Almost all of the expenditures in this fund are Transfers Out for debt service expenses on Preserve General Obligation, Revenue Bonds and capital projects such as land acquisition and construction of essential preserve related assets such as trailheads.

Miscellaneous

Miscellaneous expenditures adopted budget for FY 2016/17 is $2,200 to cover operating financial expenses related to servicing the preserve debt, which is consistent with FY 2015/16 year-end forecast.



Transfers Out

Transfers Out is the authorized movement of cash or other resources to other funds and/or capital projects. The FY 2016/17 adopted budget of $36.0 million consists of $32.1 million in transfers out to the Debt Service Fund for debt payments on Preservation bonds and $3.9 million in transfers out to the CIP Fund for general capital preserve projects.

Preservation Fund Balance

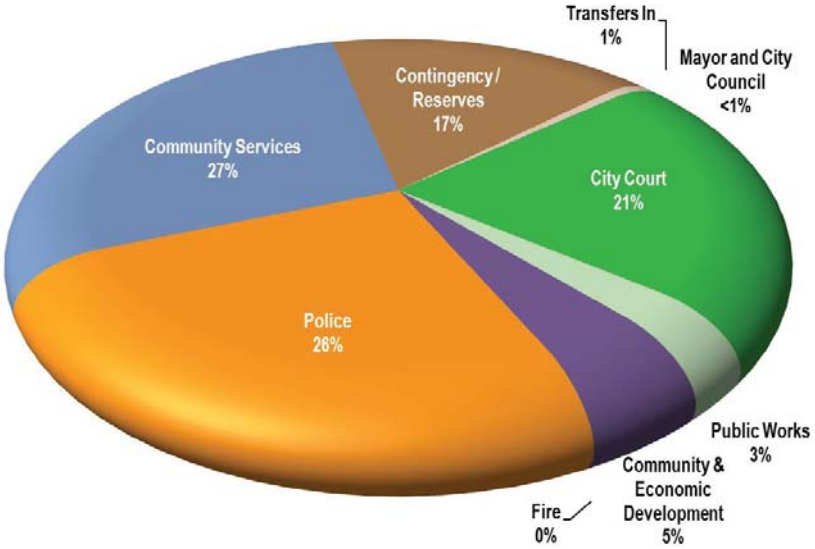
The projected ending Unreserved Fund Balance for FY 2016/17 is $27.6 million. This balance represents an accumulation of revenues, which will be used for future debt service payments.

Fund Purpose

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

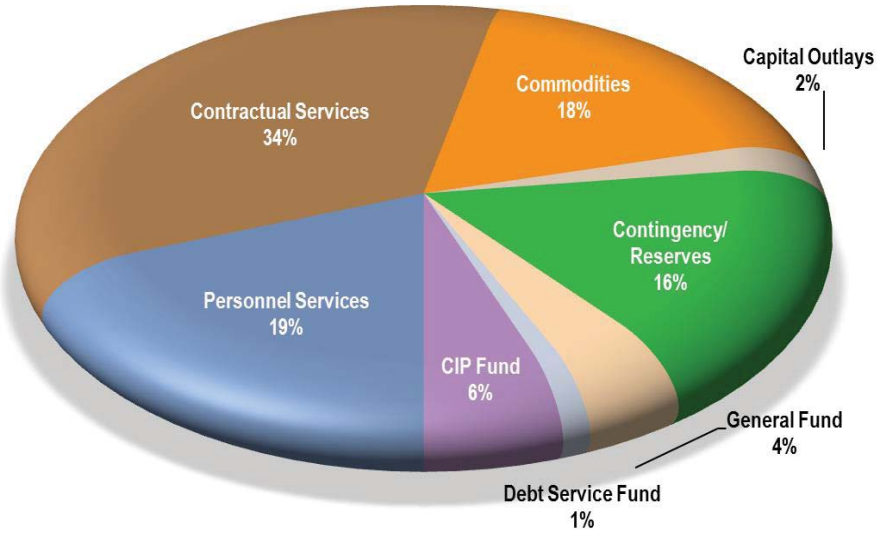
Special Programs Sources by Program Area (in $ millions)

Mayor and City Council	-
City Court	1.9
Public Works	0.3
Community & Economic Development	0.4
Fire	-
Police	2.3
Community Services	2.4
Contingency/Reserves	1.5
Total Revenue	8.9
Transfers In	0.1
Total Sources	9.0



Special Programs Fund Uses (in $ millions)

Personnel Services	1.7
Contractual Services	3.1
Commodities	1.6
Capital Outlays	0.2
Contingency/ Reserves	1.5
Adopted Budget	8.2
Transfers Out	
General Fund	0.4
Debt Service Fund	0.1
CIP Fund	0.5
Total Uses	9.1



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

	Actual 2014/15 [a]	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Operating Contingency [b]	1,500,000	1,500,000	1,500,000	1,500,000
Beginning Fund Balance				
City Court	3,888,074	3,999,351	4,622,093	4,943,831
Community and Economic Development	1,544,660	1,328,869	2,095,751	858,284
Economic Development Contributions	-	-	-	-
Community Services	2,051,074	1,953,432	1,876,842	1,803,271
Public Safety - Police	449,560	340,319	1,098,858	469,114
Public Safety - Fire	3,075	7,000	7,933	1,833
Public Works	6,590	60,434	58,024	58,024
Mayor and City Council- Mayor's Constitution Event	-	-	117	617
Total Beginning Fund Balance	**7,943,034**	**7,689,406**	**9,759,618**	**8,134,974**
Revenues				
City Court	2,381,834	2,091,269	2,091,269	1,925,665
Community and Economic Development	1,127,922	366,437	385,307	400,307
Economic Development Contributions	3,750	20,000	20,000	20,000
Community Services	2,383,761	2,460,013	2,460,013	2,449,305
Public Safety - Police	2,988,373	3,006,040	2,346,500	2,347,500
Public Safety - Fire	6,400	300	1,200	500
Public Works	290,045	250,000	250,000	253,028
Mayor and City Council- Mayor's Constitution Event	500	-	500	500
Subtotal	***9,182,585***	***8,194,059***	***7,554,789***	**7,396,805**
Transfers In				
GF - Community and Economic Development	60,000	60,000	60,000	60,000
Subtotal	***60,000***	***60,000***	***60,000***	***60,000***
Total Sources	**9,242,585**	**8,254,059**	**7,614,789**	**7,456,805**

[a] FY2014/15 beginning fund balances were revised to match the General Ledger.

[b] The Operating Contingency for the Special Programs Fund is an unfunded contingency that allows for the expenditure of unanticipated revenues from a dedicated funding source and is not included in the beginning or ending fund balance. Any use of this contingency requires City Council's approval.

	Actual 2014/15 [a]	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Expenditures				
Programs				
City Court	1,643,927	1,755,816	1,767,831	1,105,714
Community and Economic Development	528,506	487,226	551,957	534,662
Economic Development Contributions	3,750	20,000	20,000	20,000
Community Services	2,385,753	2,514,094	2,525,412	2,761,341
Public Safety - Police	1,010,259	2,601,265	2,581,580	1,940,115
Public Safety - Fire	1,542	7,300	7,300	2,300
Public Works	18,348	250,000	250,000	250,000
Mayor and City Council- Mayor's Constitution Event	383	-	-	500
Citywide Pay Program / Citywide Pay Program Tail	-	*40,520*	-	*40,928*
Subtotal	***5,592,468***	***7,676,221***	***7,704,080***	***6,655,560***
TOTAL OPERATING BUDGET	**5,592,468**	**7,676,221**	**7,704,080**	**6,655,560**
Transfers Out				
Healthcare Retirees - City Court	-	-	2,789	-
Community and Economic Development - DT Cultural/Comm. Arts	-	-	1,044,492	-
Community and Economic Development - MPC Debt - McDowell MT Golf	108,325	106,325	106,325	103,825
Community Services	-	-	3,186	-
Healthcare Retirees - Public Safety - Police	-	-	1,025	-
Public Safety - Police (30-Day Tow)	386,176	394,464	394,464	368,288
Public Works - SWG Franchise Capital Recovery Fee	220,262	-	-	-
Healthcare Retirees - Community Services	-	-	3,186	-
CIP Fund - City Court	3,889	1,700	1,700	371,188
CIP Fund - Community Services	172,240	1,800	1,800	1,000
CIP Fund - Public Safety - Police	57,730	50,200	200	133,700
CIP Fund - Public Safety - Police (RICO)	884,911	168,550	-	-
Subtotal	***1,833,534***	***723,039***	***1,559,167***	***978,001***
Total Uses	**7,426,002**	**8,399,260**	**9,263,247**	**7,633,561**
Sources Over/(Under) Uses	**1,816,584**	**(145,201)**	**(1,648,458)**	**(176,756)**
Ending Fund Balance				
Operating Contingency [b]	1,500,000	1,500,000	1,500,000	1,500,000
Reserved				
City Court	4,622,093	4,333,104	4,943,831	5,376,440
Community and Economic Development	2,095,751	1,181,755	858,284	680,104
Economic Development Contributions	-	-	-	-
Community Services	1,876,842	1,897,551	1,803,271	1,472,794
Public Safety - Police	1,098,858	131,880	469,114	367,178
Public Safety - Fire	7,933	-	1,833	33
Public Works	58,024	60,434	58,024	61,052
Mayor and City Council-Mayor's Constitution Event	117	-	617	617
Total Ending Fund Balance	**9,759,618**	**7,604,725**	**8,134,974**	**7,958,218**

[a] FY2014/15 beginning fund balances were revised to match the General Ledger.
[b] The Operating Contingency for the Special Programs Fund is an unfunded contingency that allows for the expenditure of unanticipated revenues from a dedicated funding source and is not included in the beginning or ending fund balance. Any use of this contingency requires City Council's approval.

Special Programs Fund Five-Year Finacial Forecast

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Operating Contingency [(a)]	1,500,000	1,500,000	1,500,000	1,500,000
Beginning Fund Balance				
City Court	5,376,440	6,205,259	7,075,959	7,938,159
Community and Economic Development	680,104	710,104	777,604	842,904
Economic Development Contributions	-	-	-	-
Community Services	1,472,794	1,303,779	1,193,379	1,067,879
Public Safety - Police	367,178	238,175	149,335	41,319
Public Safety - Fire	33	33	33	33
Public Works	61,052	61,052	61,052	61,052
Mayor and City Council- Mayor's Constitution Event	617	617	617	617
Total Beginning Fund Balance	**7,958,218**	**8,519,018**	**9,257,978**	**9,951,962**
Revenues				
City Court	1,957,300	1,980,700	2,000,500	2,027,400
Community and Economic Development	400,300	400,300	400,300	400,300
Economic Development Contributions	20,000	20,000	20,000	20,000
Community Services	2,431,800	2,455,600	2,481,600	2,507,000
Public Safety - Police	1,825,500	1,751,500	1,677,500	1,677,500
Public Safety - Fire	300	300	300	300
Public Works	250,000	250,000	250,000	250,000
Mayor and City Council- Mayor's Constitution Event	500	500	500	500
Subtotal	***6,885,700***	***6,858,900***	***6,830,700***	***6,883,000***
Transfers In				
GF - Community and Economic Development	60,000	60,000	60,000	60,000
Subtotal	***60,000***	***60,000***	***60,000***	***60,000***
Total Sources	**6,945,700**	**6,918,900**	**6,890,700**	**6,943,000**

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

Special Programs Fund Five-Year Finacial Forecast

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Expenditures				
Programs				
City Court	1,096,900	1,110,000	1,123,000	1,137,000
Community and Economic Development	344,000	309,200	309,200	309,200
Economic Development Contributions	20,000	20,000	20,000	20,000
Community Services	2,567,100	2,566,000	2,607,100	2,649,600
Public Safety - Police	1,551,800	1,430,100	1,367,300	1,292,500
Public Safety - Fire	300	300	300	300
Public Works	250,000	250,000	250,000	250,000
Mayor and City Council- Mayor's Constitution Event	500	500	500	500
Citywide Pay Program / Citywide Pay Program Tail	*79,700*	*121,200*	*160,800*	*200,300*
Subtotal	***5,910,300***	***5,807,300***	***5,838,200***	***5,859,400***
TOTAL OPERATING BUDGET	**5,910,300**	**5,807,300**	**5,838,200**	**5,859,400**
Transfers Out				
Community and Economic Development - MPC Debt - McDowell MT Golf	106,300	103,600	105,800	107,800
Public Safety - Police (30-Day Tow)	368,300	368,300	368,300	368,300
CIP Fund - City Court	-	-	15,300	-
CIP Fund - Public Safety - Police	20,000	20,000	20,000	20,000
	494,600	***491,900***	***509,400***	***496,100***
	6,404,900	**6,299,200**	**6,347,600**	**6,355,500**
Sources Over/(Under) Uses	**540,800**	**619,700**	**543,100**	**587,500**
Ending Fund Balance				
Operating Contingency [(a)]	1,500,000	1,500,000	1,500,000	1,500,000
Reserved				
City Court	6,205,259	7,075,959	7,938,159	8,828,559
Community and Economic Development	710,104	777,604	842,904	906,204
Community Services	1,303,779	1,193,379	1,067,879	925,279
Public Safety - Police	238,175	149,335	41,319	75
Public Safety - Fire	33	33	33	33
Public Works	61,052	61,052	61,052	61,052
Mayor and City Council- Mayor's Constitution Event	617	617	617	617
Total Ending Fund Balance	**8,519,018**	**9,257,978**	**9,951,962**	**10,721,818**

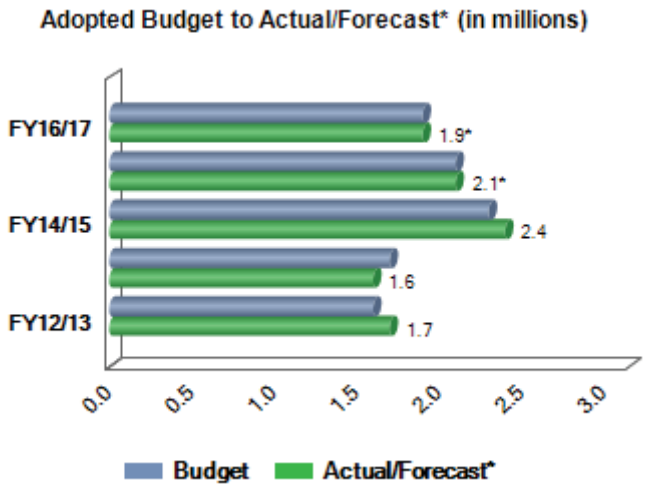
[(a)] The Operating Contingency for the Special Programs Fund is an unfunded contingency that allows for the expenditure of unanticipated revenues from a dedicated funding source and is not included in the beginning or ending fund balance. Any use of this contingency requires City Council's approval.

Special Programs Revenues

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

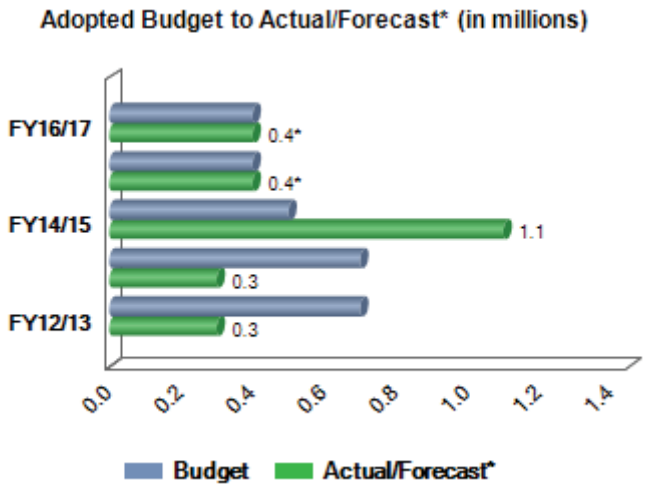
City Court

City Court Revenue originates from three sources: Court Enhancement, Judicial Collections Enhancement Fund (JCEF) and Fill-the-Gap (FTG). The Court Enhancement is established by Scottsdale City Ordinance 2570 section 9-7.2 and provides funding to enhance the technological, operational, and security facilities of the Court. JCEF and FTG were established by Arizona Revised Statutes (ARS) 12-116 (A) (B) and Senate Bill (SB) 1013, which provide funding for maintaining and enhancing the Court's ability to collect and manage monies. The FY 2016/17 budget for restricted City Court Revenue is $1.9 million, which is $0.2 million lower than the FY 2015/16 year-end forecast.



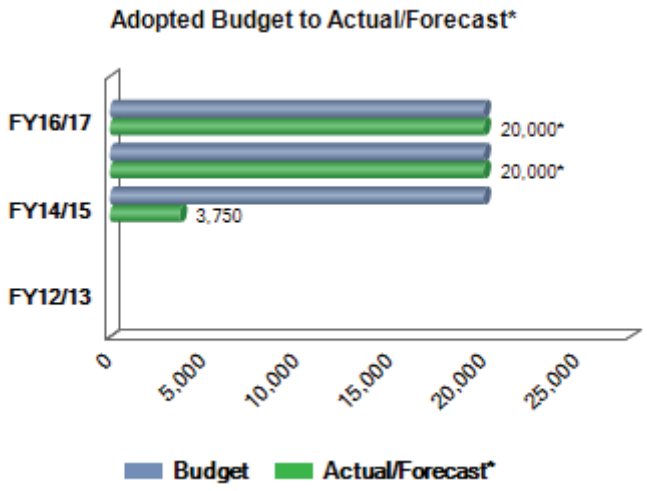
Community & Economic Development

Community & Economic Development revenue is generated from the following sources: contributions and donations, lease agreements, revenue from Bureau of Reclamation, and gross sales from McDowell Mountain Golf Course. The FY 2016/17 budget for this revenue source is $0.4 million.



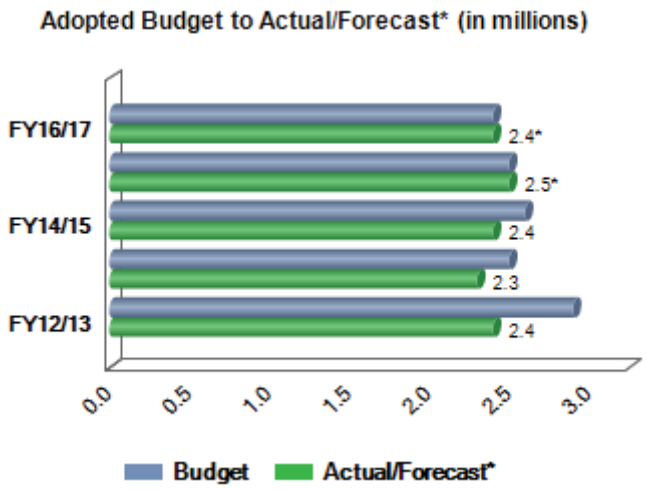
Economic Development Contributions

Economic Development receives donated funds to be used for marketing, promotion, events and other activities that support economic development, including business attraction, retention and expansion. On March 4th, 2014 Council adopted Resolution No. 9670 to administer the donated funds in the Special Programs Fund instead of the General Fund where they previously resided. The FY 2016/17 revenues are budgeted at $20,000.



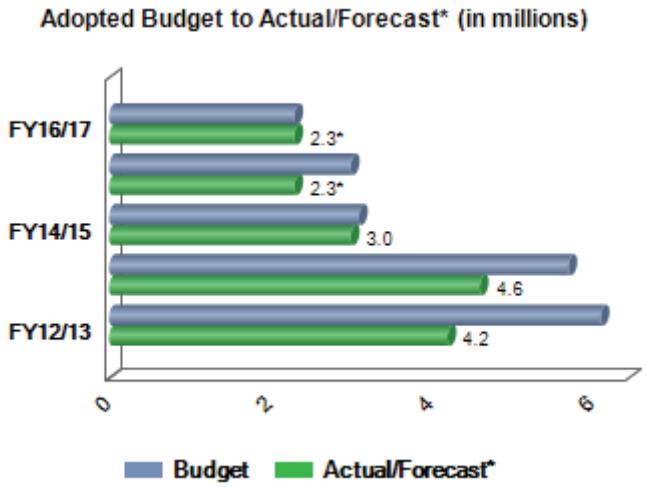
Community Services

Community Services special revenues include donations, contributions, user fees and charges that are restricted to specific uses per the revenue source. Restricted uses of special revenue include library and human services, enhancing parks, youth sports field and pool sponsored team allocations, Handlebar Helpers, Silverado Golf Surcharge, Charros/Giants for capital improvement, providing memorials, special events, funding community support agencies (Scottsdale Cares), and maintaining and operating the train, carousel, and park facilities at the McCormick-Stillman Railroad Park. FY 2016/17 special revenues are forecasted at $2.4 million.



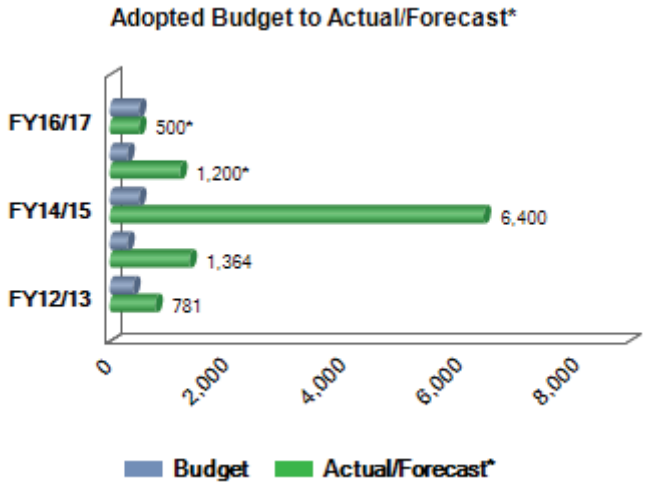
Public Safety – Police

Revenue estimated through restricted revenue sources for FY 2016/17 is $2.3 million, which is remaining relatively flat to the 2015/16 year-end estimate. Police revenue is generated from the following seven sources: 1) Racketeering Influenced Corrupt Organization (RICO) funds, which are strictly regulated for law enforcement purposes only; 2) Forensic Services Intergovernmental Agreements (IGA) with communities neighboring Scottsdale for full cost recovery of services provided at the crime laboratory; 3) donations made specifically for the Mounted Unit and Family Advocacy Center, as well as general donations to the Police Department that includes the Canine Unit; 4) drug conviction assessments, for the purpose of crime laboratory analysis; 5) Police 30-Day Tow Program that enforces and enhances the State Statute related to suspended driver's licenses, driving under the influence offenses, and driving without insurance; 6) Officer Safety Equipment established by Senate Bill 1398 that imposes a $13 assessment, ($4 to the investigating/arresting agency) on all criminal charges, civil traffic and parking charges to purchase additional safety equipment for officers; and 7) Second Hand and Pawn Transaction Fee established by Ordinance 3966 in May 2012 that requires electronically processed pawn tickets and related fees that will be used to recover costs related to the administration of the program. The decrease in revenue for the past five years is due to police no longer needing the funds to complete major projects.



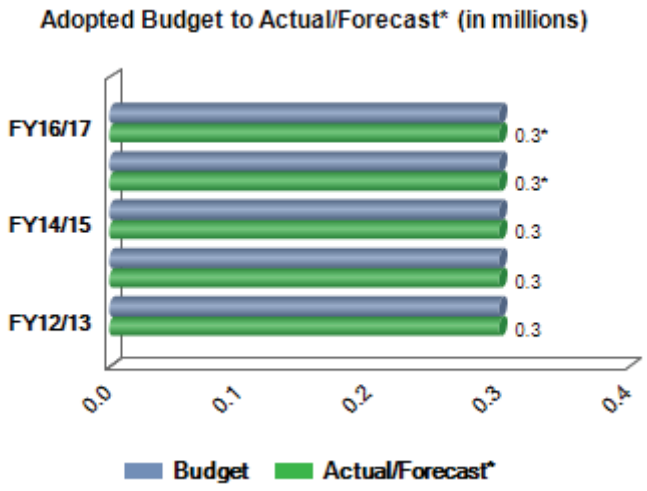
Public Safety – Fire

Fire revenue includes donations and contributions that are to be used for the specific purpose indicated by the donors. Categories include public education support, equipment acquisition, and fire station enhancements. The FY 2016/17 budget for this restricted revenue source is $500.



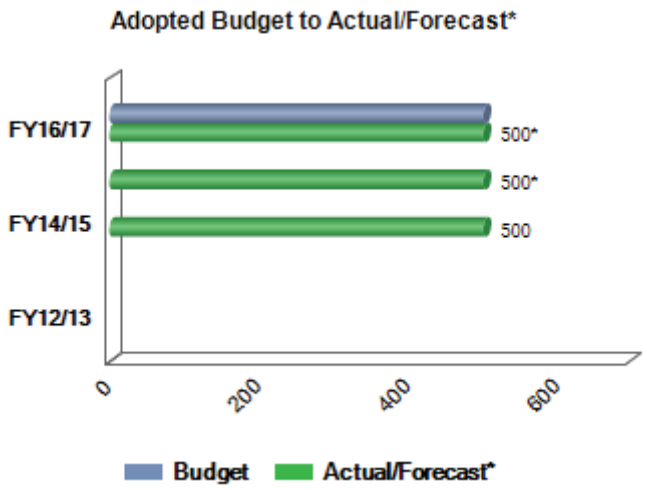
Public Works - SW Gas Franchise Fee Agreement

The city receives annual payments from Southwest Gas Corp. for a Gas Franchise Agreement allowing for the use of city right of ways. These payments are used to offset costs associated with maintaining various city right-of-way. The FY 2016/17 budget for this revenue source is $0.3 million.



Mayor and City Council - Mayor's Constitution Event

Mayor and City Council receive contributions and donations totaling $500, to fund the yearly Mayor's Constitution Event.



Transfers In

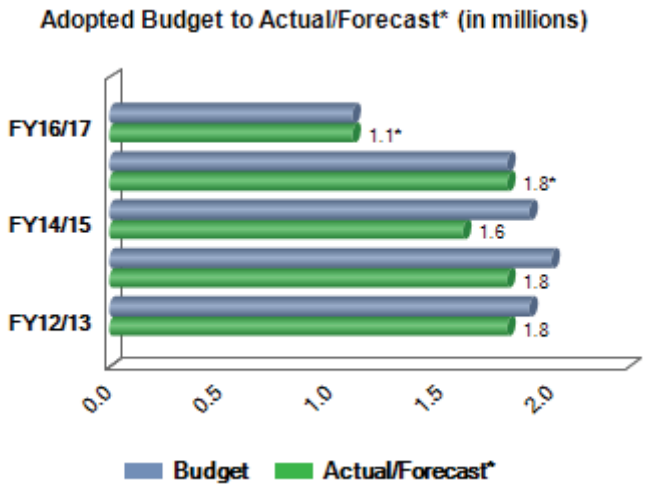
Transfers In to the Special Programs Fund represent support for specific programs from the General Fund. The FY 2016/17 budget includes a transfer in of $60,000 which consists of $50,000 for the General Fund for West World Bureau of Reclamation funded projects, as well as $10,000 for the preservation and maintenance of properties on Scottsdale's Historic Register.

Special Programs Fund Expenditures

The expenditures by Program area are as follows:

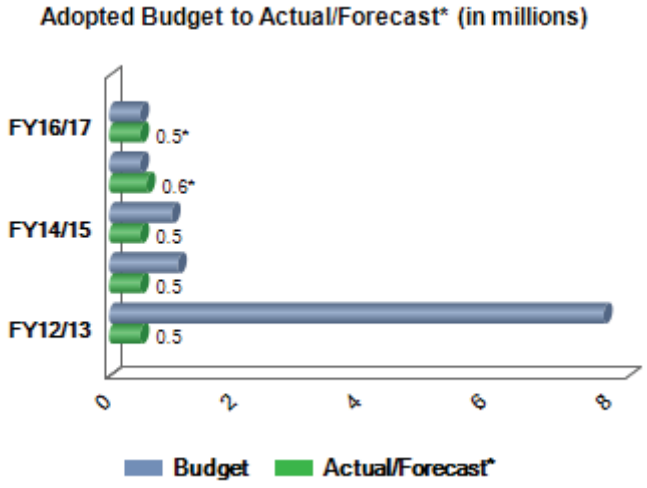
City Court

City Court expenditure budget for FY 2016/17 is approximately $1.1 million and includes the following specific uses: 1) Enhancements to the Court's technological, operational, and security facilities, as allowed under the Court Enhancement established by Scottsdale City Ordinance 2570 section 9-7.2; 2) Additional expenditures, as allowed by Judicial Collections Enhancement Fund (JCEF) and Fill-the-Gap (FTG) established by Arizona Revised Statutes (ARS) 12-116 (A) (B) and Senate Bill (SB) 1013, for the maintenance and enhancement of the Court's ability to collect and manage monies; and 3) Beginning in FY 2014/15 the City Court accepts jury donations with proceeds to be spent on services to enhance the experience of citizens serving on juries.



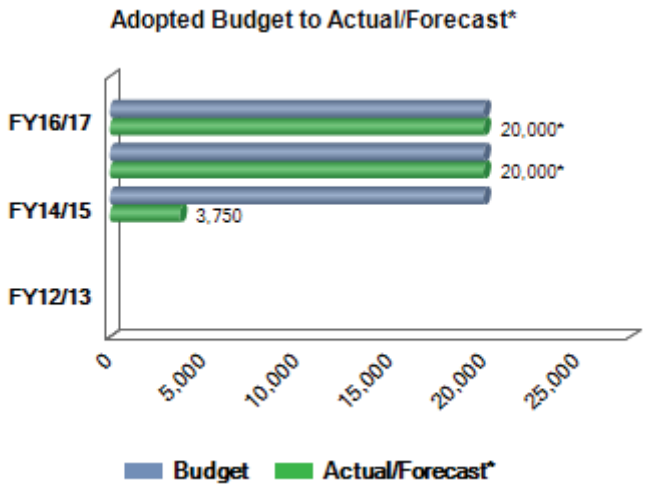
Community & Economic Development

The expenditures related to Community & Economic Development are used to further downtown cultural and community arts events, preserve and maintain properties on Scottsdale's Historic Register, support Art in Public Places (AIPP), and to preserve and maintain Sanctuary and TPC golf courses. The adopted budget total for FY 2016/17 is $0.5 million, which has decreased by $0.1 million from FY 2015/16 year-end forecast. Also, during FY 2012/13 a Tourism Development Fund was created to include all tourism related activities. Prior to the creation of the Tourism Development Fund 20 percent of Transient Occupancy (Bed) Tax was expended out of the Special Programs Fund to the Convention and Visitor's Bureau (CVB).



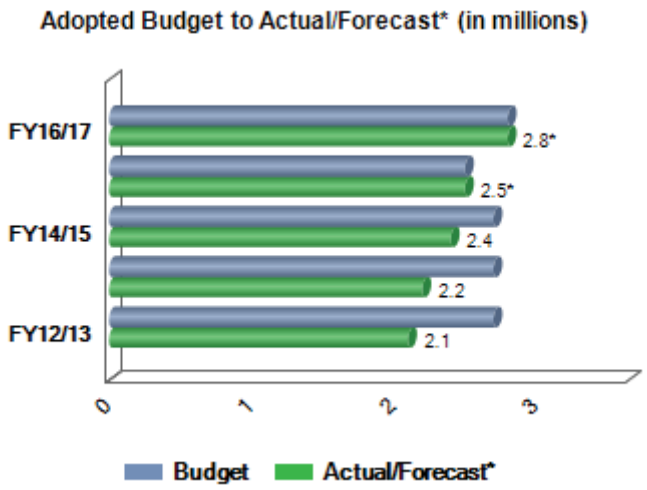
Economic Development Contributions

Economic Development receives donated funds to be used for marketing, promotion, events and other activities which support economic development including business attraction, retention and expansion. On March 4th, 2014 Council adopted Resolution No. 9670 which created a new program within the Special Programs Fund to administer the donated funds. The FY 2016/17 expenses are budgeted at $20,000.



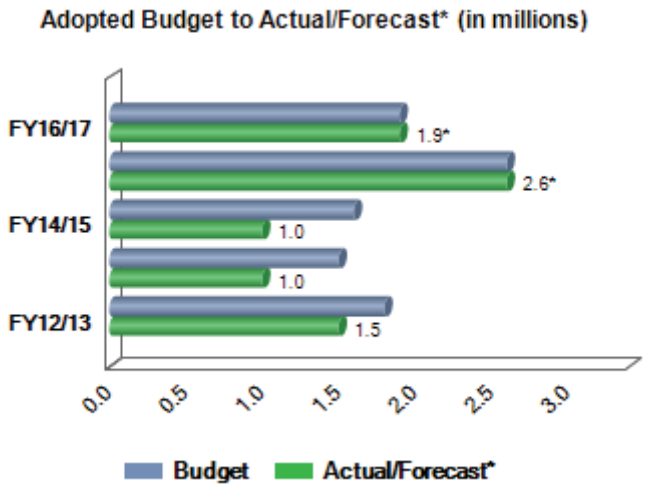
Community Services

Community Services expenditures budget for FY 2016/17 is $2.8 million. Expenditures include youth sports field and pool maintenance, Charros/Giants for capital improvements, Silverado golf course maintenance/improvements, Handlebar Helpers program, special events, providing memorials, funding community support agencies (Scottsdale Cares), library programs and operations, and maintaining and operating the train, carousel, and park facilities at the McCormick-Stillman Railroad Park.



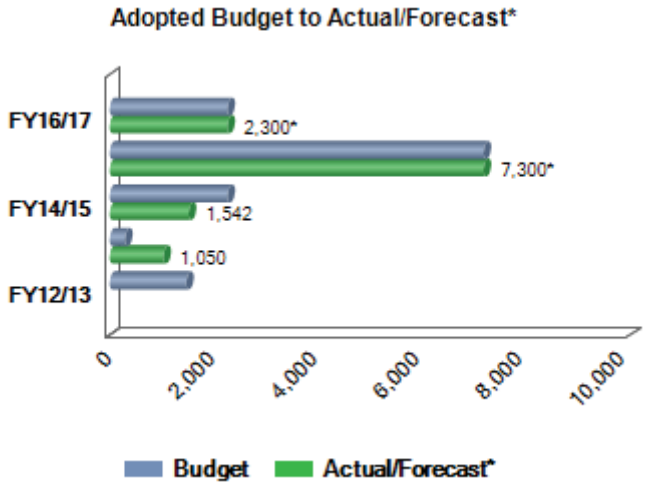
Public Safety – Police

Police expenditures budget for FY 2016/17 is $1.9 million and includes the following specific uses: 1) Law enforcement enhancements through the use of Racketeering Influenced Corrupt Organization (RICO) funds; 2) Expenses incurred by the city for Crime Laboratory Services provided to surrounding communities. The city recovers the full cost of the crime laboratory service through Forensic Services Intergovernmental Agreements (IGAs); 3) Crime laboratory analysis as outlined in drug conviction assessments; 4) Veterinary costs, specific training, education and supplies as specified by the donor for the Mounted Unit, Canine Unit, School Resource Education and Family Advocacy Center; 5) Administrative costs including transportation, associated with administering the 30-Day Tow Program that enforces ARS §28-3511; 6) Equipment that enhances officer's safety while on duty; 7) cost recovery for administration and enforcement of City Ordinance 3966 (Second Hand and Pawn Transaction Fees); and 8) Costs associated with administering the 30-Day Tow Program for the enforcement of the State Statute relating to suspended driver's licenses, driving under the influence offenses, and driving without insurance.



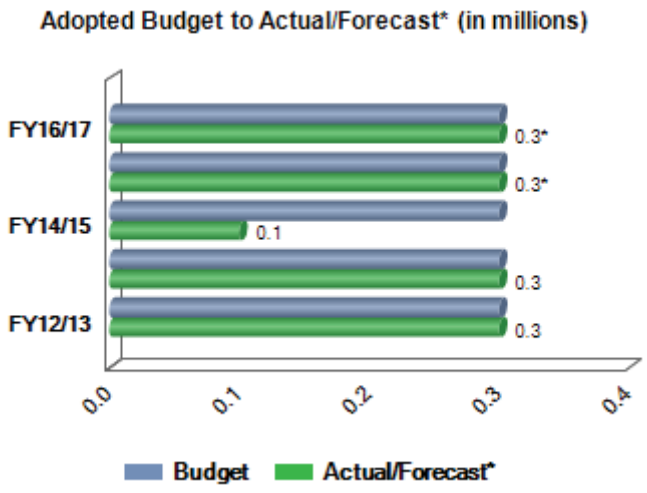
Public Safety - Fire

Fire expenditures include public education support, equipment acquisition, and fire station enhancements. The FY 2016/17 adopted budget is $2,300.



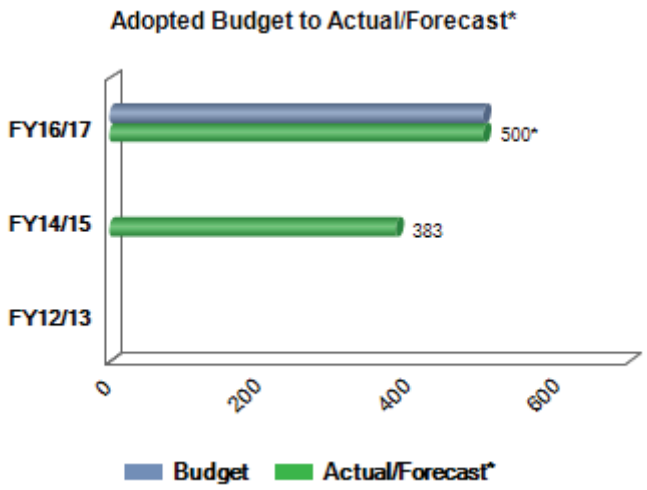
Public Works - SW Gas Franchise Agreement

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



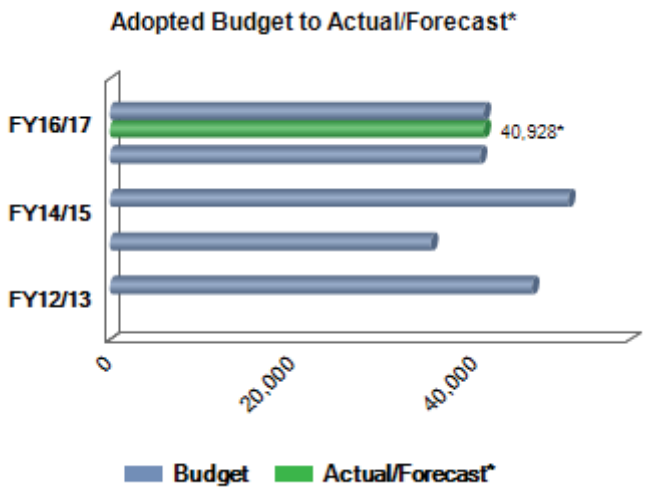
Mayor and City Council - Mayor's Constitution Event

The Mayor's Constitution Event is an expenditure funded by contributions and donations in the amount of $500 for FY 2016/17.



Citywide Pay Program/ Citywide Pay Program Tail

A citywide pay for performance program, through which employees may receive increases within their established salary ranges based on performance totals $40,928 for FY 2016/17. Additionally, the FY 2015/16 forecast and FY 2012/13 - FY 2014/15 actuals at $0 are due to the actuals being allocated into the divisions. At the time the budget adopted it is unknown which employees will receive an increase and for how much. Therefore, the citywide pay program is budgeted at a macro level and then paid based on actual increases. The actual amount spent each year was at or below the adopted budget.



Transfers Out

Transfers Out are the authorized movement of cash or other resources to fund programs in the General Fund supported by Special Programs (Police 30-Day Tow), to fund debt service and/or capital projects. The FY 2016/17 budget for transfers out of $1.0 million consists of $0.5 million to the Capital Improvement Fund for City Court, Community Services, and Police projects; $0.4 million goes to the General Fund for the Police 30-Day Tow program support; $0.1 million to MPC for debt service related to McDowell Mountain Golf Course.

Special Programs Fund Balance

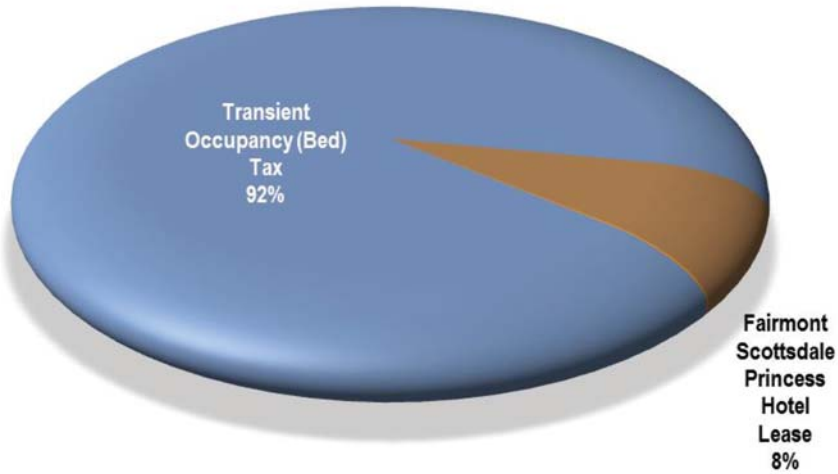
Special Programs Fund ending balance of $8.0 million for FY 2016/17 represents the following individual ending fund balances: $5.4 million for City Court, $0.7 million for Community & Economic Development, $1.5 million for Community Services, $0.4 million for Public Safety - Police, and $0.1 million for Public Works - Southwest Gas Franchise Capital Program.

Fund Purpose

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

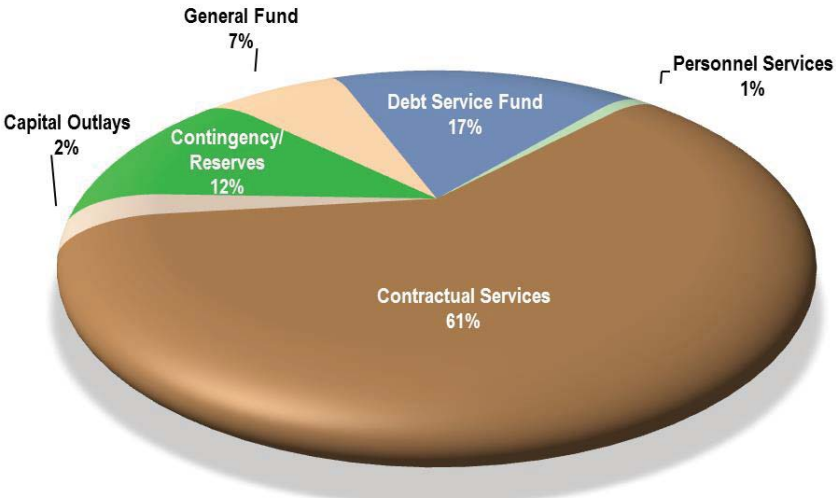
Tourism Development Fund Sources (in $ millions)

Transient Occupancy (Bed) Tax	18.7
Fairmont Scottsdale Princess Hotel Lease	1.6
Miscellaneous	-
Total Revenue	20.3
Transfers In	-
Total Sources	20.3



Tourism Development Fund Uses (in $ millions)

Personnel Services	0.2
Contractual Services	13.0
Commodities	-
Capital Outlays	0.5
Contingency/Reserves	2.5
Adopted Budget	16.2
Transfers Out	
General Fund	1.5
Debt Service Fund	3.6
Total Uses	21.3



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

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	6,753,511	4,691,956	7,296,287	7,682,195
Total Beginning Fund Balance	**9,253,511**	**7,191,956**	**9,796,287**	**10,182,195**
Revenues				
Transient Occupancy (Bed) Tax	16,854,930	16,928,000	17,822,707	18,714,000
Hospitality Trolley	214,479	-	-	-
Fairmont Scottsdale Princess Hotel	1,786,964	1,600,000	1,563,929	1,618,667
Miscellaneous Revenue	-	20,500	20,500	20,500
Subtotal	***18,856,373***	***18,548,500***	***19,407,136***	***20,353,167***
Transfers In				
CIP - Bed Tax	32,147	-	-	-
Subtotal	**32,147**	**-**	**-**	**-**
Total Sources	**18,888,520**	**18,548,500**	**19,407,136**	**20,353,167**
Expenditures				
Division				
Community & Economic Development				
Marketing - Scottsdale Convention & Visitors Bureau	8,523,524	8,464,000	8,911,354	9,357,000
Events & Event Development	1,856,326	2,195,000	1,995,000	3,015,354
Hospitality Trolley	220,354	246	246	327
Downtown Trolley	-	300,000	300,000	300,000
Administration & Research	1,214,269	495,353	500,491	500,000
Mayor and City Council	75,000	75,000	75,000	75,000
Capital, One Time Commitments - Undesignated	-	500,000	300,000	500,000
Citywide Pay Program / Citywide Pay Program Tail	-	*4,647*	-	*5,164*
Subtotal	***11,889,473***	***12,034,246***	***12,082,091***	***13,752,845***
TOTAL OPERATING BUDGET	**11,889,473**	**12,034,246**	**12,082,091**	**13,752,845**
Transfers Out				
General Fund	1,500,000	1,500,000	1,500,000	1,500,000
Healthcare Retirees	-	-	875	-
Debt Service Fund	2,746,271	3,591,363	3,591,363	3,589,363
CIP - Tourism Projects	2,210,000	150,000	1,846,900	-
Subtotal	***6,456,271***	***5,241,363***	***6,939,138***	***5,089,363***
Total Uses	**18,345,744**	**17,275,609**	**19,021,229**	**18,842,208**
Sources Over / (Under) Uses	**542,776**	**1,272,891**	**385,908**	**1,510,959**
Ending Fund Balance [(a)]				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	7,296,287	5,964,847	7,682,195	9,193,154
Total Ending Fund Balance	**9,796,287**	**8,464,847**	**10,182,195**	**11,693,154**

[(a)] Includes $0.3 million of unreserved fund balance that was inadvertently included at the time the Tourism Development Fund was created in 2012.

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	9,193,154	12,040,254	15,412,254	19,731,154
Total Beginning Fund Balance	**11,693,154**	**14,540,254**	**17,912,254**	**22,231,154**
Revenues				
Transient Occupancy (Bed) Tax	19,650,000	20,632,000	21,664,000	22,747,000
Hospitality Trolley	-	-	-	-
Fairmont Scottsdale Princess Hotel	1,675,300	1,717,200	1,751,500	1,769,100
Miscellaneous Revenue	20,500	20,500	20,500	20,500
Subtotal	***21,345,800***	***22,369,700***	***23,436,000***	***24,536,600***
Transfers In				
CIP - Bed Tax	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**
Total Sources	**21,345,800**	**22,369,700**	**23,436,000**	**24,536,600**
Expenditures				
Division				
Community & Economic Development				
Marketing - Scottsdale Convention & Visitors Bureau	9,825,000	10,316,000	10,832,000	11,373,500
Events & Event Development	2,195,000	2,195,000	1,795,000	1,795,000
Hospitality Trolley	300	300	300	300
Downtown Trolley	300,000	300,000	300,000	300,000
Administration & Research	500,000	500,000	500,000	500,000
Mayor and City Council	76,500	78,000	79,600	81,200
Capital, One Time Commitments - Undesignated	500,000	500,000	500,000	500,000
Citywide Pay Program / Citywide Pay Program Tail	*10,100*	*15,400*	*21,000*	*26,500*
Subtotal	***13,406,900***	***13,904,700***	***14,027,900***	***14,576,500***
TOTAL OPERATING BUDGET	**13,406,900**	**13,904,700**	**14,027,900**	**14,576,500**
Transfers Out				
General Fund	1,500,000	1,500,000	1,500,000	1,500,000
Healthcare Retirees	-	-	-	-
Debt Service Fund	3,591,800	3,593,000	3,589,200	3,589,500
CIP - Tourism Projects	-	-	-	-
Subtotal	***5,091,800***	***5,093,000***	***5,089,200***	***5,089,500***
Total Uses	**18,498,700**	**18,997,700**	**19,117,100**	**19,666,000**
Sources Over / (Under) Uses	**2,847,100**	**3,372,000**	**4,318,900**	**4,870,600**
Ending Fund Balance [(a)]				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Unreserved Fund Balance	12,040,254	15,412,254	19,731,154	24,601,754
Total Ending Fund Balance	**14,540,254**	**17,912,254**	**22,231,154**	**27,101,754**

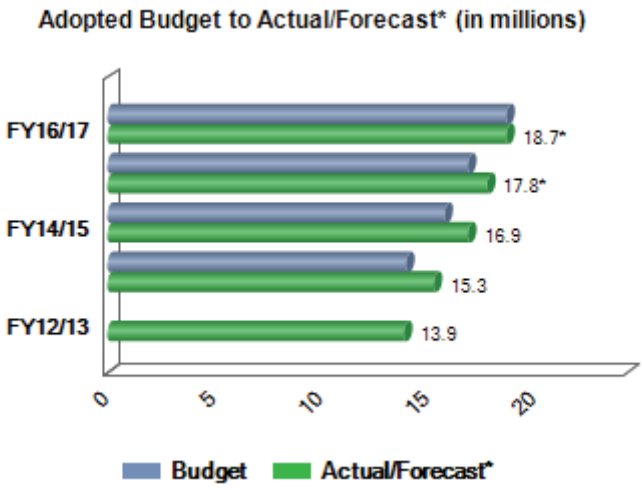
[(a)] Includes $0.3 million of unreserved fund balance that was inadvertently included at the time the Tourism Development Fund was created in 2012.

Tourism Development Fund Revenues

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

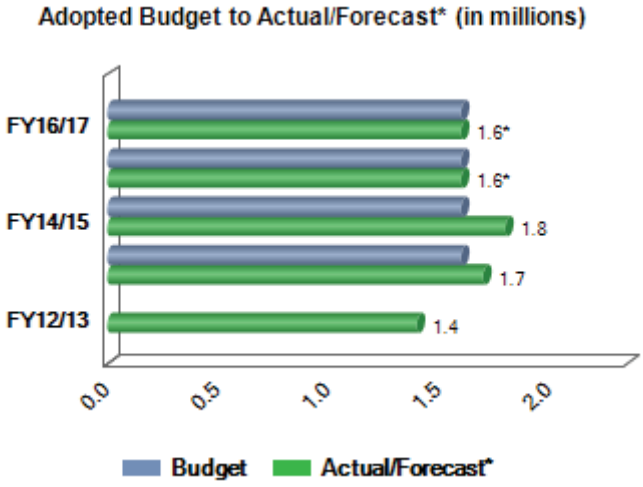
Transient Occupancy (Bed) Tax

Transient Occupancy (Bed) Tax reflects a voter approved Transient Occupancy Tax of 5 percent on hotel and motel room rentals in addition to the sales tax. During FY 2012/13 the Tourism Development Fund was created. The revenue budget in FY 2012/13 was adopted in the General Fund. However, the actual receipts were reported in the new fund.



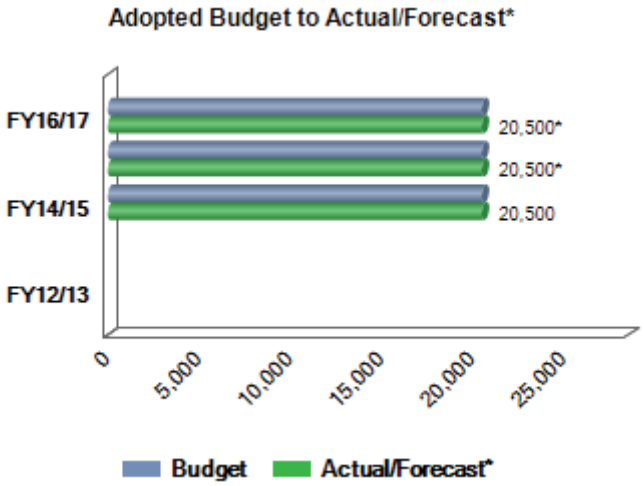
Fairmont Scottsdale Princess Hotel

The Fairmont Scottsdale Princess Hotel has a ground lease agreement with the City of Scottsdale. During the current period of the lease, the Princess Hotel shall pay a rate of 1.50 percent of the adjusted gross revenue above $100 million in addition to a set amount of $1.5 million annually.



Miscellaneous

Miscellaneous includes various revenues the city receives in the Tourism Development Fund during any given year that are not attributable to one of the specific revenue categories previously noted. The FY 2016/17 miscellaneous revenue is budgeted at $20,500.

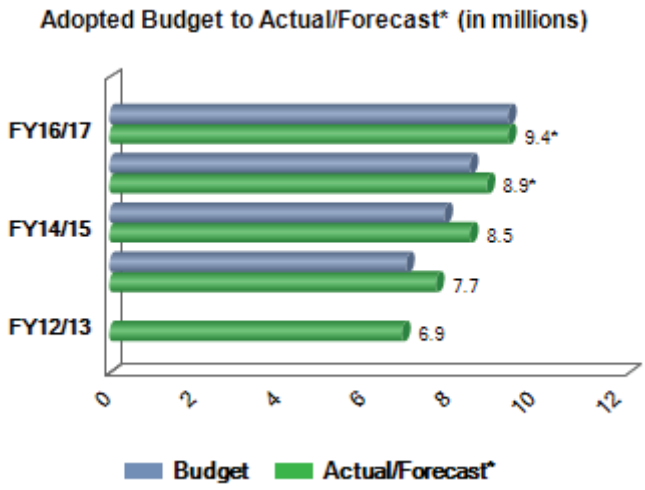


Tourism Development Fund Expenditures

Tourism Development Fund expenditures are presented by use of funds according to Financial Policy No. 21.

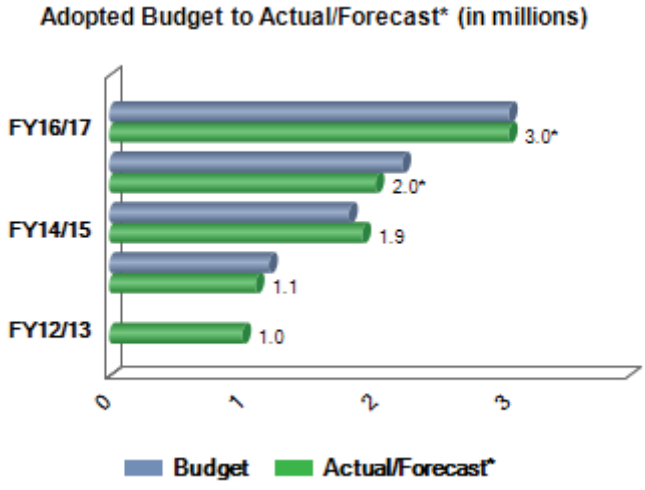
Marketing - Scottsdale Convention & Visitors Bureau

Fifty percent of the Transient Occupancy (Bed) tax received by the city is used for destination marketing through a contract with the Scottsdale Convention & Visitors Bureau. The adopted FY 2016/17 budget for Destination Marketing is $9.4 million, which is a $0.4 million increase from the FY 2015/16 year-end forecast.



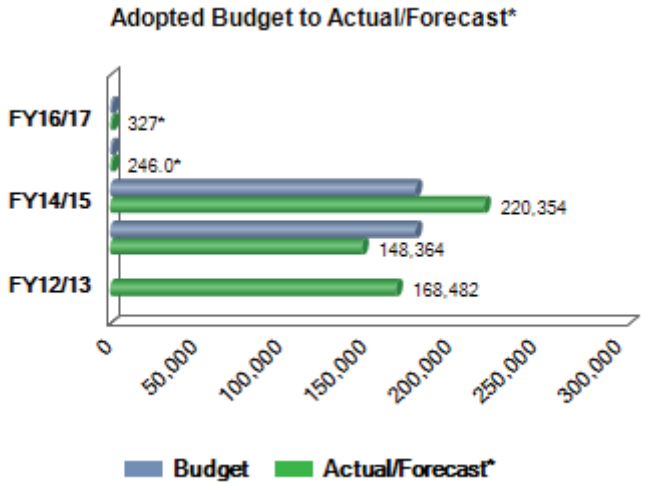
Events & Event Development

Events & Event Development per Financial Policy No. 21, includes $1.2 million for events and event development, and $0.6 million for tourism-related capital projects in the form of one-time commitments or multi-year annual commitments, not to exceed $0.6 million per project. It also includes $0.4 million to be used as match for the Museum of the West contract, $0.3 million to promote the downtown area, and $0.5 million to install electrical outlets in Downtown.



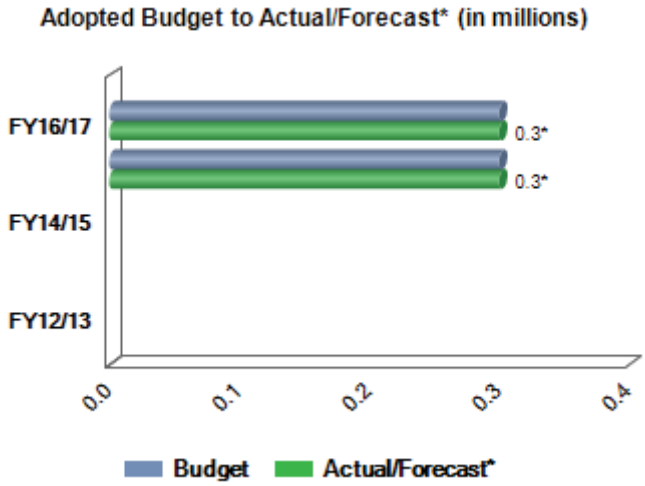
Hospitality Trolley

The Hospitality Trolley route is no longer in service; however, a small budget of approximately $300 is included in the budget to account for possible liabilities.



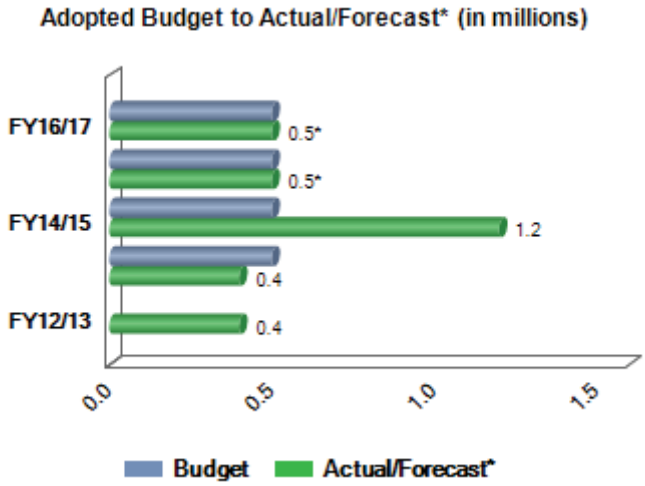
Downtown Trolley

The FY 2016/17 budget includes $0.3 million for the Downtown Trolley maintenance and repair contracts. Beginning in FY 2015/16, City Council authorized Tourism Development Funds to be used towards the cost of the downtown trolley, with transportation sales tax covering the remainder of the cost.



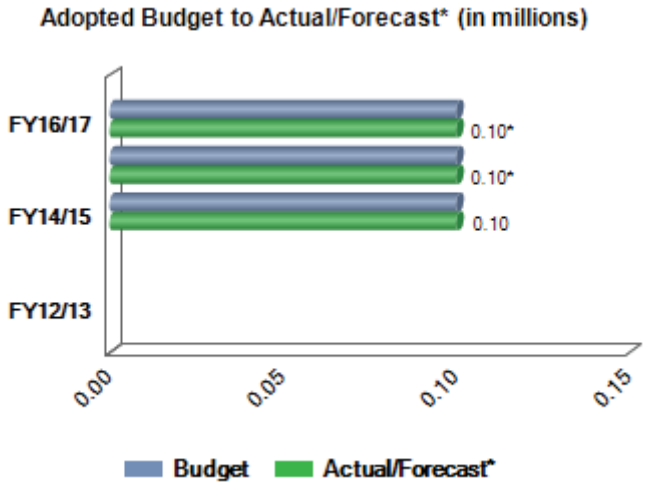
Administration & Research

Financial Policy No. 21 allows for $0.5 million to be allocated from the Transient Occupancy (Bed) Tax revenues for tourism-related administration and research expenses. During FY 2012/13 the Tourism Development Fund was created. The expenditure budget was adopted in the General Fund; however, the actual expenses were reported in the new fund. In FY 2014/15, the FY 2013/14 and FY 2014/15 invoices related to the Museum of the West matching program and totaling $0.8 million were recorded in this category instead of in Events & Event Development.



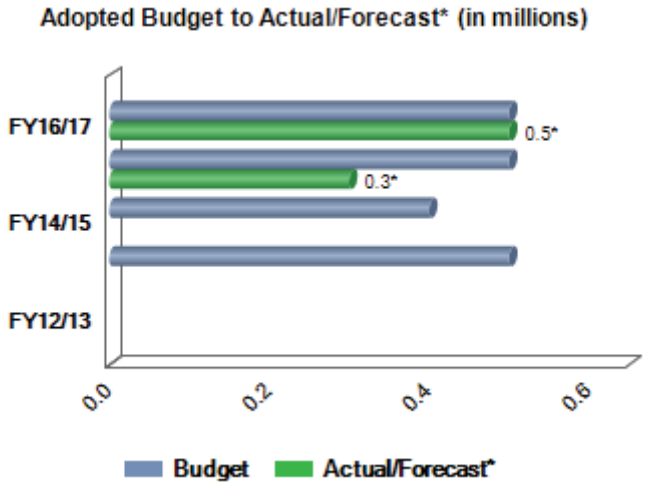
Mayor and City Council

The FY 2016/17 budget for the payment to the Arizona Council for International Visitors included in the Mayor and City Council budget is $0.1 million. The funding is used to assist international visitors, provide protocol services and provide office space for the Scottsdale Sister Cities Association. Prior to FY 2014/15 this was funded out of the General Fund.



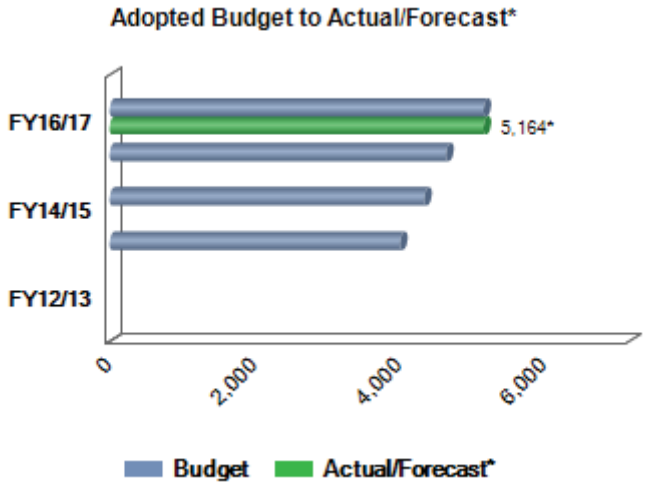
Capital, One Time Commitments – Undesignated

Financial Policy No. 21 allocates $0.5 million from the Transient Occupancy (Bed) Tax monies to one-time commitments to capital projects, events and event development, or administration and research. No expenses occurred for one-time commitments in FY 2012/13 - FY 2014/15.



Citywide Pay Program / Citywide Pay Program Tail

A citywide pay for performance program, through which employees may receive increases within their established salary ranges based on performance totaling $5,164 for FY 2016/17. Additionally, the FY 2015/16 forecast and FY 2013/14 - FY 2014/15 actuals at $0 are due to the actuals being allocated into the division. At the time the budget is adopted it is unknown which employees will receive an increase and for how much. Therefore, the citywide pay program is budgeted at a macro level and then paid on actual increases. The actual amount spent each year has been at or below the adopted budget.



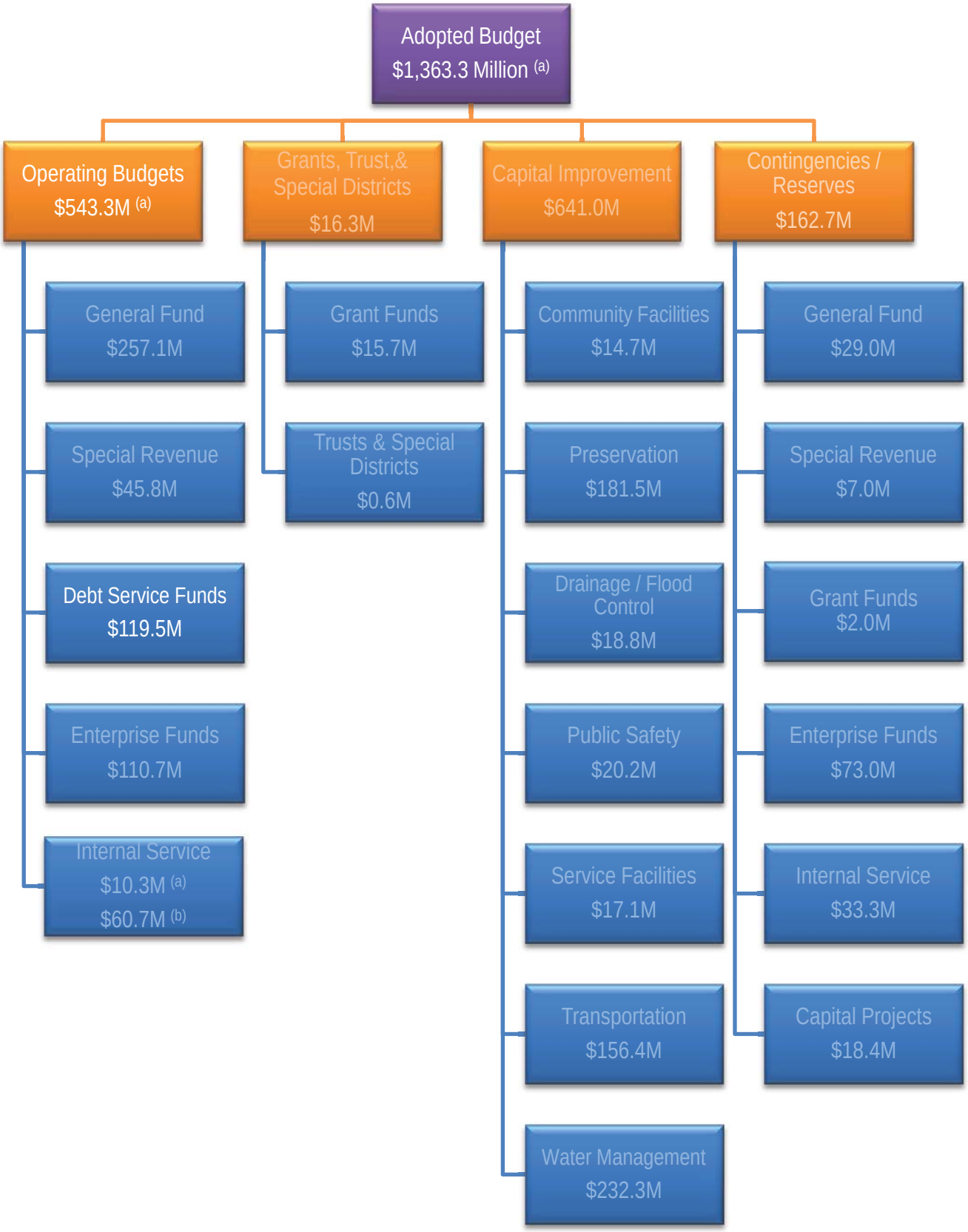
Transfers Out

Transfers Out are the authorized movements of cash or other resources to other funds and/or capital projects. The FY 2016/17 budget of $5.1 million includes a $1.5 million transfer out to the General Fund per financial policy No. 21 and a $3.6 million transfer out to the Debt Service Fund to cover debt service payments on debt issued for tourism projects.

Tourism Development Fund Balance

The adopted FY 2016/17 Tourism Development Fund ending fund balance is $11.7 million. The fund balance includes $2.5 million of operating contingency in the event that unforeseen expenses occur during the fiscal year. Contingency funds are utilized only after all budget sources have been examined. Use of contingency requires City Council approval. The fund balance also includes $9.2 million of unreserved fund balance, which represents an accumulation of one-time revenues and is most appropriately used for one-time expenditures. Under prudent fiscal management practices this amount should not be used to fund new or expanded programs requiring ongoing operating expenses.

FY 2016/17 Adopted Budget



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of $50.4M
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of $50.4M

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

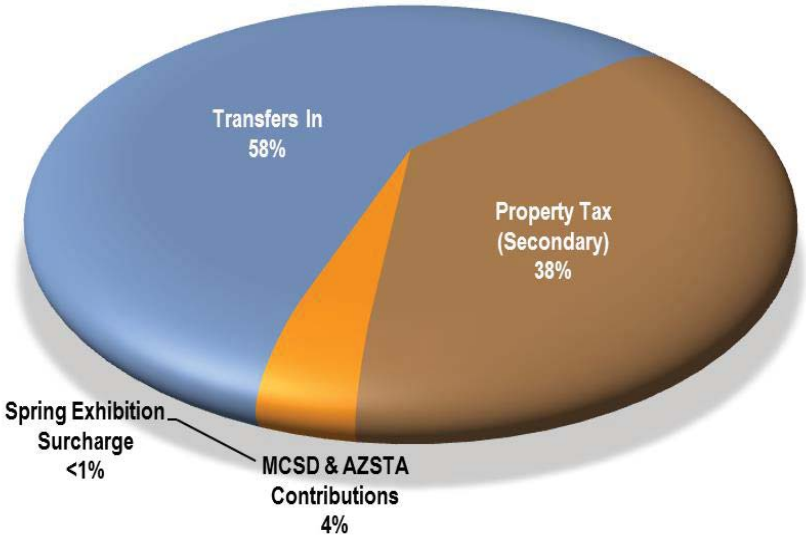
FY 2016/17 Adopted Budget

Fund Purpose

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

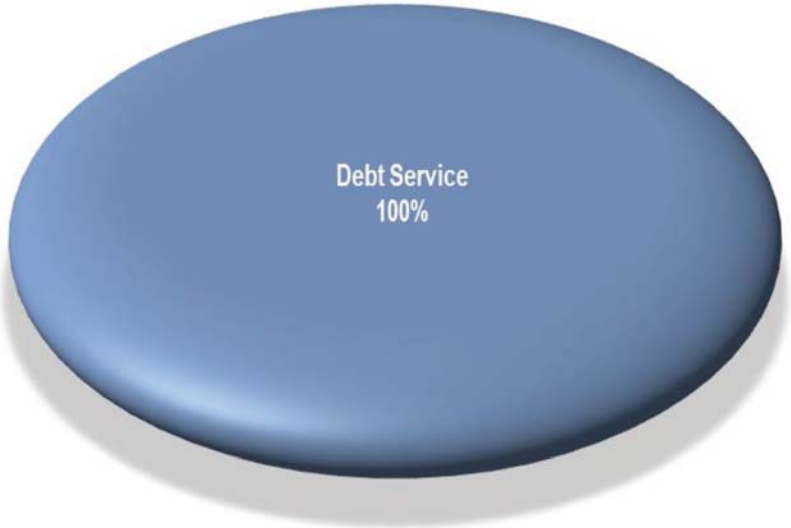
Debt Service Fund Sources (in $ millions)

Property Tax (Secondary)	33.6
MCSD & AZSTA Contributions	3.2
Spring Exhibition Surcharge	0.1
Total Revenue	37.0
Transfers In	51.3
Total Sources	88.2



Debt Service Fund Uses (in $ millions)

Debt Service	85.3
Adopted Budget	85.3
Transfers Out	
General Fund	3.5
Total Uses	88.8



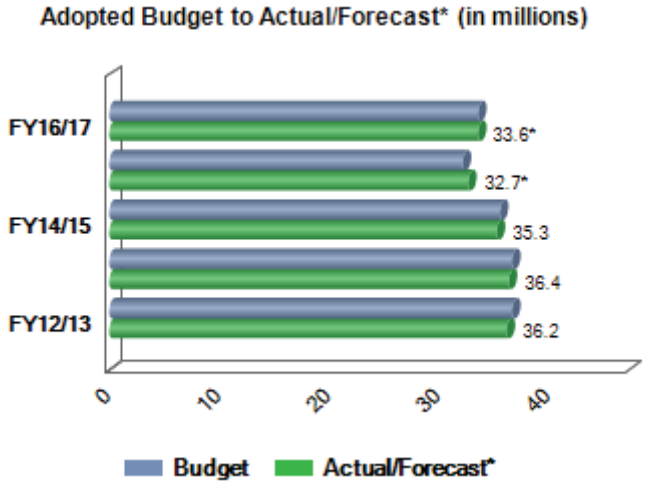
Note: Amounts are rounded in millions; therefore, differences may occur.

	Actual 2014/15	Budget 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance:				
G.O. Debt Service	9,368,521	11,685,801	12,172,349	12,172,349
MPC Excise Debt	5,587	-	2,579	2,579
MPC Debt Stabilizaton	10,380,916	10,736,150	12,038,586	11,406,846
Total Beginning Fund Balance	**19,755,024**	**22,421,951**	**24,213,514**	**23,581,774**
Revenue				
Property Tax (Secondary)	35,252,677	32,227,765	32,742,732	33,575,842
MCSD & AZSTA Contributions	1,489,500	1,498,520	1,666,485	3,236,263
Spring Exhibition Surcharge	168,170	145,000	145,000	145,000
Miscellaneous - GO	174,645,078	-	-	-
MPC Bond Premium	8,571,236	-	-	-
Miscellaneous - MPC	46,758,362	-	-	-
Subtotal	***266,885,023***	***33,871,285***	***34,554,217***	***36,957,105***
Transfers In				
Preservation Privilege Tax Fund - G.O. Bonds	21,461,459	25,724,259	24,118,704	25,975,095
Preservation Privilege Tax Fund - Rev Bonds	6,476,823	6,489,373	6,489,613	6,115,863
General Fund - MPC Bonds	12,551,951	11,927,077	11,924,855	12,015,182
General Fund - MPC Bonds (AZSTA/MCSD)	-	-	2,443,225	3,454,425
Special Programs (McDowell Golf) Fund - MPC Bonds	108,325	106,325	106,325	103,825
Tourism Development Fund - MPC Bonds	2,746,270	3,591,363	3,591,363	3,589,363
Subtotal	***43,344,828***	***47,838,397***	***48,674,085***	***51,253,753***
Total Sources	**310,229,851**	**81,709,682**	**83,228,302**	**88,210,858**
Expenditures				
Debt Service by Type				
General Obligation Bonds	93,137,024	32,742,732	32,742,732	34,077,651
GO Payment to Refunding Bond Agent	113,442,707	-	-	-
Preserve G. O. Bonds	21,975,655	25,724,259	24,118,704	25,975,095
Preserve Revenue Bonds (SPA)	6,476,823	6,489,373	6,489,613	6,115,863
MPC Payment to Refunding Bond Agent	54,626,405	-	-	-
MPC Debt Stabalization-AZSTA & MCSD	-	-	2,443,225	3,454,425
MPC Bonds	16,112,747	18,067,990	15,622,543	15,708,370
Subtotal	***305,771,361***	***83,024,354***	***81,416,817***	***85,331,404***
Total Operating Budget	**305,771,361**	**83,024,354**	**81,416,817**	**85,331,404**
Transfers Out				
General Fund (AZSTA/MCSD debt service)	1,062,269	-	2,443,225	3,454,425
Subtotal	***1,062,269***	***-***	***2,443,225***	***3,454,425***
Total Uses	**306,833,630**	**83,024,354**	**83,860,042**	**88,785,829**
Sources Over/(Under) Uses	**3,396,221**	**(1,314,672)**	**(631,740)**	**(574,971)**
Ending Fund Balance				
G.O. Debt Service	12,172,349	11,170,834	12,172,349	11,670,540
MPC Excise Debt	2,579	-	2,579	2,579
MPC Debt Stabilization	12,038,586	9,936,445	11,406,846	11,333,684
Total Ending Fund Balance	**24,213,514**	**21,107,279**	**23,581,774**	**23,006,803**

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance:				
G.O. Debt Service	11,670,540	11,170,640	10,570,740	9,970,740
MPC Excise Debt	2,579	2,579	2,579	2,579
MPC Debt Stabilizaton	11,333,684	10,755,184	7,955,184	8,612,784
Total Beginning Fund Balance	**23,006,803**	**21,928,403**	**18,528,503**	**18,586,103**
Revenue				
Property Tax (Secondary)	34,113,800	33,715,400	31,765,400	29,941,400
MCSD & AZSTA Contributions	3,487,000	3,673,000	7,822,000	-
Spring Exhibition Surcharge	145,000	145,000	145,000	145,000
Subtotal	***37,745,800***	***37,533,400***	***39,732,400***	***30,086,400***
Transfers In				
Preservation Privilege Tax Fund - G.O. Bonds	27,403,900	27,719,500	28,446,500	29,204,300
Preservation Privilege Tax Fund - Rev Bonds	6,130,000	6,147,500	6,160,500	6,177,100
General Fund - MPC Bonds	12,112,500	12,222,100	12,331,200	12,457,100
General Fund - MPC Bonds (AZSTA/MCSD)	4,210,500	6,618,000	7,309,400	1,849,800
Special Programs (McDowell Golf) Fund - MPC Bonds	106,300	103,600	105,800	107,800
Tourism Development Fund - MPC Bonds	3,591,800	3,593,000	3,589,200	3,589,500
Subtotal	***53,555,100***	***56,404,000***	***57,942,800***	***53,386,000***
Total Sources	**91,300,900**	**93,937,400**	**97,675,200**	**83,472,400**
Expenditures				
Debt Service by Type				
General Obligation Bonds	34,613,700	34,315,300	32,365,400	30,542,000
Preserve G. O. Bonds	27,403,900	27,719,500	28,446,500	29,204,300
Preserve Revenue Bonds (SPA)	6,130,000	6,147,500	6,160,500	6,177,100
MPC Debt Stabalization-AZSTA & MCSD	4,210,500	6,618,000	7,309,400	1,849,800
MPC Bonds	15,810,600	15,918,700	16,026,200	16,154,400
Subtotal	***88,168,700***	***90,719,000***	***90,308,000***	***83,927,600***
Total Operating Budget	**88,168,700**	**90,719,000**	**90,308,000**	**83,927,600**
Transfers Out				
General Fund (AZSTA/MCSD debt service)	4,210,500	6,618,000	7,309,400	1,849,800
Subtotal	***4,210,500***	***6,618,000***	***7,309,400***	***1,849,800***
Total Uses	**92,379,200**	**97,337,000**	**97,617,400**	**85,777,400**
Sources Over/(Under) Uses	**(1,078,300)**	**(3,399,600)**	**57,800**	**(2,305,000)**
Ending Fund Balance				
G.O. Debt Service	11,170,640	10,570,740	9,970,740	9,370,140
MPC Excise Debt	2,579	2,579	2,579	2,579
MPC Debt Stabilization	10,755,184	7,955,184	8,612,784	6,907,984
Total Ending Fund Balance	**21,928,403**	**18,528,503**	**18,586,103**	**16,280,703**

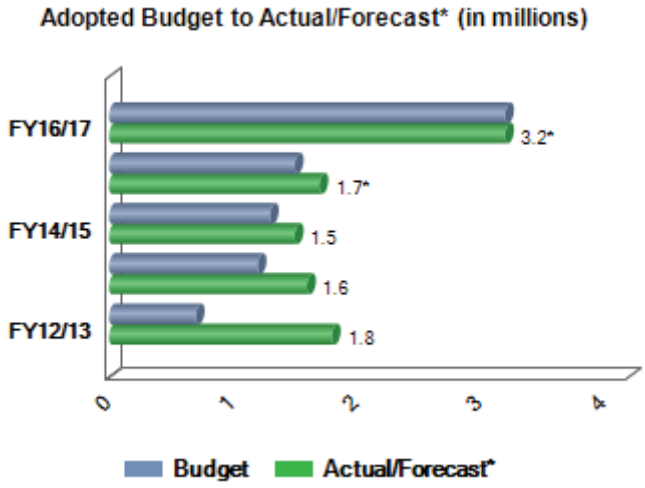
Property Tax (Secondary)

Property Tax (Secondary) represents the portion of the property tax that is limited and levied to pay debt service. While the growth is unlimited, the city's use of this portion of the property tax is restricted by State Statute to solely pay debt service on voter-approved general obligation bonds. The FY 2016/17 levy amount (revenue) of $33.6 million is an increase of $0.9 million from the FY 2015/16 year-end forecast of $32.7 million. The levy amount in FY 2016/17 was reduced approximately $0.5 million to utilize fund balance that has accumulated over prior fiscal years due to refundings, etc. toward general obligation bonds debt service payments.



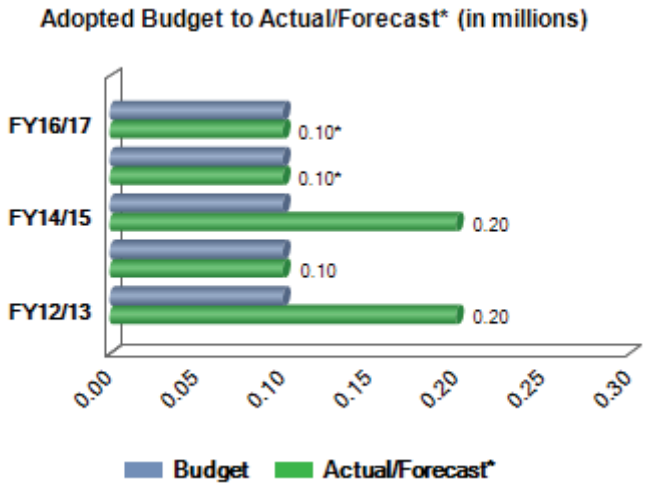
MCSD & AZSTA Contributions

Maricopa County Stadium District (MCSD) and Arizona Sports and Tourism Authority (AZSTA) contributions are made to the city to pay debt service associated with the Cactus League spring training facilities (San Francisco Giants professional baseball practice facility). MCSD contributions are derived from a $2.50 surcharge on car rentals in Maricopa County; AZSTA contributions are derived from a 1.0 percent hotel room tax and a 3.25 percent car rental surcharge (net of the $2.50 MCSD surcharge). For FY 2016/17 the budgeted revenue from these contributions is $3.2 million, which is an increase of $1.5 million, based on AZSTA's projected forecast.



Spring Exhibition Surcharge

Spring Exhibition Surcharge represents the $1 ticket surcharge assessed on San Francisco Giants spring training games held in Scottsdale. The FY 2016/17 budgeted revenue is $0.1 million. The surcharge is used to pay for capital projects and debt service related to professional baseball facilities.



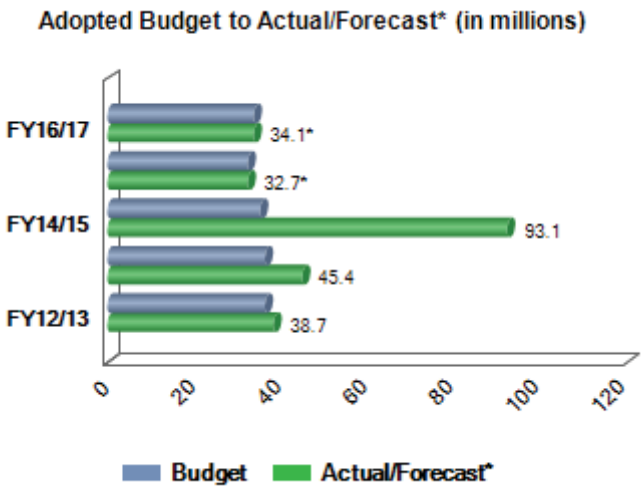
Transfers In

Transfers in is the authorized movement of cash or other resources from other funds and/or capital projects. These transfers in originate from the General Fund, Special Programs Fund, Tourism Development Fund for MPC debt service payments and the Preservation Privilege Tax Fund for the payment of Preserve general obligation and revenue bond debt service. Total transfers in for FY 2016/17 equal $51.3 million, consisting of $32.1 million from the Preservation Privilege Tax Fund, $15.5 million from the General Fund, $3.6 million from the Tourism Development Fund, and $0.1 million from Special Programs Fund.

Debt Service Fund Expenditures by Debt Type

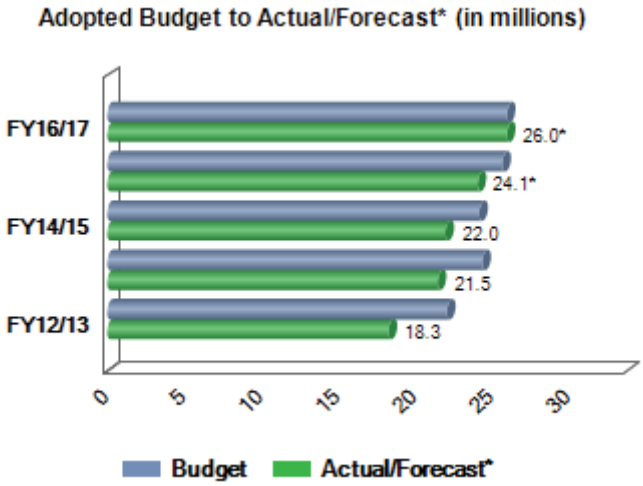
General Obligation Bonds

General Obligation Bonds represent authorized by voters debt issuance related to capital projects. General Obligation Debt is repaid by Property Tax (Secondary). Under state law, cities and towns are allowed to levy a Secondary Property Tax for the sole purpose of retiring the principal and interest on general obligation indebtedness. For FY 2016/17 the General Obligation Bonds debt service is forecasted at $34.1 million, which is an increase of $1.4 million from the FY 2015/16 forecast of $32.7 million due to increased debt service payments (debt service in FY 2015/16 was lower than normal due to a refunding of bonds that occurred during that fiscal year). General Obligations in FY 2014/15 were higher than normal due to an additional interest and principal payoff for a mature bond refunding in the amount of $59.5 million.



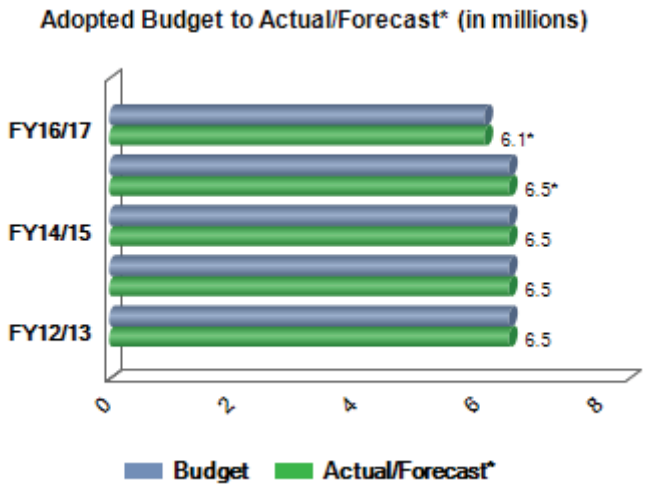
Preserve G.O. Bonds

The Preserve G.O. Bonds represent debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. Preserve debt is repaid by a dedicated 0.20 percent sales tax authorized by voters in 1995 and a 0.15 percent sales tax authorized by voters in 2004. The FY 2016/17 budget totals $26.0 million, which represents an increase of $1.9 million from the FY 2015/16 year-end forecast of $24.1 million.



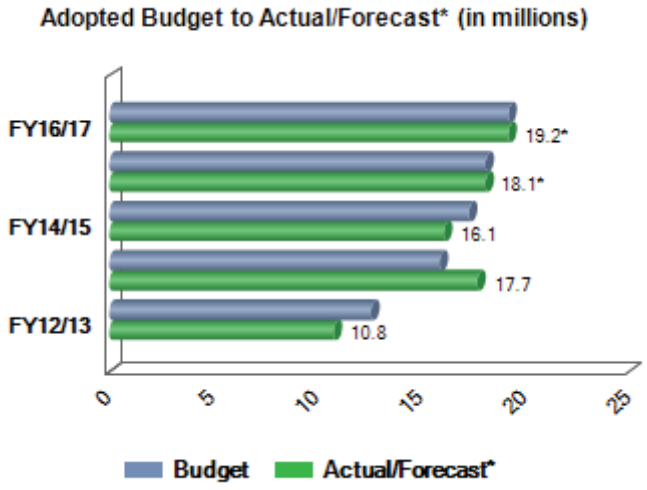
Preserve Revenue Bonds (SPA)

Preserve Authority Revenue Bonds represent prior debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. Preserve Authority Revenue debt is repaid by the dedicated 0.20 percent sales tax authorized by voters in 1995 and the 0.15 percent sales tax authorized by voters in 2004. Obligations for FY 2016/17 total $6.1 million, which is an approximate decrease of $0.4 million from FY 2015/16 year-end forecast.



MPC Bonds

Municipal Property Corporation (MPC) Bonds are non-voter approved and issued by the City of Scottsdale Municipal Property Corporation, a nonprofit corporation created by the city in 1967 for the sole purpose of constructing, acquiring and equipping buildings, structures, or improvements on land owned by the city. The debt incurred by the corporation is a city obligation and the repayment of debt is financed by General Fund excise taxes, Tourism Development Fund bed tax receipts, etc. Per financial policy No. 32, non-voter approved debt will be utilized only when a dedicated revenue source can be identified to pay or reimburse the city for paying debt services expenses. Debt Service payments for FY 2016/17 total $19.2 million, a $1.1 million increase over FY 2015/16 year-end forecast.



Transfers Out

Transfers out is the authorized movement of cash or other resources to other funds and/or capital projects. The FY 2016/17 adopted budget of $88.8 million consists of $3.5 million in transfers out to the General Fund (AZSTA/MCSD debt service).

Debt Service Fund Balance

The Debt Service Fund balance varies primarily due to the timing of debt issuances and related repayment schedules as mentioned previously. The FY 2016/17 ending fund balance is approximately $23.0 million, which is a slight decrease from the FY 2015/16 year-end forecast balance of $23.6 million.

	Budget 2015/16	Forecast 2015/16	Adopted Budget 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Final Payment Date
General Fund								
Contracts Payable & Service Concession Arrangements								
BOR Administration/Westworld	147,746	147,746	155,133	162,900	171,000	179,600	188,600	2032
BOR Administration/TPC	147,746	147,746	155,133	162,900	171,000	179,600	188,600	2035
Total General Fund Contracts Payable	295,492	295,492	310,266	325,800	342,000	359,200	377,200	
Leases								
Police/Fire Radio Communication	2,548,679	2,548,679	2,548,680	2,548,700	2,548,700	2,548,700	-	2020
Total Certificates of Participation and Leases	2,548,679	2,548,679	2,548,680	2,548,700	2,548,700	2,548,700	-	
Total General Fund	**2,844,171**	**2,844,171**	**2,858,946**	**2,874,500**	**2,890,700**	**2,907,900**	**377,200**	
Debt Service Funds								
General Obligation Bonds - Property Tax (Secondary) Supported								
2002 G.O. Refunding Bonds	609,000	609,000	-	-	-	-	-	2016
2005A G.O. Various Purpose ($125M 12/05)	8,400,000	8,400,000	-	-	-	-	-	2016
2008A G.O. Various Purpose ($100M 4/08)	5,001,250	5,001,250	5,351,250	5,643,000	-	-	-	2018
2010 G.O. Various Purpose ($50.8M 4/10)	3,255,625	3,255,625	3,409,125	3,506,600	3,580,600	3,719,100	3,851,600	2030
2011 G.O. Refunding Bonds ($8.645M 4/11)	1,601,900	1,601,900	1,601,400	1,617,200	-	-	-	2018
2012 G.O. Refunding Bonds ($38.525M 7/12)	8,186,428	8,186,428	8,567,628	8,191,200	7,972,300	5,667,900	4,440,100	2021
2014 G.O. Refunding Bonds ($73.785M 5/14)	2,603,034	2,603,034	12,064,118	12,116,600	11,719,700	11,822,900	11,397,000	2023
2015 G.O. Refunding Bonds ($86.4M 4/15)	3,080,295	3,080,295	3,080,295	3,080,300	9,160,300	9,242,100	8,905,900	2028
Future G.O. Bond: $28.85M issue Feb 2018	-	-	-	455,000	1,879,000	1,910,000	1,944,000	2038
Fiscal Agent Fees and Arbitrage Fees	5,200	5,200	3,835	3,800	3,400	3,400	3,400	
Total General Obligation Bonds-Property Tax Supported	32,742,732	32,742,732	34,077,651	34,613,700	34,315,300	32,365,400	30,542,000	
Preserve General Obligation Bonds - Preserve Sales Tax Supported								
2002 G.O. Refunding Bonds Preserve	3,430,692	3,430,692	1,832,192	1,822,200	1,798,300	-	-	2019
2005B G.O. Bonds Preserve ($20M 12/05)	1,155,000	1,155,000	-	-	-	-	-	2016
2008B G.O. Bonds Preserve ($20M 04/08)	679,813	679,813	680,813	679,300	-	-	-	2018
2011 G.O. Bonds Preserve (22.525M 2/11)	863,500	863,500	1,673,500	1,661,100	1,652,900	1,643,700	1,638,500	2034
2011 G.O. Refunding Bonds Preserve (34.47M 4/11)	2,773,350	2,773,350	2,842,850	2,883,300	3,934,100	7,983,800	3,755,500	2024
2012 G.O. Bonds Preserve ($50M 02/12)	1,601,250	1,601,250	1,601,250	3,001,300	1,573,300	3,073,300	3,028,300	2034
2012 G.O. Refunding Bonds Preserve ($44.5M 7/12)	1,581,047	1,581,047	1,581,047	1,581,000	1,581,100	2,294,400	2,977,900	2025
2013 G.O. Bonds Preserve ($75M 02/13)	2,365,200	2,365,200	2,365,200	2,365,200	3,365,200	3,825,200	3,765,200	2034
2014 G.O. Bonds Preserve ($14M 05/14)	985,781	985,781	984,881	983,800	986,800	986,600	983,700	2034
2014 G.O. Refunding Bonds Preserve ($9.365M 05/14)	350,116	350,116	1,559,032	1,551,500	1,552,300	1,550,000	1,544,900	2023
2015 G.O. Refunding Bonds Preserve ($74.015M 4/15)	8,328,755	8,328,755	8,349,555	8,370,400	8,770,800	4,585,200	9,006,000	2034
Future G.O. Preserve Bond: $50M issue July 2016	1,605,556	-	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2034
Fiscal Agent Fees	4,200	4,200	4,775	4,800	4,700	4,300	4,300	
Total Preserve G.O. Bonds - Preserve Sales Tax Supported	25,724,260	24,118,704	25,975,095	27,403,900	27,719,500	28,446,500	29,204,300	
Scottsdale Preserve Authority Bonds - Preserve Sales Tax Supported								
2004 Scottsdale Preserve Revenue Refunding Bonds	3,480,750	3,480,750	-	-	-	-	-	2016
2010 Scottsdale Preserve Revenue Refunding Bonds	1,599,063	1,599,063	4,709,063	4,725,800	4,737,500	4,748,200	4,760,600	2024
2011 Scottsdale Preserve Revenue Refunding Bonds	1,402,800	1,402,800	1,401,800	1,399,200	1,405,000	1,407,300	1,411,500	2022
Fiscal Agent Fees	6,760	7,000	5,000	5,000	5,000	5,000	5,000	
Total Scottsdale Preserve Authority Bonds	6,489,373	6,489,613	6,115,863	6,130,000	6,147,500	6,160,500	6,177,100	
Municipal Property Corp. (MPC) Bonds - Excise Tax Supported								
2004A MPC SkySong	1,218,000	1,218,000	-	-	-	-	-	2016
2006 MPC Refunding SkySong	1,498,250	1,498,250	2,703,250	1,438,000	1,438,000	2,813,000	2,814,300	2034
2014 MPC Refunding SkySong ($2.591M)	61,308	61,307	61,308	1,339,200	1,335,700	-	-	2019
2005 MPC Spring Training MCSD& AZSTA Funded	11,688	11,688	286,688	-	-	-	-	2017
2015 MPC Refunding Spring Training MCSD & AZSTA Funded	2,431,537	2,431,537	3,167,737	4,210,500	6,618,000	7,309,400	1,849,800	2021
2005D MPC WW/TPC Land Acquisition 80-acres ($46.5M)	476,250	476,250	-	-	-	-	-	2016
2005D MPC WW/TPC Land Acquisition 80-acres Tourism Funded	600,000	600,000	-	-	-	-	-	2016
2006 MPC Refunding WW/TPC Land Acq. 80-acres	1,274,250	1,274,250	2,379,250	2,419,000	2,459,000	2,494,000	2,524,000	2030
2015 MPC Refunding WW/TPC Land Acq. 80-acres	668,350	668,350	68,350	68,400	68,400	68,400	68,300	2035
2015 MPC Refunding WW/TPC Land Acq. 80-acres Tourism Funded	-	-	600,000	600,000	600,000	600,000	600,000	2035
2006A MPC TPC ($10M)	355,000	355,000	357,000	-	-	-	-	2017
2014 MPC Refunding TPC ($4.185M)	165,520	165,520	165,520	524,900	524,900	514,900	518,700	2027
2015 MPC Refunding TPC	96,884	96,884	96,884	96,900	96,900	96,900	96,900	2031
2006B MPC WW/TPC Land Acq 52- and 17-acres ($32.5M)	1,257,250	1,257,250	1,286,250	-	-	-	-	2017
2014 MPC Refunding WW/TPC Land Acq 52- and 17-acres (15.959M)	633,035	633,035	633,035	1,930,800	1,951,200	1,933,700	1,948,000	2027
2015 MPC Refunding WW/TPC Land Acq 52- and 17-acres	383,392	383,392	383,392	383,400	383,400	383,400	383,400	2031
2013A MPC SFS Garage Payoff ($31M)	2,132,650	2,132,650	2,196,900	2,260,400	2,327,900	2,398,900	2,472,900	2028
2013B MPC McDowell Golf ($1.625M)	106,325	106,325	103,825	106,300	103,600	105,800	107,800	2033
2013C MPC TNEC ($41.935M)	1,524,125	1,524,125	1,505,375	1,479,400	1,461,400	1,455,900	1,457,100	2033
2013C MPC TNEC Tourism Funded	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	2033
2015A MPC Revenue Museum Tourism Funded	891,363	891,363	889,363	891,800	893,000	889,200	889,500	2034
2015A MPC Revenue Taxable TPC Tourism Funded	900,000	900,000	900,000	900,000	900,000	900,000	900,000	2034
2015A MPC Revenue Taxable TPC Golf Surcharge General Fund	164,463	164,463	163,063	161,500	164,700	161,500	162,900	2034
Fiscal Agent Fees	18,350	16,129	15,605	10,600	10,600	10,600	10,600	
Subtotal:								
MPC - General Fund/Excise Tax funded	*18,067,990*	*11,924,855*	*12,015,182*	*12,112,500*	*12,222,100*	*12,331,200*	*12,457,100*	
MPC - Toursim funded	*3,591,363*	*3,591,363*	*3,589,363*	*3,591,800*	*3,593,000*	*3,589,200*	*3,589,500*	
MPC - Special Program (McDowell Golf) funded	*106,325*	*106,325*	*103,825*	*106,300*	*103,600*	*105,800*	*107,800*	
MPC - MCSD & AZSTA funded	*2,443,225*	*2,443,225*	*3,454,425*	*4,210,500*	*6,618,000*	*7,309,400*	*1,849,800*	
Total Municipal Property Corp. Bonds	18,067,990	18,065,768	19,162,795	20,021,100	22,536,700	23,335,600	18,004,200	
Total Debt Service Funds	**83,024,355**	**81,416,817**	**85,331,404**	**88,168,700**	**90,719,000**	**90,308,000**	**83,927,600**	

	Budget 2015/16	Forecast 2015/16	Adopted Budget 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Final Payment Date
Water and Water Reclamation Funds								
Revenue Bonds								
2004 Refunding Bonds-Water	87,150	87,150	-	-	-	-	-	2016
2004 Refunding Bonds-Water Reclamation	962,850	962,850	-	-	-	-	-	2016
2008 Refunding Bonds-Water Reclamation	3,491,638	3,491,638	4,549,438	4,564,700	4,566,200	4,574,200	4,583,600	2023
Fiscal Agent Fees	850	850	400	400	400	400	400	
Total Water and Water Reclamation Funds	4,542,488	4,542,488	4,549,838	4,565,100	4,566,600	4,574,600	4,584,000	
Municipal Property Corp. (MPC) Bonds								
2005E MPC Bonds-Water	3,417,750	3,417,750	-	-	-	-	-	2016
2006 MPC Refunding Bonds-Water	8,122,598	8,122,598	11,341,748	11,282,100	11,235,400	11,186,900	11,136,000	2030
2006 MPC Refunding Bonds-Water Reclamation	967,902	967,902	1,351,502	1,344,400	1,338,900	1,333,100	1,327,000	2030
2008A MPC Bonds-Water	3,915,784	3,915,784	3,902,474	3,920,600	933,800	933,800	933,800	2032
2008A MPC Bonds-Water Reclamation	1,213,341	1,213,341	1,207,901	1,213,500	289,100	289,100	289,000	2032
2010 MPC Bonds-Water	919,563	919,563	951,392	986,200	1,019,300	1,055,200	1,093,800	2036
2010 MPC Bonds-Water Reclamation	3,136,737	3,136,737	3,245,308	3,364,100	3,477,000	3,599,500	3,730,900	2036
2015A MPC-Water Reclamation	1,351,563	1,351,563	1,350,763	1,349,000	1,348,100	1,352,400	1,349,600	2034
2015 MPC Refunding Bonds-Water	1,787,358	1,787,358	1,787,358	1,787,400	4,680,400	4,699,200	4,642,400	2028
2015 MPC Refunding Bonds-Water Reclamation	553,229	553,229	553,229	553,200	1,448,700	1,454,500	1,437,000	2028
Fiscal Agent Fees	8,625	12,125	10,825	12,800	12,800	12,800	12,800	
Future Revenue Bonds - Water Reclamation ($15M 01/2018)	-	-	-	993,800	1,166,800	1,162,000	1,156,500	2037
Future Revenue Bonds - Water ($42.1M 01/2018)	-	-	-	2,789,500	3,274,900	3,261,800	3,246,200	2037
Total MPC Bonds - Water and Water Reclamation Supported	25,394,450	25,397,950	25,702,500	29,596,600	30,225,200	30,340,300	30,355,000	
Total Water and Water Reclamation Funds	**29,936,938**	**29,940,438**	**30,252,338**	**34,161,700**	**34,791,800**	**34,914,900**	**34,939,000**	
Aviation Fund								
Future MPC Revenue Bonds - Aviation ($28M 01/2017) *	352,743	-	1,014,936	-	-	-	-	2036
Total Aviation Funds	352,743	-	1,014,936	-	-	-	-	
TOTAL DEBT SERVICE	**116,158,207**	**114,201,426**	**119,457,624**	**125,204,900**	**128,401,500**	**128,130,800**	**119,243,800**	

* Aviation bond debt service for FY 2017/18 through FY 2020/21 is not reflected on this schedule pending Council's approval in FY 2016/17.

Long-Term Debt Outstanding - All Funds
As of 6/30/16 through 6/30/20

	Balance at 6/30/16	Balance at 6/30/17	Balance at 6/30/18	Balance at 6/30/19	Balance at 6/30/20	Final Payment Date
General Fund						
Contracts Payable & Service Concession Arrangements						
BOR Administration/Westworld	1,279,365	1,199,405	1,119,445	1,039,484	959,524	2032
BOR Administration/TPC	1,403,682	1,329,804	1,255,926	1,182,048	1,108,170	2035
Total General Fund Contracts Payable	2,683,047	2,529,209	2,375,371	2,221,532	2,067,694	
Certificates of Participation						
2010 Certificates of Participation - Public Safety Communications	9,546,338	7,264,240	4,913,857	2,493,145	-	2020
Total Certificates of Participation	9,546,338	7,264,240	4,913,857	2,493,145	-	
Total General Fund	12,229,385	9,793,449	7,289,228	4,714,677	2,067,694	
Debt Service Funds						
General Obligation Bonds - Property Tax (Secondary) Supported						
2008A G.O. Various Purpose	10,300,000	5,400,000	-	-	-	2018
2010 G.O.Various Purpose Bonds	43,450,000	41,700,000	39,800,000	37,750,000	35,500,000	2030
2011 G.O. Refunding Bonds	3,035,000	1,555,000	-	-	-	2018
2012 G.O. Refunding Bonds	31,419,993	24,074,993	16,779,993	9,484,993	4,238,329	2021
2014 G.O. Refunding Bonds	69,940,048	60,478,964	50,681,535	40,987,116	30,898,620	2023
2015 G.O. Refunding Bonds	86,400,000	86,400,000	86,400,000	80,320,000	73,915,000	2028
Future G.O. Bonds	-	-	28,850,000	28,125,000	27,340,000	2038
Total General Obligation Bonds	244,545,041	219,608,957	222,511,528	196,667,109	171,891,949	
Preserve General Obligation Bonds - Preserve Sales Tax Supported						
2002 G.O. Refunding Bonds-Preserve	5,030,000	3,405,000	1,725,000	-	-	2019
2008B G.O. Bonds-Preserve	1,275,000	650,000	-	-	-	2018
2011 G.O. Bonds-Preserve	19,475,000	18,665,000	17,835,000	16,980,000	16,100,000	2034
2011 G.O. Refunding Bonds-Preserve	22,530,000	20,665,000	18,685,000	15,575,000	8,310,000	2024
2012 G.O. Bonds-Preserve	50,000,000	50,000,000	48,600,000	48,600,000	47,100,000	2034
2012 G.O. Refunding Bonds-Preserve	44,020,007	44,020,007	44,020,007	44,020,007	43,306,671	2025
2013 G.O. Bonds-Preserve	74,000,000	74,000,000	74,000,000	73,000,000	71,500,000	2034
2014 G.O. Bonds-Preserve	12,990,000	12,435,000	11,870,000	11,285,000	10,690,000	2034
2014 G.O. Refunding Bonds-Preserve	9,364,952	8,156,036	6,918,465	5,642,884	4,331,380	2023
2015 G.O. Refunding Bonds-Preserve	68,285,000	62,305,000	56,065,000	49,175,000	46,195,000	2034
Future Preserve G.O. Bonds	-	50,000,000	50,000,000	50,000,000	50,000,000	2034
Total Preserve General Obligation Bonds	306,969,959	344,301,043	329,718,472	314,277,891	297,533,051	
Scottsdale Preserve Authority Bonds - Preserve Sales Tax Supported						
2010 Scottsdale Preserve Revenue Refunding Bonds	32,855,000	29,745,000	26,485,000	23,100,000	19,535,000	2024
2011 Scottsdale Preserve Revenue Refunding Bonds	7,170,000	6,105,000	5,000,000	3,845,000	2,630,000	2022
Total Scottsdale Preserve Authority Bonds	40,025,000	35,850,000	31,485,000	26,945,000	22,165,000	
Municipal Property Corp. (MPC) Bonds - Excise Tax Supported						
2006 MPC Refunding SkySong	29,965,000	28,760,000	28,760,000	28,760,000	27,385,000	2034
2014 MPC Refunding SkySong	2,590,550	2,590,550	1,312,727	-	-	2019
2005 MPC Giants Spring Training	275,000	-	-	-	-	2017
2015 MPC Refunding Spring Training	20,120,748	17,880,748	14,530,748	8,639,208	1,761,720	2021
2006 MPC Refunding WW/TPC 80-acres	25,485,000	24,380,000	23,180,000	21,880,000	20,480,000	2030
2015 MPC Refunding WW/TPC 80-acres	14,457,510	14,457,510	14,457,510	14,457,510	14,457,510	2035
2006A MPC TPC	340,000	-	-	-	-	2017
2014 MPC Refunding TPC	4,185,241	4,185,241	3,825,853	3,455,723	3,089,038	2027
2015 MPC Refunding TPC	2,162,411	2,162,411	2,162,411	2,162,411	2,162,411	2031
2006B MPC WW/TPC Land Acquisition 52- and 17-acres	1,225,000	-	-	-	-	2017
2014 MPC Refunding WW/TPC 52- and 17-acres	15,959,209	15,959,209	14,661,420	13,304,277	11,940,962	2027
2015 MPC Refunding WW/TPC 52- and 17-acres	8,557,600	8,557,600	8,557,600	8,557,600	8,557,600	2031
2013A MPC Garage	23,535,000	22,405,000	21,155,000	19,775,000	18,255,000	2028
2013B MPC McDowell Mnt	1,295,000	1,245,000	1,190,000	1,135,000	1,075,000	2033
2013C MPC TNEC	33,535,000	32,215,000	30,855,000	29,445,000	27,970,000	2033
2015A MPC Museum	11,570,000	11,130,000	10,670,000	10,195,000	9,700,000	2034
2015A Taxable TPC	13,770,000	13,190,000	12,600,000	11,995,000	11,375,000	2034
Total Municipal Property Corp. Bonds	209,028,269	199,118,269	187,918,269	173,761,729	158,209,241	
Total Debt Service Funds	800,568,269	798,878,269	771,633,269	711,651,729	649,799,241	

Long-Term Debt Outstanding - All Funds
As of 6/30/16 through 6/30/20

	Balance at 6/30/16	Balance at 6/30/17	Balance at 6/30/18	Balance at 6/30/19	Balance at 6/30/19	Final Payment Date
Water and Water Reclamation Funds						
Water Reclamation Revenue Bonds						
2008 Water Reclamation Revenue Refunding Bonds	26,280,000	23,085,000	19,715,000	16,175,000	12,450,000	2023
Total Water Reclamation Revenue Bonds	26,280,000	23,085,000	19,715,000	16,175,000	12,450,000	
Municipal Property Corp. (MPC) Bonds						
2006 MPC Refunding Water/Water Reclamation MPC Bonds	103,165,000	95,630,000	87,785,000	79,600,000	71,060,000	2030
2008A Water & Water Reclamation MPC Bonds	34,425,000	30,900,000	27,175,000	27,175,000	27,175,000	2032
2010 Water & Water Reclamation MPC Bonds	72,750,000	71,840,000	70,740,000	69,450,000	67,950,000	2036
2015A Water & Water Reclamation MPC Bonds	17,530,000	16,860,000	16,165,000	15,450,000	14,695,000	2034
2015 Refunding Water & Water Reclamation MPC Bonds	46,811,731	46,811,731	46,811,731	43,023,271	39,020,759	2028
Future MPC Bonds	-	-	54,601,650	52,617,300	50,561,500	2037
Total MPC Bonds - Water and Water Reclamation Supported	274,681,731	262,041,731	303,278,381	287,315,571	270,462,259	
Total Water and Water Reclamation Funds	300,961,731	285,126,731	322,993,381	303,490,571	282,912,259	
Aviation Fund						
Municipal Property Corp. (MPC) Bonds						
Future MPC Bonds *	-	-	-	-	-	
Total MPC Bonds - Airport Supported	-	-	-	-	-	
Total Aviation Fund	-	-	-	-	-	
TOTAL LONG-TERM DEBT OUTSTANDING	1,113,759,385	1,093,798,449	1,101,915,878	1,019,856,977	934,779,194	

*Aviation debt outstanding is not reflected on this schedule pending Council's approval in FY 2016/17.

COMPUTATION OF LEGAL DEBT MARGINS
Forecast June 30, 2016

Net Assessed Valuation Forecasted as of June 30, 2016		$ 5,161,731,123	
Debt Limit Equal to 20% of Assessed Valuation		1,032,346,225	
General Obligation Bonded Debt Subject to 20% Debt Limit (net of amounts available in Debt Service Funds forecasted for payment on July 1, 2016):			
2002 Refunding	5,030,000		
2008A	10,300,000		
2008B	1,275,000		
2010	33,800,000		
2011	19,475,000		
2011 Refunding	25,565,000		
2012	50,000,000		
2012 Refunding	75,020,007		
2013	74,000,000		
2014	12,990,000		
2014 Refunding	51,627,649		
2015 Refunding	154,685,000		
Net Outstanding Forecasted Bonded Debt Subject to 20% Limit		513,767,656	(A)
Forecasted Legal 20% Debt Margin (Available Borrowing Capacity)		**$ 518,578,569**	(C)
Debt Limit Equal to 6% of Assessed Valuation		$ 309,703,867	
General Obligation Bonded Debt Subject to 6% Debt Limit (net of amounts available in Debt Service Funds forecasted for payment on July 1, 2016):			
2010	9,650,000		
2012 Refunding	419,993		
2014 Refunding	27,677,351		
Net Outstanding Forecasted Bonded Debt Subject to 6% Limit		37,747,344	(B)
Forecasted Legal 6% Debt Margin (Available Borrowing Capacity)		**$ 271,956,523**	(D)

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

City of Scottsdale Compliance with State Regulation

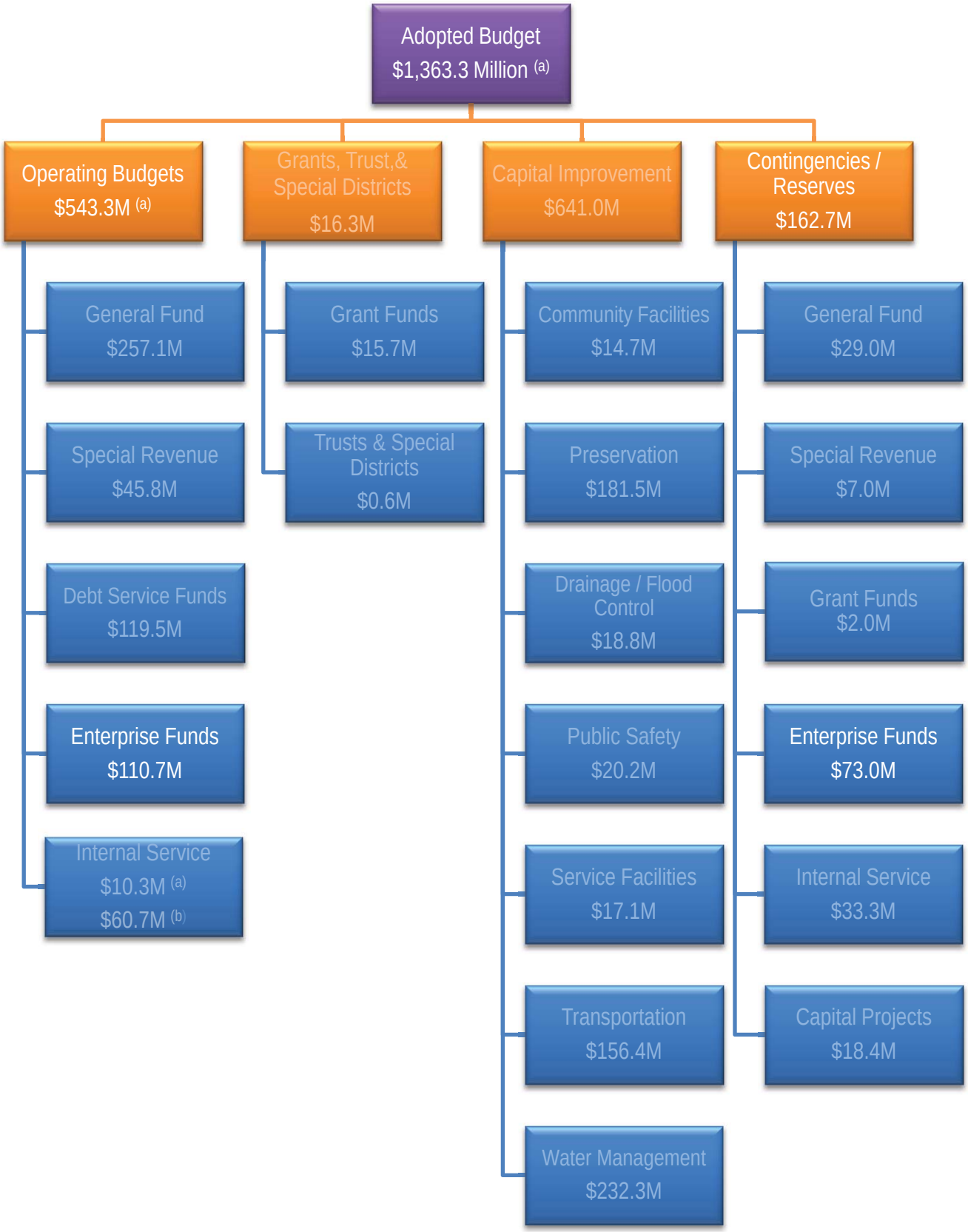
This schedule indicates the assessed valuation of property tax within the City of Scottsdale allows a maximum legal bonding capacity of $1,032,346,225 for projects subject to the 20% limitation and $309,703,867 for projects subject to the 6% limitation.

Legal Debt Capacity Used
Based on the City's current outstanding general obligation debt, it is forecasted as of June 30, 2016, the City has used (borrowed) the following legal debt capacity by percentage limitation:

20% limitation (A) $513,767,656 or 50%
6% limitation (B) $37,747,344 or 12%

Legal Capacity Available
Based on the City's current outstanding general obligation debt, it is forecasted as of June 30, 2016, the City has available (for borrowing) the following legal debt capacity by percentage limitation:

20% limitation (C) $518,578,569 or 50%
6% limitation (D) $271,956,523 or 88%



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of $50.4M
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of $50.4M

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

Enterprise Funds Description

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

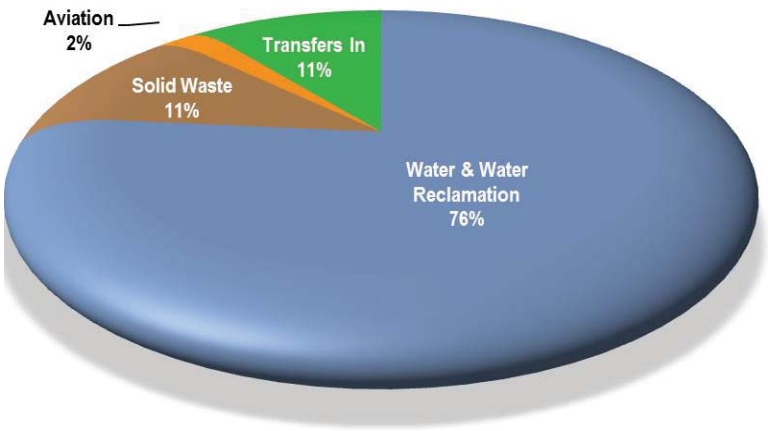
Overview of User Fees Revenue Policy

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

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

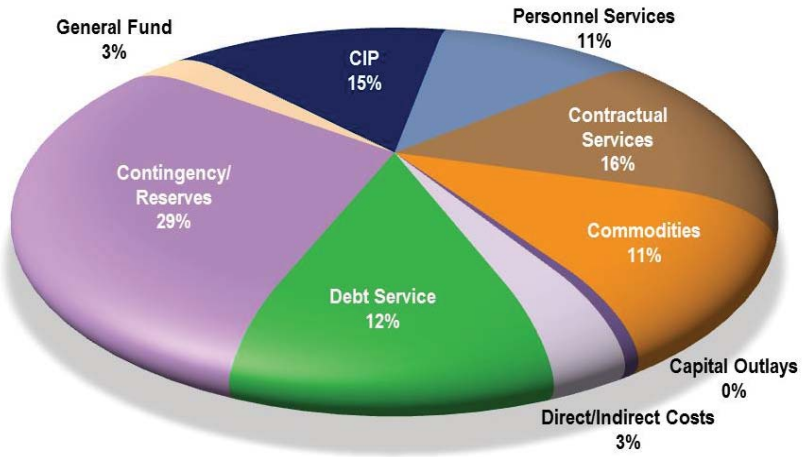
Enterprise Funds Sources (in millions)

Water & Water Reclamation	145.7
Solid Waste	20.6
Aviation	3.9
Total Revenue	170.2
Transfers In	20.1
Total Sources	190.3



Enterprise Funds Uses (in millions)

Personnel Services	20.9
Contractual Services	29.9
Commodities	28.7
Capital Outlays	0.3
Debt Service	30.3
Indirect Cost Allocation	4.8
Department Indirect Cost Allocation	0.9
Contingency/ Reserves	64.6
Adopted Budget	180.4
Transfers Out	
General Fund	7.2
AWT Allocation	2.7
CIP	38.4
Total Uses	228.7



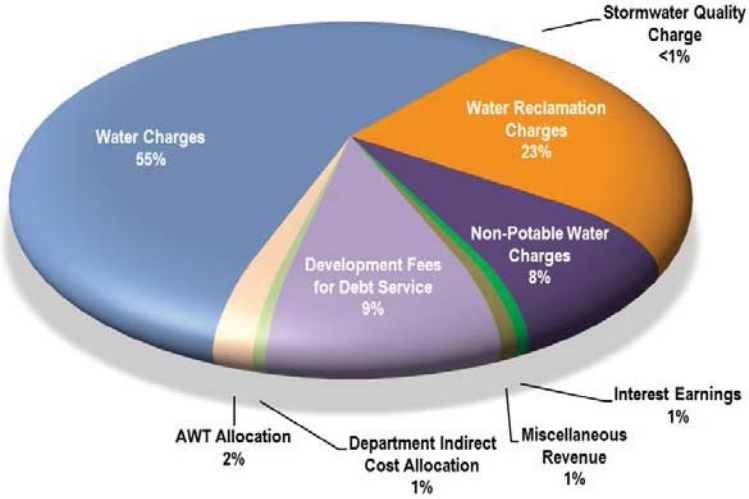
Note: Amounts are rounded in millions; therefore, differences may occur.

Fund Purpose

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

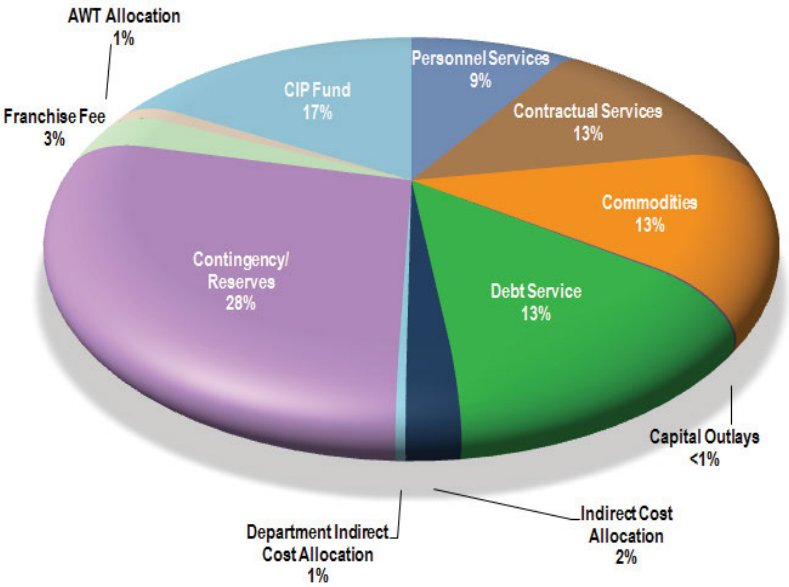
Water & Water Reclamation Funds Sources (in millions)

Water Charges	91.4
Stormwater Quality Charge	0.3
Water Reclamation Charges	38.7
Non-Potable Water Charges	13.3
Interest Earnings	0.9
Miscellaneous Revenue	1.2
Total Revenue	145.7
Transfers In	
Development Fees for Debt Service	15.6
Department Indirect Cost Allocation	0.9
AWT Allocation	2.7
Reclaimed Water Distribution System/Water	0.9
Total Sources	165.8



Water & Water Reclamation Funds Uses (in millions)

Personnel Services	20.9
Contractual Services	29.9
Commodities	28.7
Capital Outlays	0.3
Debt Service	30.3
Indirect Cost Allocation	4.8
Department Indirect Cost Allocation	0.9
Contingency/ Reserves	64.6
Adopted Budget	180.4
Transfers Out	
Franchise Fee	7.2
AWT Allocation	2.7
CIP Fund	38.4
Total Uses	228.7



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

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance				
Operating Reserve	14,713,601	14,322,078	14,323,102	14,933,121
Repair/Replacement Reserve	37,172,928	36,988,387	37,914,174	38,244,900
Revenue Bond Debt Service Reserve	4,848,094	4,675,638	4,691,838	4,604,688
Special Contractual Funds	7,021,629	6,972,900	4,028,535	5,149,276
Unreserved Fund Balance	5,872,599	-	23,949,845	-
Total Beginning Fund Balance	**69,628,851**	**62,959,003**	**84,907,494**	**62,931,985**
Revenues				
Water Charges	85,612,879	92,170,000	92,170,000	91,418,800
Stormwater Quality Charge	-	106,300	106,300	267,000
Water Reclamation Charges	38,715,130	39,209,000	39,209,000	38,677,500
Non-Potable Water Charges	11,399,538	12,572,032	12,572,032	13,256,800
Interest Earnings	547,787	645,323	645,323	899,138
Miscellaneous Revenue	2,066,226	1,783,540	1,783,540	1,180,000
Subtotal	***138,341,562***	***146,486,195***	***146,486,195***	***145,699,238***
Transfers In				
Development Fees for Debt Service [(a)]	15,101,392	15,191,439	15,191,439	15,595,295
Department Indirect Cost Allocation	-	912,538	912,538	866,900
AWT Allocation	-	-	-	2,749,667
Reclaimed Water Distribution System/Water	900,000	900,000	900,000	900,000
Subtotal	***16,076,803***	***17,003,977***	***17,003,977***	***20,111,862***
Total Sources	**154,418,365**	**163,490,172**	**163,490,172**	**165,811,100**
Expenditures				
Division				
Mayor and City Council	97,809	110,000	110,000	-
City Treasurer	1,966,913	2,165,390	2,185,000	2,242,080
Water Resources	64,809,786	74,990,398	75,391,027	77,079,822
Citywide Pay Program / Citywide Pay Program Tail	-	475,508	55,434	476,914
Indirect Cost Allocation	4,864,885	4,443,590	4,443,590	4,836,310
Department Indirect Cost Allocation	-	*912,539*	*912,539*	866,900
Subtotal	***71,739,393***	***83,097,425***	***83,097,590***	***85,502,026***
Debt Service				
Revenue Bonds	4,540,288	4,542,488	4,542,488	4,549,838
MPC Bonds	23,836,062	25,394,450	25,394,450	25,702,500
Subtotal	***28,376,350***	***29,936,938***	***29,936,938***	***30,252,338***
TOTAL OPERATING BUDGET	**100,115,743**	**113,034,363**	**113,034,528**	**115,754,364**
Transfers Out				
Franchise Fee	6,759,551	7,194,442	7,194,442	7,211,400
CIP Fund (General Capital Projects)	212,000	148,300	126,400	108,000
CIP Fund (Enterprise Capital Projects)	32,052,425 [(b)]	40,130,446	65,028,936	38,295,700
Healthcare Retirees	-	-	81,375	-
AWT Allocation	-	-	-	2,749,667
Subtotal	***39,023,976***	***47,473,188***	***72,431,153***	***48,364,767***
Total Uses	**139,139,719**	**160,507,551**	**185,465,681**	**164,119,131**
Sources Over/(Under) Uses	**15,278,646**	**2,982,621**	**(21,975,509)**	**1,691,969**
Ending Fund Balance				
Operating Reserve	14,323,102	15,004,068	14,933,121	14,946,509
Repair/Replacement Reserve	37,914,174	38,244,900	38,244,900	39,789,235
Revenue Bond Debt Service Reserve	4,691,838	4,604,688	4,604,688	4,604,688
Special Contractual Fund Balance	4,028,535	8,087,969	5,149,276	5,283,522
Unreserved Fund Balance	23,949,845	-	-	-
Total Ending Fund Balance	**84,907,494**	**65,941,624**	**62,931,985**	**64,623,954**

[(a)] Development fee revenues are receipted in the Capital Fund and paid by developers when new construction developments are permitted. A portion of these revenues is then transferred to the operating budget to pay for debt service costs associated with providing additional infrastructure to serve new development areas.

[(b)]CIP Fund transfer number is $5.0 million higher than on financial plan because it reflects a transfer out expenditure that was mistakenly charged to a Cash Transfer Only-Enterprise Only account. A journal entry was made to correct this.

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance				
Operating Reserve	14,946,509	15,538,919	16,219,169	16,869,749
Repair/Replacement Reserve	39,789,235	41,137,825	41,999,975	42,721,795
Revenue Bond Debt Service Reserve	4,604,688	4,604,688	4,604,688	4,604,688
Special Contractual Funds	5,283,522	5,369,122	5,376,522	5,293,922
Unreserved Fund Balance	-	-	-	-
Total Beginning Fund Balance	**64,623,954**	**66,650,554**	**68,200,354**	**69,490,154**
Revenues				
Water Charges	94,133,500	96,929,500	98,851,800	100,812,200
Stormwater Quality Charge	269,700	272,300	275,100	277,800
Water Reclamation Charges	39,775,800	40,907,100	42,072,200	43,272,300
Non-Potable Water Charges	13,399,800	13,544,400	13,690,600	13,838,500
Interest Earnings	1,290,500	1,687,900	1,970,300	2,200,800
Miscellaneous Revenue	1,197,900	1,216,200	1,234,700	1,253,600
Subtotal	***150,067,200***	***154,557,400***	***158,094,700***	***161,655,200***
Transfers In				
Development Fees for Debt Service [(a)]	15,720,100	15,626,000	15,748,700	15,782,200
Department Indirect Cost Allocation	875,600	884,400	893,300	902,200
AWT Allocation	2,786,200	2,846,200	2,909,000	2,995,900
Reclaimed Water Distribution System/Water	900,000	900,000	900,000	900,000
Subtotal	***20,281,900***	***20,256,600***	***20,451,000***	***20,580,300***
Total Sources	**170,349,100**	**174,814,000**	**178,545,700**	**182,235,500**
Expenditures				
Division				
Mayor and City Council	-	-	-	-
City Treasurer	2,226,100	2,261,400	2,298,200	2,337,100
Water Resources	77,767,700	79,449,300	81,098,100	83,404,000
Citywide Pay Program / Citywide Pay Program Tail	*891,100*	*1,291,700*	*1,665,400*	*2,026,400*
Indirect Cost Allocation	*4,933,100*	*5,031,600*	*5,132,200*	*5,235,000*
Department Indirect Cost Allocation	*875,600*	*884,400*	*893,300*	*902,200*
Subtotal	***86,693,600***	***88,918,400***	***91,087,200***	***93,904,700***
Debt Service				
Revenue Bonds	4,565,100	4,566,600	4,574,600	4,584,000
MPC Bonds	29,596,600	30,225,200	30,340,300	30,355,000
Subtotal	***34,161,700***	***34,791,800***	***34,914,900***	***34,939,000***
TOTAL OPERATING BUDGET	**120,855,300**	**123,710,200**	**126,002,100**	**128,843,700**
Transfers Out				
Franchise Fee	7,283,900	7,357,100	7,431,000	7,505,700
CIP Fund (General Capital Projects)	71,400	233,300	561,000	128,400
CIP Fund (Enterprise Capital Projects)	37,325,700	39,117,400	40,352,800	41,512,200
Healthcare Retirees	-	-	-	-
AWT Allocation	2,786,200	2,846,200	2,909,000	2,995,900
Subtotal	***47,467,200***	***49,554,000***	***51,253,800***	***52,142,200***
Total Uses	**168,322,500**	**173,264,200**	**177,255,900**	**180,985,900**
Sources Over/(Under) Uses	**2,026,600**	**1,549,800**	**1,289,800**	**1,249,600**
Ending Fund Balance				
Operating Reserve	15,539,000	16,219,000	16,870,000	17,782,000
Repair/Replacement Reserve	41,138,000	42,000,000	42,722,000	43,273,000
Revenue Bond Debt Service Reserve	4,605,000	4,605,000	4,605,000	4,605,000
Special Contractual Fund Balance	5,369,000	5,377,000	5,294,000	5,080,000
Unreserved Fund Balance	-	-	-	-
Total Ending Fund Balance	**66,650,554**	**68,200,354**	**69,490,154**	**70,739,754**

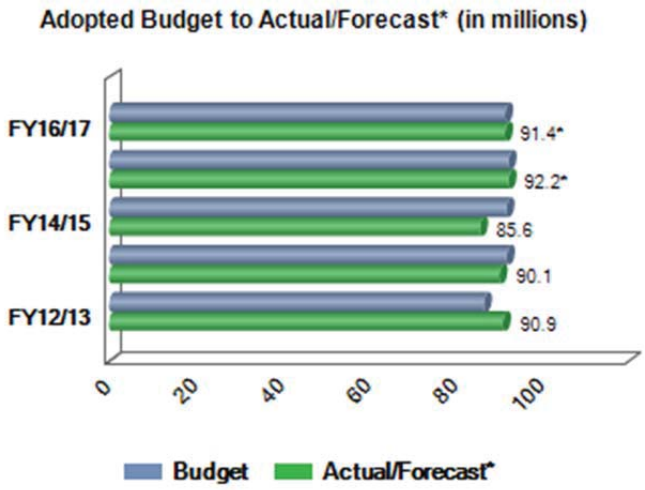
[(a)] Development fee revenues are receipted in the Capital Fund and paid by developers when new construction developments are permitted. A portion of these revenues is then transferred to the operating budget to pay for debt service costs associated with providing additional infrastructure to serve new development areas.

Overview of User Fees Revenue Policy

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

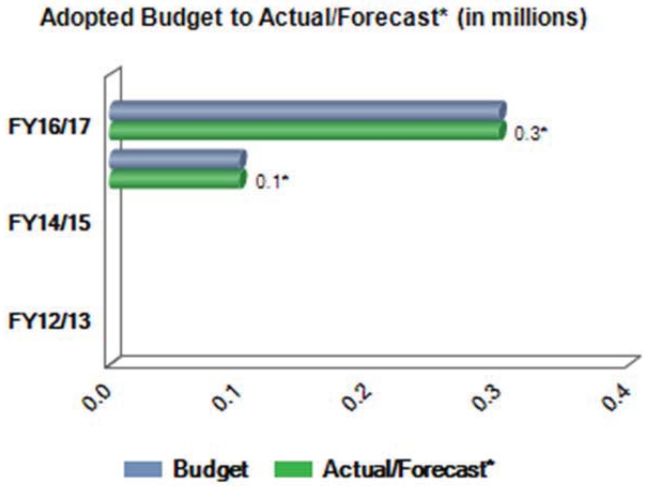
Water Charges

Water Charges revenue for FY 2016/17 totals $91.4 million, a $0.8 million decrease from the FY 2015/16 year-end forecast due to a decrease in the volume in water charges anticipated. The decrease in revenue due to volume was offset somewhat by fee increases. Fee increases for FY 2016/17 vary by meter size, user types and categories. Monthly water billings consist of a base charge according to meter size and a monthly quantity usage charge based on the amount of water consumed. Fees are reviewed annually to determine if they cover the costs of the services provided.



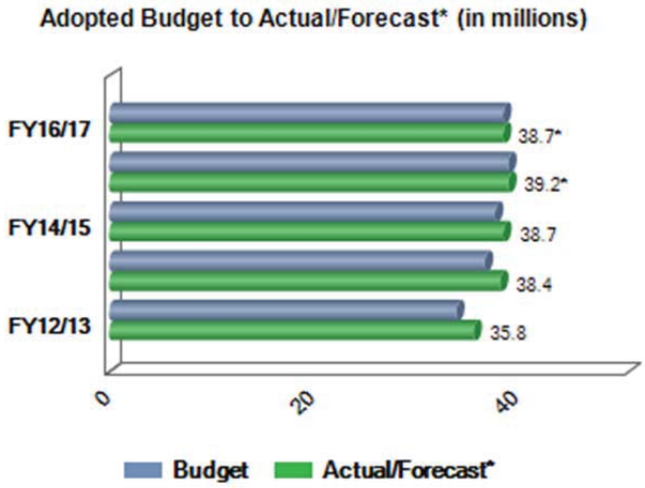
Stormwater Quality Charge

In FY 2016/17 the Stormwater Quality Charge was increased an additional $0.15 per account per month from $0.95 to $1.10. The revenue from the original fee of $0.85 is recorded in the General Fund, while last year's increase of $0.10 and the current $0.15 increase are recorded in the Water & Water Reclamation Fund. The increase is to support capital improvements and expanded permit compliance costs supported by the Water Reclamation fund. Revenue is expected to increase by approximately $0.2 million for FY 2016/17 as a direct result of the fee increase.



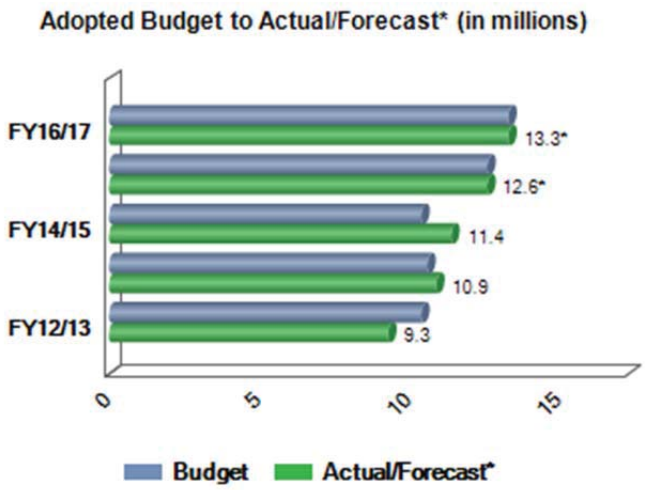
Water Reclamation Charges

Water Reclamation Charges revenue adopted for FY 2016/17 totals $38.7 million, a $0.5 million decrease compared to the FY 2015/16 year-end forecast. The water reclamation revenues are less than last year due to a lower projected volume of wastewater needed to be reclaimed. Monthly water reclamation billings consist of a base fee and a flow charge for capital costs and operation and maintenance expenses that vary by customer classification determined by relative wastewater loadings. Fees are reviewed annually to determine if they cover the costs of the services provided.



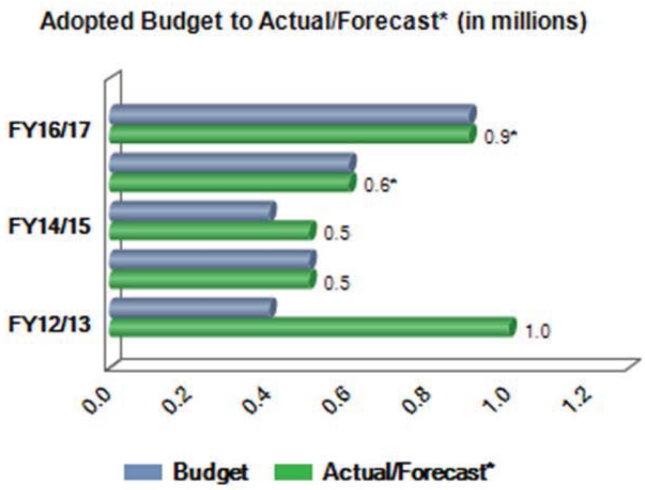
Non-Potable Water Charges

Non-Potable Water revenue adopted for FY 2016/17 totals $13.3 million, reflecting a $0.7 million increase from the FY 2015/16 year-end forecast due to an anticipated volume increase in non-potable water use. Non-Potable water revenue includes advanced water treatment and effluent sales related to water treated to irrigation standards at the city's Water Reclamation Plant for the 23 golf courses in north Scottsdale that are part of the Reclaimed Water Distribution System (RWDS), and the city's Gainey Water Reclamation Plant for irrigation use at the Gainey Ranch Golf Club. Other non-potable water sales include three golf courses in north Scottsdale that are part of the Irrigation Water Distribution System (IWDS), the McDowell Mountain golf course and three city recreation facilities. The costs related to contractual obligations to provide water for irrigation are recovered through rates charged for the use.



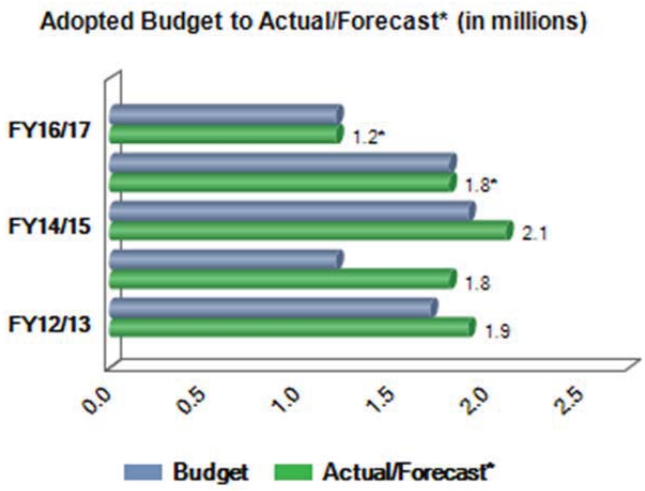
Interest Earnings

Interest Earnings revenue adopted for FY 2016/17 totals $0.9 million, a $0.3 million increase from the FY 2015/16 year-end forecast. Interest earnings are generated on Water & Water Reclamation Fund cash balances throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield, and allows investments in U.S. Treasury and Agency obligations, certificates of deposit, commercial paper, bankers' acceptances, repurchase agreements, money market funds, and the State of Arizona's Local Government Investment Pool.



Miscellaneous Revenue

Miscellaneous Revenue adopted for FY 2016/17 totals $1.2 million, reflecting a $0.6 million decrease from the FY 2015/16 year-end forecast. Revenue is expected to be lower this year because Water Resources does not expect to sell any real estate this year. Miscellaneous Revenue includes the sale of excess property no longer in use, rental income, recovery of various line extension agreements and recovery of expenses from outside parties.



Transfers In

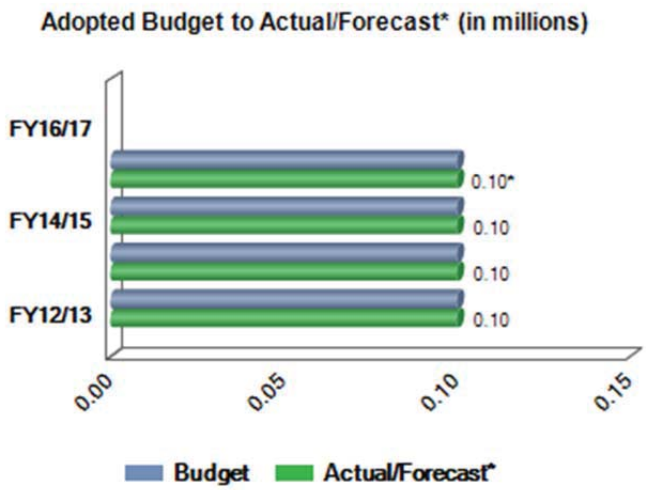
Transfers in is the authorized movement of cash or other resources from other funds and/or capital projects. The transfers-in budget for FY 2016/17 totals $20.1 million, which technically is a $3.1 million increase from the FY 2015/16 year-end forecast. However, $2.7 million of this transfer is related to the Advanced Water Treatment allocation which was moved internally between Water and Water Reclamation funds. The remaining $0.4 million is related to transfers made to the Debt Service Fund due to an increase in Debt issued in FY 2015/16.

Water & Water Reclamation Funds Expenditures By Division

The Water & Water Reclamation Fund expenditures are presented by the following six major divisional groupings: Mayor and City Council, City Treasurer, Water Resources, Citywide Pay Program/Citywide Pay Program Tail, Indirect Cost Allocation and Department Indirect Cost Allocation. Additionally, there are debt service payments and transfers-out to other funds.

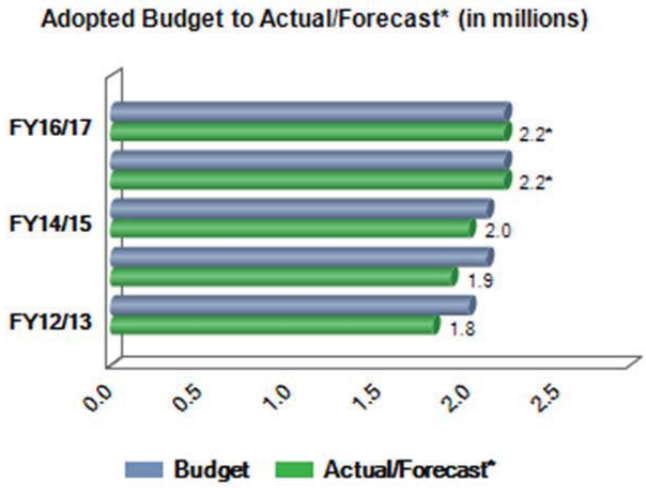
Mayor and City Council

Mayor and City Council water & water reclamation expenditures are related to the payment of membership fees to the Arizona Municipal Water Users Association (AMWUA). Starting in FY 2016/17, these fees will be paid out of the Water Resources Division.



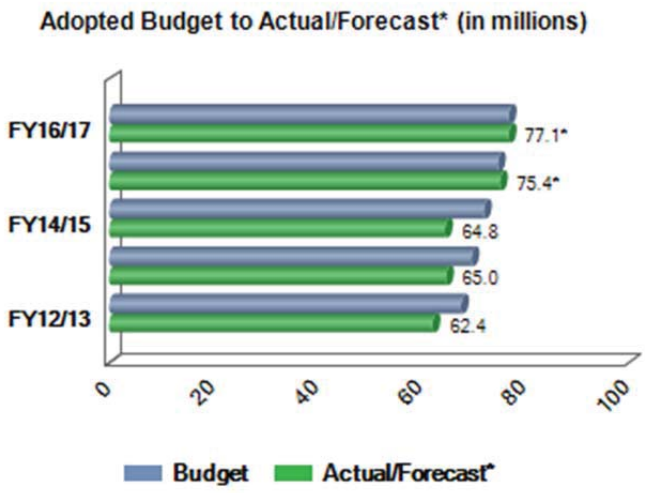
City Treasurer

City Treasurer expenditures are for utility billing services, remittance payments, revenue recovery and other water and water reclamation related payments that are handled by City Treasurer staff. The staff who perform these services have a set percentage of their salary paid out of the Water & Water Reclamation Fund based on the time they are expected to work on water and water reclamation related tasks. These percentages are as follows: those involved with Utility Billing: 100 percent, Remittance Processing: 48 percent, Revenue Recovery: 34 percent and Tax and License: 14 percent. In addition, executive and management staff who oversee employees who perform water and water reclamation functions have a portion of their salaries charged to those funds as well. Finally, any non-personnel services related charges (including contractual services, commodities and capital outlay) incurred by these employees will be charged similarly to the Water & Water Reclamation Fund. The adopted FY 2016/17 budget of $2.2 million is the same as in FY 2015/16, as service provision levels are expected to remain steady.



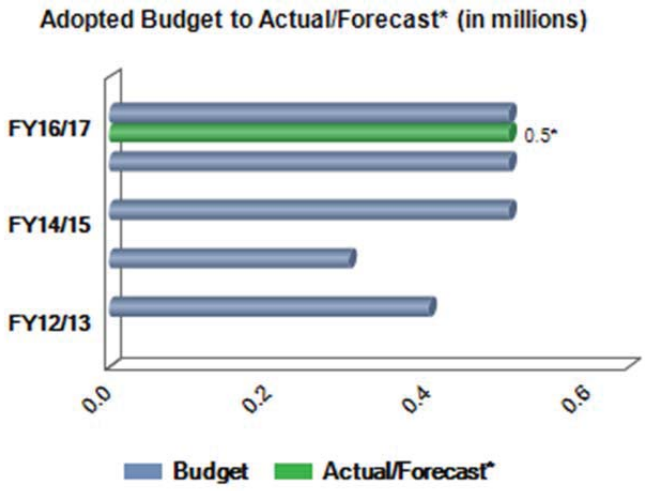
Water Resources

The Water Resources division is where water and water reclamation functions are performed. Water functions include the production and management of drinking water, the storing and upkeep of drinking water sources and the maintaining of drinking water quality for Scottsdale's customers. Water reclamation functions include the efficient processing and treatment of sewage, recharging of effluent, the upkeep and maintenance of sewage treatment facilities and the compliance with regulatory and environmental requirements. The adopted FY 2016/17 budget of $77.1 million reflects an increase of $1.7 million over the FY 2015/16 year-end forecast. The increase is mainly due to the creation of two new positions, the revised allocation of workload area hours and the inclusion of an extra pay date in FY 2016/17, the purchase of water and maintenance materials and the one time purchase of a new vactor truck.



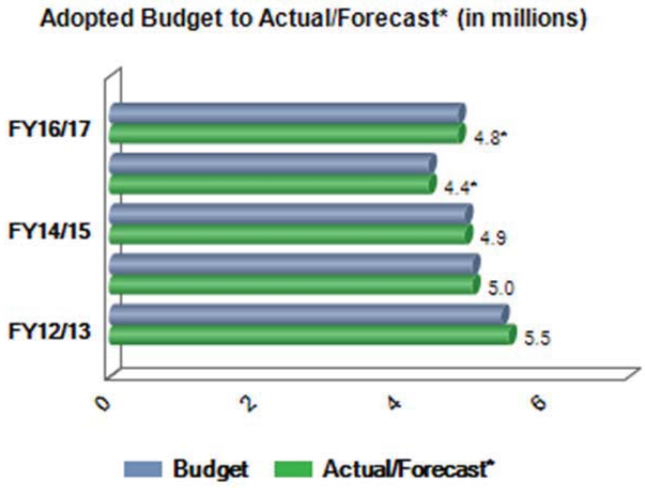
Citywide Pay Program/Citywide Pay Program Tail

Water & Wastewater funds portion of a citywide pay for performance program, through which employees may receive increases within their established salary ranges based on performance, totaled $0.5 million for 2016/17. The FY 2015/16 forecast and FY 2012/13 - FY 2014/15 actuals at $0 are due to the actuals being allocated into the divisions. At the time the budget is adopted it is unknown which employees will receive an increase and for how much. Therefore, the citywide pay program is budgeted at a macro level and then paid based on actual increases. The actual amount spent each year was at or below the adopted budget.



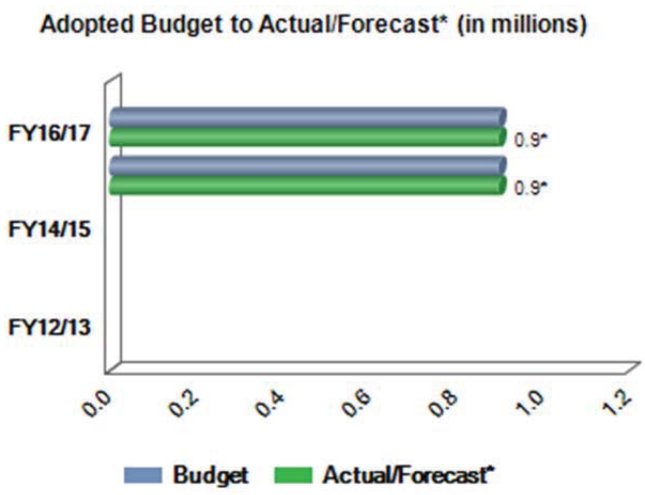
Indirect Cost Allocation

Indirect Cost Allocation represents Enterprise Funds charges for specific General Fund central administrative functions which benefit the Enterprise operations (e.g., City Manager, Information Technology, Human Resources, Legal, etc.). The city's indirect costs are allocated to the Enterprise Funds based upon a combination of relative benefits received and the proportion of the overall operating budgets for direct service providers. The adopted FY 2016/17 budget of $4.8 million reflects a $0.4 million increase from the FY 2015/16 year-end forecast.



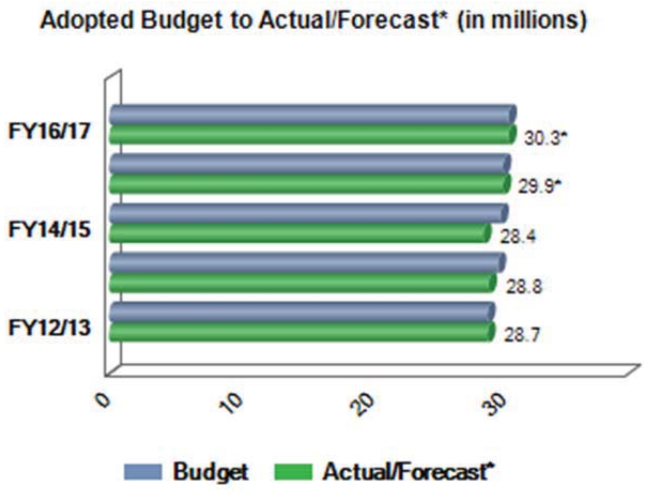
Department Indirect Cost Allocation

The Department Indirect Cost Allocation represents internal charges to the RWDS Fund, Inlet Silverado Golf Course Fund, Irrigation Water Distribution System (IWDS) Fund, McDowell Mountain Golf Recharge Fund, Gainey Ranch Fund, and PCX/NGTF Fund for central operations under the Water & Water Reclamation Fund. The FY 2016/17 adopted budget is $0.9 million, which is relatively flat to the FY 2015/16 forecast. Prior to FY 2015/16 Department Indirect Cost Allocation was budgeted as Transfers Out, but due to a change in accounting methodology, it is now budgeted as an expenditure.



Debt Service

Debt Service represents the repayment of General Obligation (G.O.) and Municipal Property Corporation (MPC) bonds, along with the applicable annual fiscal agent fees. The adopted FY 2016/17 budget of $30.3 million reflects a less than 1 percent or $0.3 million increase from the FY 2015/16 year-end forecast. The increase is related to a higher level of debt issued in FY 2015/16.



Transfers Out

Transfers Out is the authorized movement of cash or other resources to other funds and/or capital projects. The adopted FY 2016/17 budget of $48.4 million reflects a $24.1 million decrease from the FY 2015/16 year-end forecast. The decrease is driven primarily by a lower transfer to the CIP Fund due to the placing of anticipated debt within the operating budget which never actually occurred. Included in Transfers Out is the transfer to the General Fund for franchise fees of $7.2 million, which is steady when compared to the FY 2015/16 year-end forecast. This transfer is driven by water and water reclamation revenues, and any increase or decrease in revenues will result in fluctuations in franchise fees paid to the General Fund.

Water & Water Reclamation Fund Balance/Reserves

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

Operating Reserve

Operating Reserve of $14.9 million is projected for the end of FY 2016/17. This reserve is intended to ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days. Operating reserves shall be maintained to provide contingency funding and expenditure flexibility in the event of unexpected declines in revenue or increases in costs.

Repair/Replacement Reserve

Repair/Replacement Reserve of $39.8 million is projected for the end of FY 2016/17. This reserve is required per the term of the revenue bond indenture to ensure that funds are set aside to preserve the assets, which in turn, are the collateral for the Water Revenue Bonds. There shall be deposited an amount equal to at least 2 percent of the revenues received during the year into the reserve until such time as the reserve equals 2 percent of the value of total tangible assets. The reserve may be used in times of unusual circumstances for replacement or extension of the assets.

Revenue Bond Debt Service Reserve

Revenue Bond Debt Service Reserve of $4.6 million is projected for the end of FY 2016/17. This reserve is required per the term of the revenue bond indenture to ensure that funds are set aside as collateral for the Water Revenue Bonds debt service payments.

Special Contractual Fund Balance

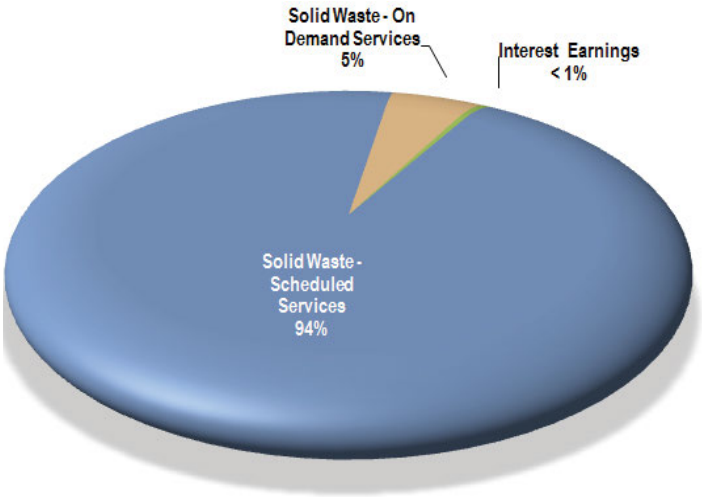
Special Contractual Fund Balance of $5.3 million is projected for the end of FY 2016/17. This balance reflects reserves established in accordance with various contractual agreements for delivery of non-potable water by the Water Resources Division.

Fund Purpose

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

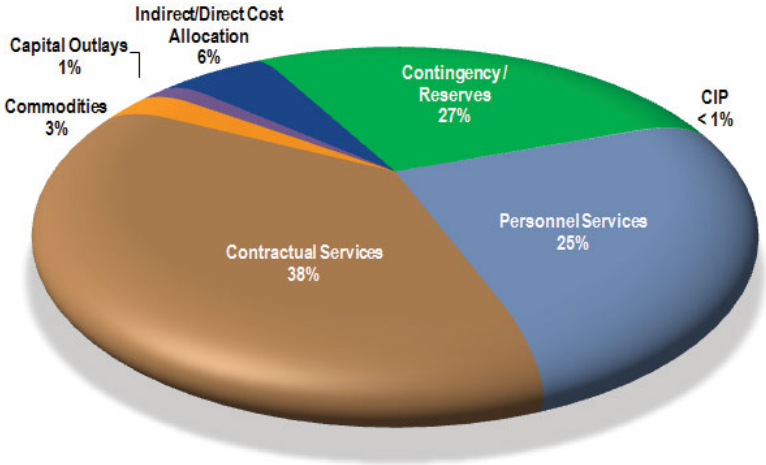
Solid Waste Sources (in millions)

Solid Waste - Scheduled Services	19.4
Solid Waste - On Demand Services	1.1
Interest Earnings	0.1
Total Revenue	20.6
Transfers In	-
Total Sources	20.6



Solid Waste Uses (in millions)

Personnel Services	7.4
Contractual Services	11.3
Commodities	0.8
Capital Outlays	0.4
Indirect/Direct Cost Allocation	1.7
Contingency / Reserves	8.1
Adopted Budget	29.6
Transfers Out	
CIP	0.0
Total Uses	29.7



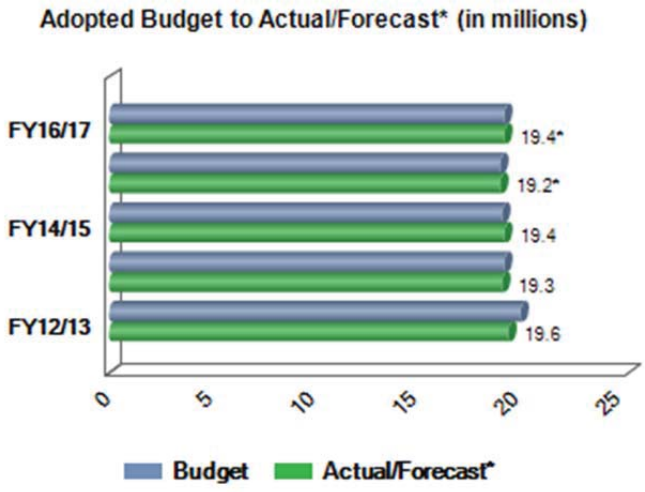
Note: Amounts are rounded in millions; therefore, differences may occur.

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance				
Operating Reserve	4,866,295	5,135,663	4,866,295	5,785,316
Unreserved Fund Balance	6,651,296	5,362,868	5,697,204	3,269,126
Total Beginning Fund Balance	**11,517,591**	**10,498,531**	**10,563,499**	**9,054,442**
Revenues				
Solid Waste Fees - Scheduled Services	19,412,939	19,180,000	19,180,000	19,443,922
Solid Waste Fees - On Demand Services	818,718	860,000	860,000	1,089,788
Miscellaneous	(486,884)	-	-	-
Interest Earnings	58,824	70,228	70,228	92,717
Subtotal	***19,803,597***	***20,110,228***	***20,110,228***	***20,626,427***
Transfers In				
CIP Fund	-	1,875,000	1,875,000	-
Subtotal	***-***	***1,875,000***	***1,875,000***	***-***
Total Sources	**19,803,597**	**21,985,228**	**21,985,228**	**20,626,427**
Expenditures				
Division				
City Treasurer	816,525	915,202	922,346	941,154
Public Works	18,212,425	18,731,878	18,850,543	18,820,289
Citywide Pay Program / Citywide Pay Program Tail	-	*144,201*	*18,083*	*144,827*
Indirect Cost Allocation	1,121,523	1,044,973	1,044,973	1,082,786
Direct Cost Allocation	524,741	535,415	535,415	578,949
Subtotal	***20,675,214***	***21,371,669***	***21,371,360***	***21,568,005***
TOTAL OPERATING BUDGET	**20,675,214**	**21,371,669**	**21,371,360**	**21,568,005**
Transfers Out				
CIP Fund (General Operating Projects)	10,600	43,500	37,800	15,600
CIP Fund (General Capital Projects)	71,875	2,047,500	2,047,500	-
Healthcare Retirees	-	-	37,625	-
Subtotal	***82,475***	***2,091,000***	***2,122,925***	***15,600***
Total Uses	**20,757,689**	**23,462,669**	**23,494,285**	**21,583,605**
Sources Over/(Under) Uses	**(954,092)**	**(1,477,441)**	**(1,509,057)**	**(957,178)**
Ending Fund Balance				
Operating Reserve	4,866,295	5,785,316	5,785,316	5,322,000
Unreserved Fund Balance	5,697,204	3,235,774	3,269,126	2,775,264
Total Ending Fund Balance	**10,563,499**	**9,021,090**	**9,054,442**	**8,097,264**

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance				
Operating Reserve	5,322,000	5,284,000	5,414,000	5,598,000
Unreserved Fund Balance	2,775,264	2,347,064	1,492,164	1,069,664
Total Beginning Fund Balance	**8,097,264**	**7,631,064**	**6,906,164**	**6,667,664**
Revenues				
Solid Waste Fees - Scheduled Services	19,642,700	19,849,700	21,023,600	21,117,100
Solid Waste Fees - On Demand Services	1,187,200	1,209,000	1,239,700	1,264,000
Miscellaneous	-	-	-	-
Interest Earnings	133,100	174,100	203,200	226,900
Subtotal	***20,963,000***	***21,232,800***	***22,466,500***	***22,608,000***
Transfers In				
CIP Fund	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**
Total Sources	**20,963,000**	**21,232,800**	**22,466,500**	**22,608,000**
Expenditures				
Division				
City Treasurer	936,700	951,300	966,400	982,200
Public Works	18,482,100	18,804,000	19,137,500	19,478,600
Citywide Pay Program / Citywide Pay Program Tail	*285,200*	*430,000*	*570,800*	*702,000*
Indirect Cost Allocation	1,104,400	1,126,500	1,149,100	1,172,000
Direct Cost Allocation	614,300	624,700	635,800	647,000
Subtotal	***21,422,700***	***21,936,500***	***22,459,600***	***22,981,800***
TOTAL OPERATING BUDGET	**21,422,700**	**21,936,500**	**22,459,600**	**22,981,800**
Transfers Out				
CIP Fund (General Operating Projects)	6,500	21,200	245,400	11,700
CIP Fund (General Capital Projects)	-	-	-	-
Healthcare Retirees	-	-	-	-
Subtotal	***6,500***	***21,200***	***245,400***	***11,700***
Total Uses	**21,429,200**	**21,957,700**	**22,705,000**	**22,993,500**
Sources Over/(Under) Uses	**(466,200)**	**(724,900)**	**(238,500)**	**(385,500)**
Ending Fund Balance				
Operating Reserve	5,284,000	5,414,000	5,598,000	5,670,000
Unreserved Fund Balance	2,347,064	1,492,164	1,069,664	612,164
Total Ending Fund Balance	**7,631,064**	**6,906,164**	**6,667,664**	**6,282,164**

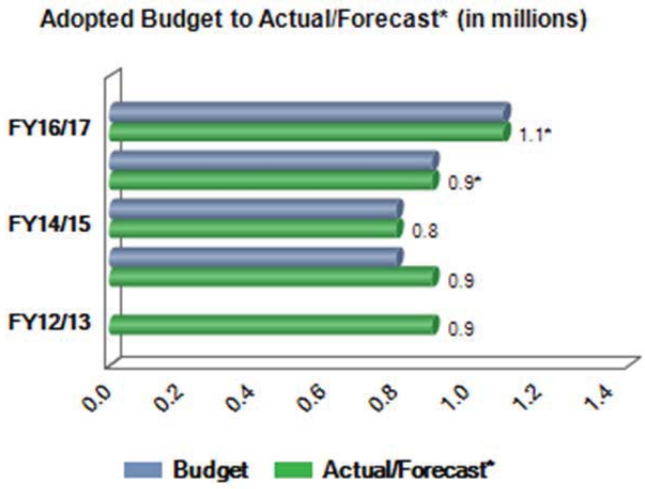
Solid Waste Fees - Scheduled Services

Solid Waste Fees for scheduled services include residential and commercial solid waste service charges and residential recycled material fees. Fees are billed monthly for the pickup of solid waste. Residential customers are charged a flat fee per month, while commercial customers are charged based upon the size of the container and the number of pickups per month. Solid Waste fees are reviewed annually to determine if they cover the costs of the services provided. The FY 2016/17 adopted budget is $19.4 million, increasing $0.2 million from the FY 2015/16 year-end forecast. In FY 2012/13 all Solid Waste Fees were budgeted under this revenue line. However, in this same year the city began to record the actual Solid Waste Fees for Scheduled Services revenue separately from the Solid Waste Fees for On Demand Services revenue.



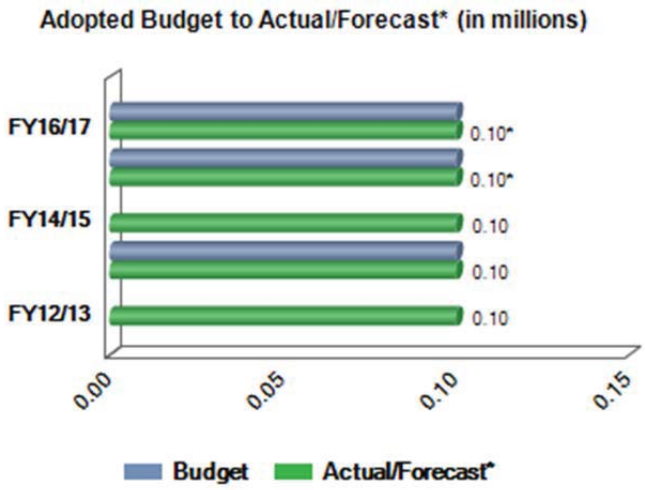
Solid Waste Fees - On Demand Services

Solid Waste Fees for on demand services include residential refuse and recycle container charges, commercial roll-off charges, initiation charges, late charges and commercial recycled materials fees. The FY 2016/17 adopted budget is $1.1 million, increasing $0.2 million from the FY 2015/16 year-end forecast. This is due to the increase of commercial roll-off charges as a result of a solid waste rates study for the commercial accounts. In FY 2012/13 all Solid Waste Fees were budgeted under Solid Waste Fees – Scheduled Services. However, in this same year the city began to record the actual Solid Waste Fees for On Demand Services separately.



Interest Earnings

Interest Earnings revenue adopted for FY 2016/17 is $0.1 million, which is relatively flat from the FY 2015/16 year-end forecast. Interest earnings are generated on the Solid Waste Fund cash balance throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield.

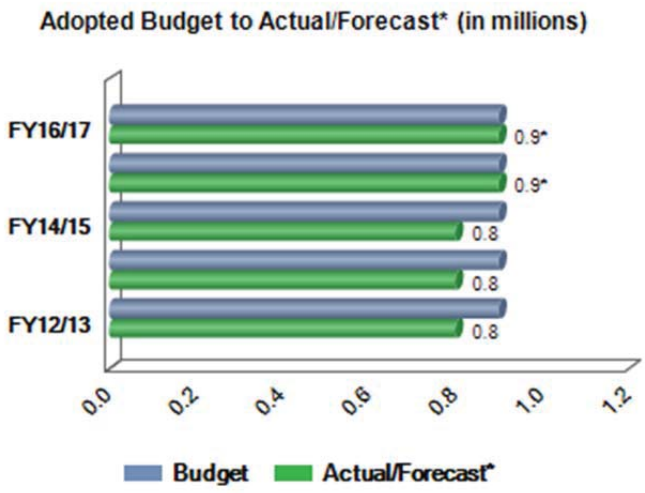


Solid Waste Fund Expenditures By Expenditure Type

The Solid Waste Fund expenditures are presented to show the City Treasurer and Public Works divisions, the Citywide Pay Program/Citywide Pay Program Tail, the Indirect Cost Allocation and the Direct Cost Allocation related to alley maintenance. Additionally, there are transfers-out to other funds.

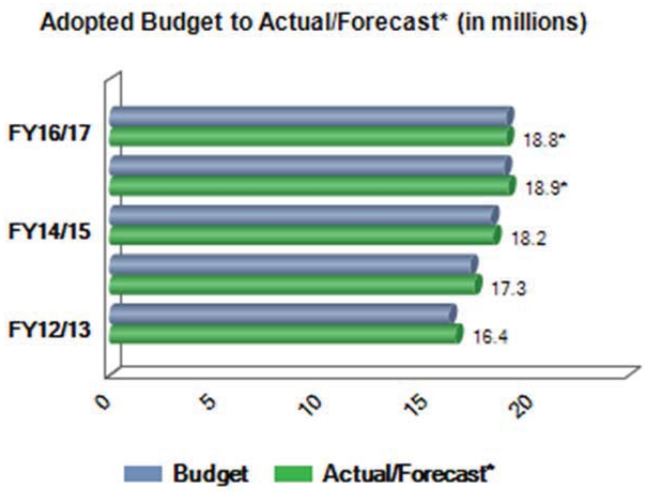
City Treasurer

Expenses for utility billing services, remittance payment, revenue recovery and solid waste related payments that are handled by the City Treasurer. The staff who perform these services have a set percentage of their salary paid out of the Solid Waste Fund based on the time they are expected to work on solid waste related tasks. The adopted FY 2016/17 budget of $0.9 million remained relatively flat from the FY 2015/16 year-end forecast.



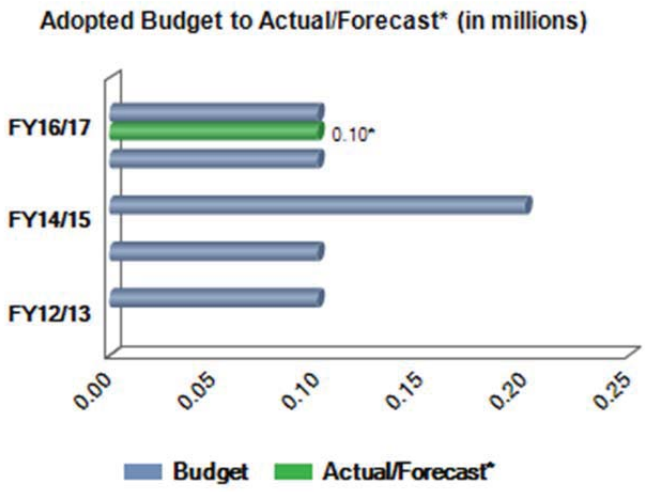
Public Works

Public Works provides solid waste collection, transportation, disposal, compliance and education. The goal is to provide these services at the lowest practical rate with the highest possible customer satisfaction. The adopted FY 2016/17 budget of $18.8 million remained relatively flat from the FY 2015/16 year-end forecast.



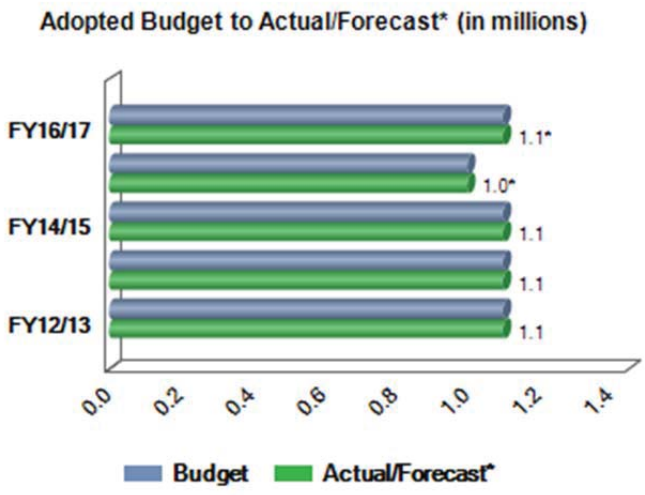
Citywide Pay Program / Citywide Pay Program Tail

A citywide pay for performance program, through which employees may receive increases within their established salary ranges based on performance. The FY 2016/17 adopted budget is $0.1 million. Additionally, the FY 2015/16 forecast and the FY 2012/13 – 2014/15 actuals are at $0 due to the actuals being allocated into the divisions. At the time the budget is adopted it is unknown which employees will receive an increase and for how much. Therefore, the citywide pay program is budgeted at a macro level and then paid based on actual increases. The actual amount spent each year was at or below the adopted budget.



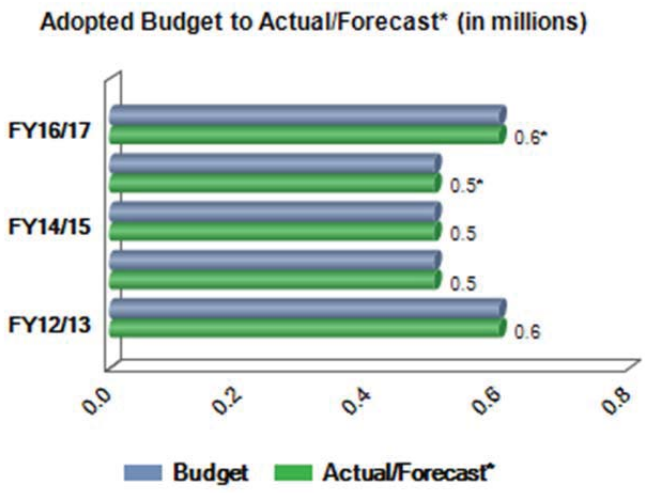
Indirect Cost Allocation

Reimbursement to the General Fund for centralized services provided to the enterprise funds for payroll, accounts payable, human resources, information technology, city administration, etc. The indirect cost allocation methodology includes factors such as full-time equivalents (FTE) for human resources overhead, information technology (IT) equipment counts for the IT overhead calculations and square footage calculation to determine the building maintenance costs. The FY 2016/17 adopted budget is $1.1 million, which is relatively flat from the FY 2015/16 year-end forecast.



Direct Cost Allocation

The Direct Cost Allocation represents charges for the direct cost of alley maintenance performed by the Street Operations group for the benefit of the Solid Waste operations. The alley maintenance group is funded by the Transportation Fund, which receives 100 percent cost recovery from the Solid Waste Fund for this function. The budget for this allocation for FY 2016/17 is $0.6 million which has remained relatively flat from the FY 2015/16 year-end forecast.



Transfers Out

Transfers Out is the authorized movement of cash or other resources to other funds and/or capital projects. The adopted FY 2016/17 budget of $15.6 thousand to cover the fund's share of the capital technology projects.

Solid Waste Fund Balance

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

Operating Reserve

The FY 2016/17 ending fund balance includes an Operating Reserve of $5.3 million. This reserve is intended to ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days. Operating reserves shall be maintained to provide contingency funding and expenditure flexibility in the event of unexpected declines in revenue or increases in costs.

Unreserved Fund Balance

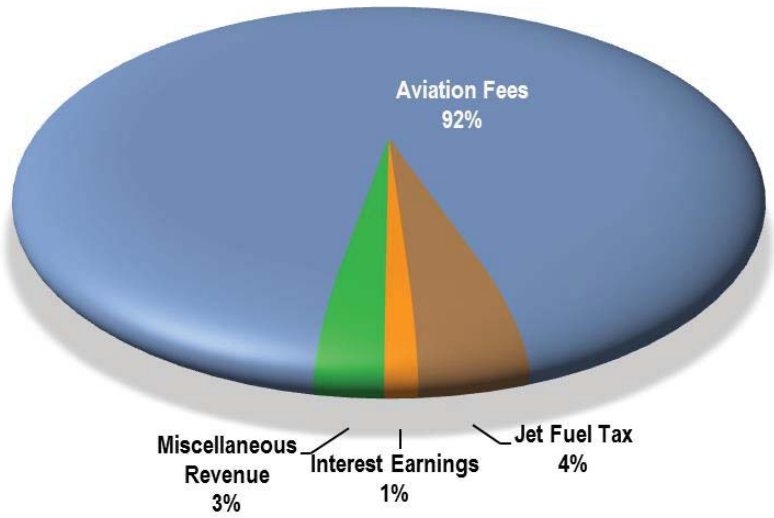
The FY 2016/17 ending fund balance includes an Unreserved Fund Balance of $2.8 million, which represents the cumulative Solid Waste Fund revenues not designated for a specific purpose. This balance represents an accumulation of one-time revenues and it is most appropriately used for one-time expenditures. Under prudent fiscal management practices, this amount should not be used to fund new or expanded programs with ongoing operating expenses.

Fund Purpose

This fund accounts for the transactions related to the city's aviation business activity at the Scottsdale Airport, which includes operating revenue and expenditures. Capital expenditures are accounted for in a separate Aviation Capital Fund.

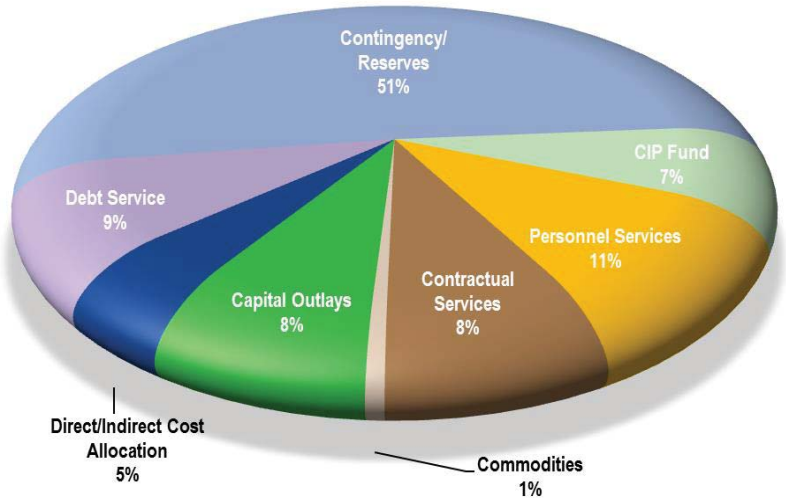
Aviation Fund Sources (in millions)

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



Aviation Fund Uses (in millions)

Personnel Services	1.2
Contractual Services	0.9
Commodities	0.1
Capital Outlays	0.9
Direct/Indirect Cost Allocation	0.5
Debt Service	1.0
Contingency/ Reserves	5.7
Adopted Budget	10.3
Transfers Out	
CIP Fund	0.8
Total Uses	11.1



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

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance				
Operating Reserve	397,722	399,470	397,722	727,970
Repair/Replacement Reserve	2,188,222	975,390	2,188,222	1,065,155
Fleet Replacement Reserve	1,026,588	1,251,100	1,026,588	1,642,200
Unreserved Fund Balance	1,998,242	4,228,040	2,182,573	3,779,590
Total Beginning Fund Balance	**5,610,774**	**6,854,000**	**5,795,105**	**7,214,915**
Revenues				
Aviation Fees	3,821,423	3,630,464	3,630,464	3,594,800
Jet Fuel Tax	168,869	173,192	173,192	165,090
Interest Earnings	33,322	27,249	27,249	48,771
Miscellaneous Revenue	198,308	101,029	101,029	102,039
Subtotal	***4,221,922***	***3,931,934***	***3,931,934***	***3,910,700***
Transfers In				
CIP Fund	439,090	113,500	113,500	-
Subtotal	***439,090***	***113,500***	***113,500***	***-***
Total Sources	**4,661,012**	**4,045,434**	**4,045,434**	**3,910,700**
Expenditures				
Community & Economic Development - Aviation	1,903,625	2,107,032	2,133,475	3,086,340
Citywide Pay Program / Citywide Pay Program Tail	-	*29,724*	3,425	*30,264*
Indirect Cost Allocation	169,597	163,928	163,928	182,139
Direct Cost Allocation (Fire)	307,440	313,896	313,896	314,869
Subtotal	***2,380,662***	***2,614,580***	***2,614,724***	***3,613,612***
Debt Service				
MPC Bonds[(a)]	-	352,743	-	1,014,936
TOTAL OPERATING BUDGET	**2,380,662**	**2,967,323**	**2,614,724**	**4,628,548**
Transfers Out				
CIP Fund (General Capital Projects)	2,096,019	7,400	7,400	5,800
CIP Fund (Enterprise Capital Projects)	-	-	-	817,290
Healthcare Retirees	-	-	3,500	-
Subtotal	***2,096,019***	***7,400***	***10,900***	***823,090***
Total Uses	**4,476,681**	**2,974,723**	**2,625,624**	**5,451,638**
Sources Over/(Under) Uses	**184,331**	**1,070,711**	**1,419,810**	**(1,540,938)**
Ending Fund Balance				
Operating Reserve	397,722	727,970	727,970	1,141,000
Repair/Replacement Reserve	2,188,222	1,065,155	1,065,155	1,100,000
Fleet Replacement Reserve	1,026,588	1,642,200	1,642,200	1,020,000
Unreserved Fund Balance	2,182,573	4,489,386	3,779,590	2,412,977
Total Ending Fund Balance	**5,795,105**	**7,924,711**	**7,214,915**	**5,673,977**

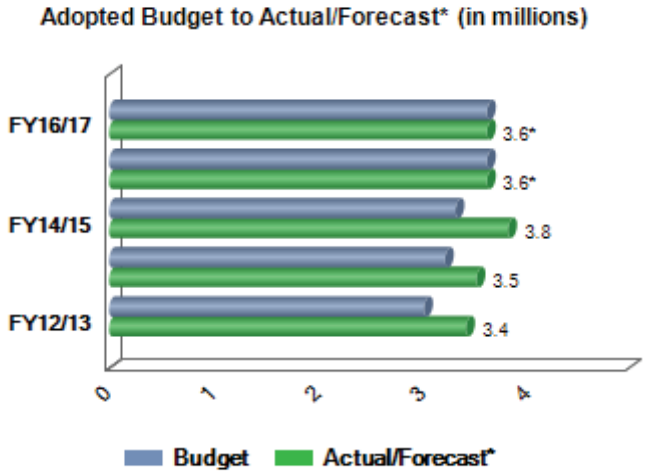
[(a)] Issuance of MPC Bonds in FY2016/17 is pending City Council approval - bonds would be used for the Airport Terminal Building and Aviation Business Center redevelopment project (see Volume Two for project details). Revenues from contracts are pending City Council approval and are not shown. However, if approved, they would be used to support the debt service.

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance				
Operating Reserve	1,141,000	670,000	524,000	491,000
Repair/Replacement Reserve	1,100,000	1,400,000	1,400,000	1,400,000
Fleet Replacement Reserve	1,020,000	1,380,000	1,700,000	1,900,000
Unreserved Fund Balance	2,412,977	3,163,000	4,071,000	4,890,000
Total Beginning Fund Balance	**5,673,977**	**6,613,000**	**7,695,000**	**8,681,000**
Revenues				
Aviation Fees	3,625,400	3,656,900	3,688,600	3,720,800
Jet Fuel Tax	171,700	178,600	185,700	193,100
Interest Earnings	70,000	91,600	106,900	119,400
Miscellaneous Revenue	103,100	104,100	105,100	106,200
Subtotal	***3,970,200***	***4,031,200***	***4,086,300***	***4,139,500***
Transfers In				
CIP Fund	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**
Total Sources	**3,970,200**	**4,031,200**	**4,086,300**	**4,139,500**
Expenditures				
Community & Economic Development - Aviation	2,158,500	2,220,500	2,360,000	2,261,900
Citywide Pay Program / Citywide Pay Program Tail	*52,600*	*76,400*	*97,900*	*116,400*
Indirect Cost Allocation	185,800	189,500	193,300	197,200
Direct Cost Allocation (Fire)	321,200	327,600	334,100	340,800
Subtotal	***2,718,100***	***2,814,000***	***2,985,300***	***2,916,300***
Debt Service				
MPC Bonds[(a)]	-	-	-	-
TOTAL OPERATING BUDGET	**2,718,100**	**2,814,000**	**2,985,300**	**2,916,300**
Transfers Out				
CIP Fund (General Capital Projects)	3,700	12,300	25,300	6,800
CIP Fund (Enterprise Capital Projects)	309,300	123,000	90,000	-
Healthcare Retirees	-	-	-	-
Subtotal	***313,000***	***135,300***	***115,300***	***6,800***
Total Uses	**3,031,100**	**2,949,300**	**3,100,600**	**2,923,100**
Sources Over/(Under) Uses	**939,100**	**1,081,900**	**985,700**	**1,216,400**
Ending Fund Balance				
Operating Reserve	670,000	524,000	491,000	479,000
Repair/Replacement Reserve	1,400,000	1,400,000	1,400,000	1,500,000
Fleet Replacement Reserve	1,380,000	1,700,000	1,900,000	2,230,000
Unreserved Fund Balance	3,163,000	4,071,000	4,890,000	5,688,000
Total Ending Fund Balance	**6,613,000**	**7,695,000**	**8,681,000**	**9,897,000**

[(a)] Issuance of MPC Bonds in FY2016/17 is pending City Council approval - bonds would be used for the Airport Terminal Building and Aviation Business Center redevelopment project (see Volume Two for project details). Revenues from contracts are pending City Council approval and are not shown. However, if approved, they would be used to support the debt service.

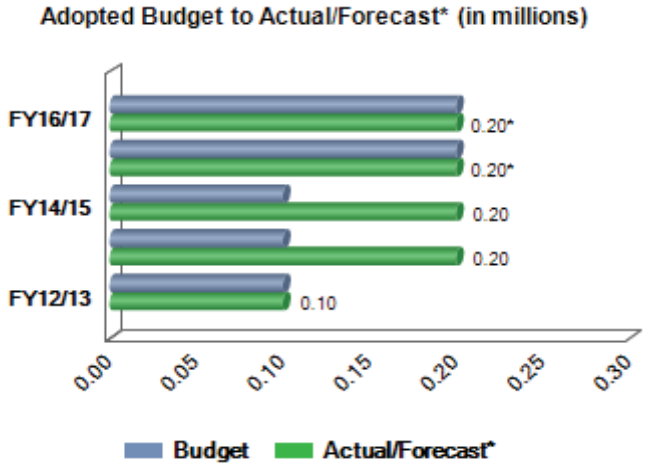
Aviation Fees

Aviation Fees revenue for the FY 2016/17 adopted budget totals $3.6 million which remains relatively flat compared to the FY 2015/16 year-end forecast. The revenue budget assumes no fee increases in FY 2016/17. Aviation fees are for a variety of services provided to airport customers including tie down fees, hangar rentals, fuel sales, and other rental charges. Fees are reviewed annually to determine if they cover the costs of the services provided.



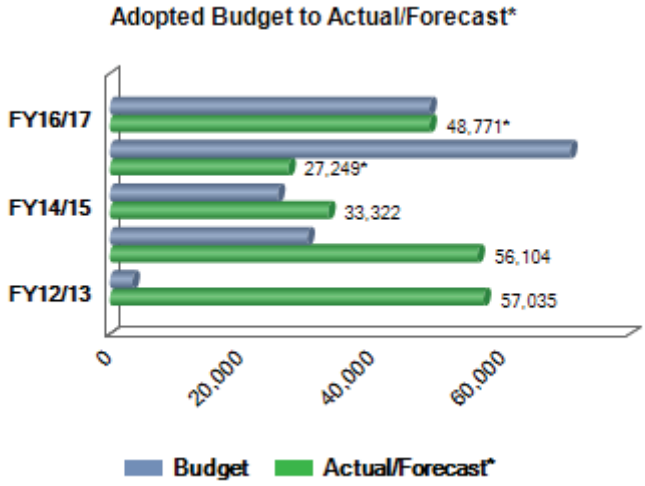
Jet Fuel Tax

The Jet Fuel Tax revenue for FY 2016/17 budget totals $0.2 million, which remains relatively flat from the FY 2015/16 year-end forecast. A jet fuel tax of 0.18 cents is charged to every gallon purchased at the airport.



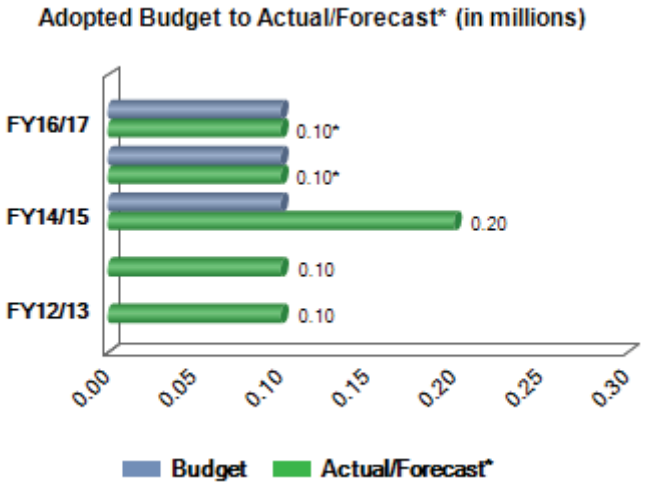
Interest Earnings

Interest earnings are generated on idle Aviation Fund cash balances throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The city earns interest on funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The city's investment policy stresses safety above yield.



Miscellaneous Revenue

Miscellaneous Revenue, which includes the rent for the Park and Ride location that operates on airport's property, remains flat for FY 2016/17 at $0.1 million, compared to the FY 2015/16 year-end forecast.



Transfers In

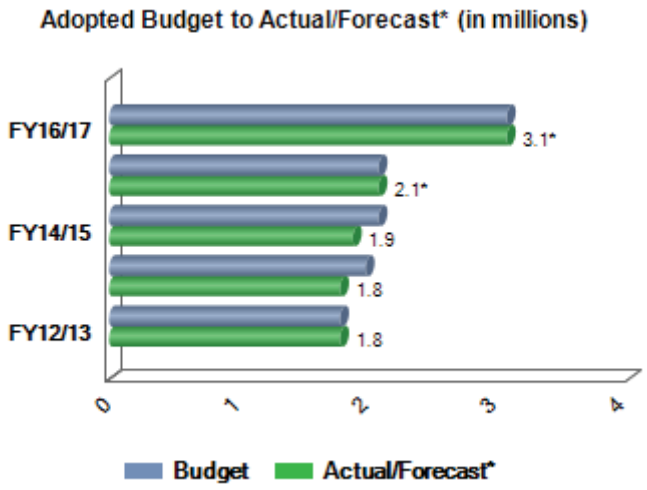
Transfers in is the authorized movement of cash or other resources from other funds and/or capital projects. There are no anticipated transfers in for FY 2016/17.

Aviation Fund Expenditure

The Aviation Fund expenditures are presented as a portion of the Community & Economic Development division's operating budget. Additionally, there are expenditures related to debt service, citywide pay program, indirect and direct cost allocation and transfers out to other funds.

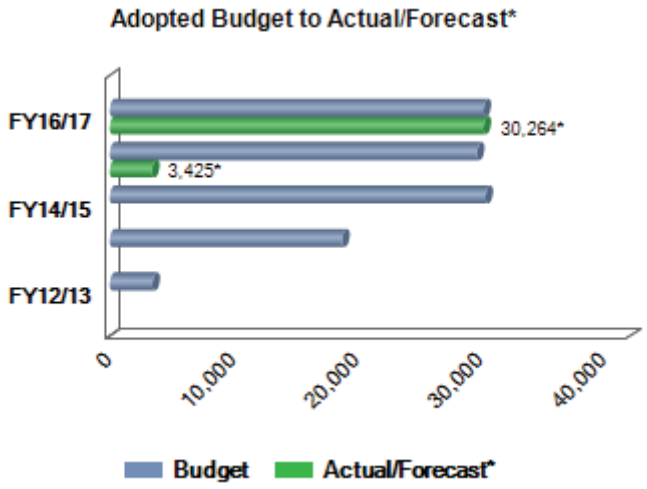
Community & Economic Development – Aviation

The Aviation operating budget includes all costs related to the operation and maintenance of the city's airport. The FY 2016/17 adopted budget of $3.1 million is $1.0 million higher than the FY 2015/16 year-end forecast, mostly due to the programmed purchase of a new fire truck for the Fire Department located at the airport.



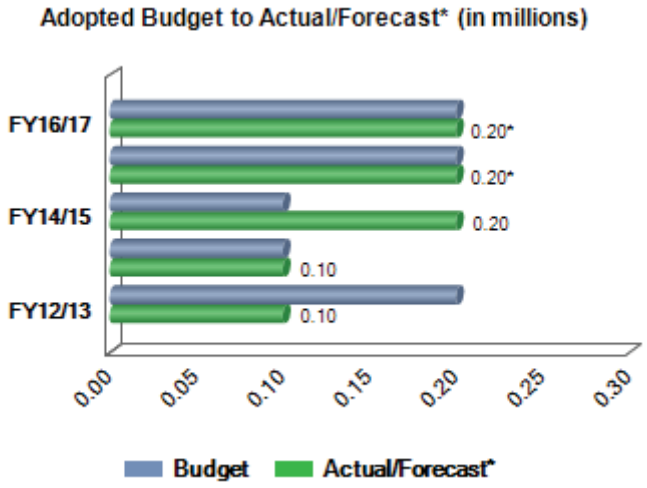
Citywide Pay Program / Citywide Pay Program Tail

A citywide pay for performance program, through which employees may receive increases within their established salary ranges based on performance totaling $30,264 for the Aviation Fund. Additionally, the FY 2015/16 forecast and FY 2013/14 - FY 2014/15 actuals at $0 are due to the actuals being allocated into the division. At the time the budget is adopted it is unknown which employees will receive an increase and for how much. Therefore, the citywide pay program is budgeted at a macro level and then paid based on actual increases. The actual amount spent each year was at or below the adopted budget.



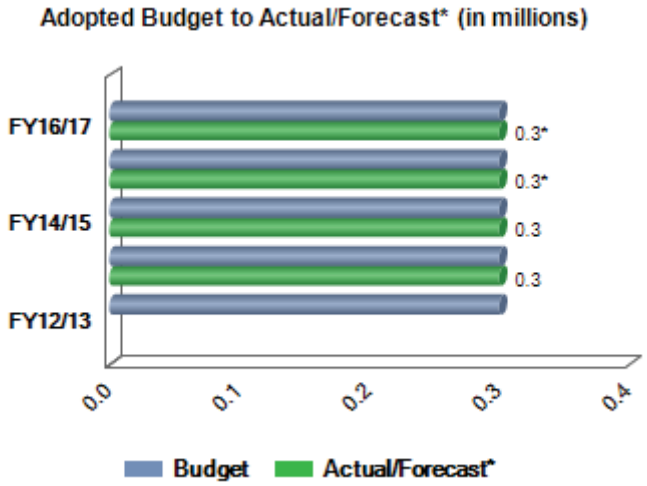
Indirect Cost Allocation

Indirect Cost Allocation represents charges to the Aviation Fund for specific General Fund central administrative functions, which benefit the Enterprise operations (e.g., City Manager, Information Technology, Human Resources, Legal, etc.). The city's indirect costs are allocated to the Enterprise Funds based on relative benefits received. The indirect cost allocation for the FY 2016/17 adopted budget is $0.2 million, which is slightly higher than the FY 2015/16 year-end forecast.



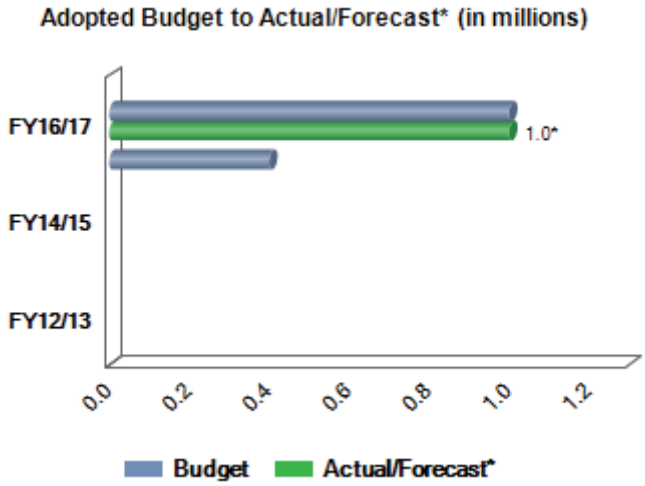
Direct Cost Allocation (Fire)

Direct Cost Allocation (Fire) represents Aviation Fund charges for the direct cost of fire service at the airport performed by General Fund personnel. The FY 2016/17 budget for this allocation is $0.3 million, which is flat from the FY 2015/16 year-end forecast.



Debt Service - MPC Bonds

Debt Service - MPC Bonds represents the repayment of Municipal Property Corporation (MPC) bonds, along with the applicable annual fiscal agent fees. The adopted FY 2016/17 budget of $1.0 is pending City Council approval. Bonds will be used for the airport terminal redevelopment project (see Volume Two for project details). Revenue contracts, which will be used to support the debt service, are pending City Council approval as well and are not shown.



Transfers Out

Transfers Out is the authorized movement of cash or other resources to other funds and/or capital projects. The FY 2016/17 transfer out of $0.8 million is to fund General and Enterprise Capital Projects that will benefit the city's airport.

Aviation Fund Balance

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

Operating Reserve

The FY 2016/17 ending fund balance includes an Operating Reserve of $1.1 million. This reserve is intended to ensure adequate funding for operations for a minimum of 60 days and a maximum period of 90 days. The purpose of the reserve is to provide for emergencies, provide for potential grant matches, and to ensure that General Fund subsidies are avoided.

Repair/Replacement Reserve

The FY 2016/17 ending fund balance includes a Repair/Replacement Reserve of $1.1 million. This reserve is intended to ensure adequate funding for emergency repair and replacement needs at the airport.

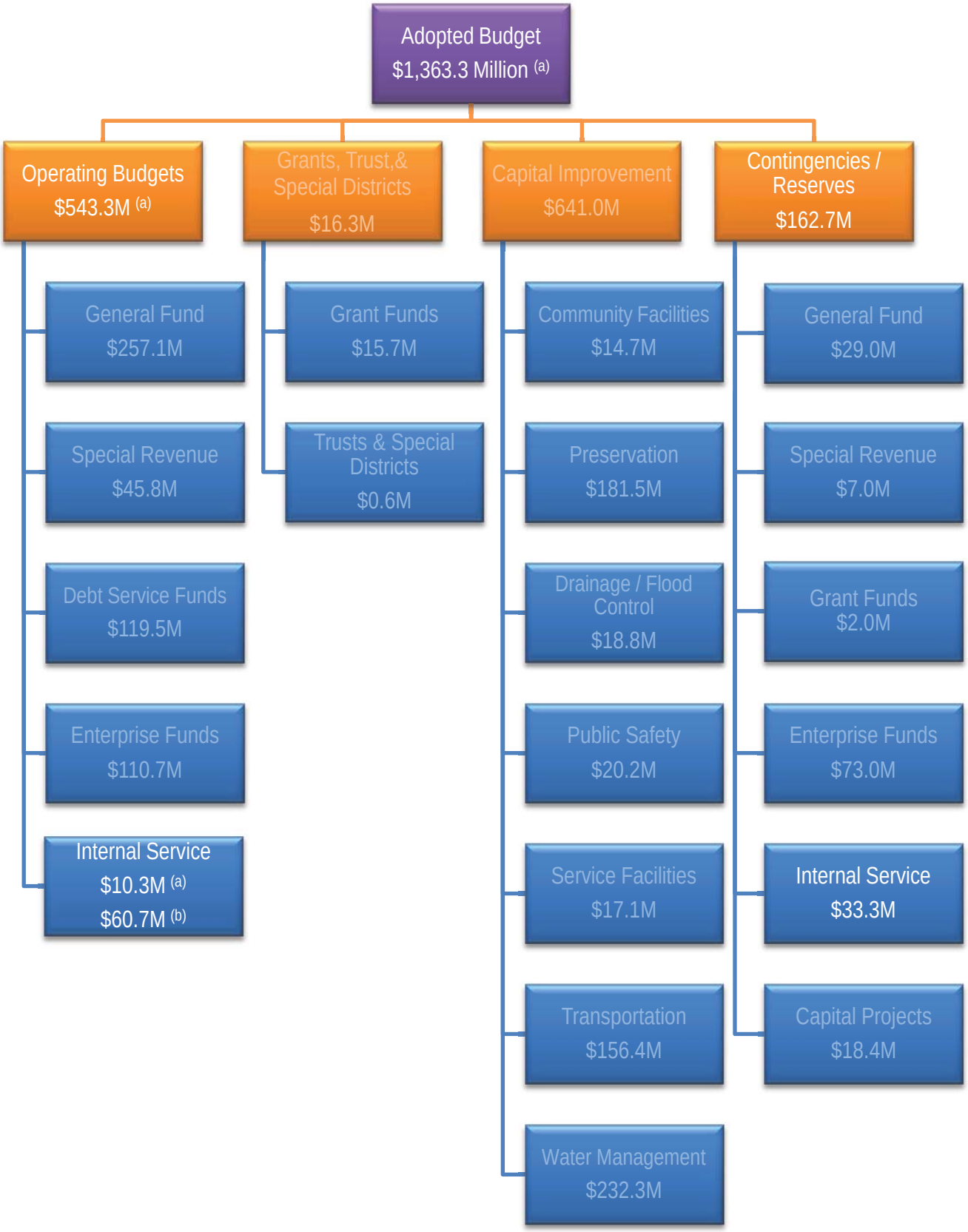
Fleet Replacement Reserve

The FY 2016/17 ending fund balance includes a Fleet Replacement Reserve of $1.0 million. This reserve is intended to ensure adequate funding for the replacement of vehicles.

Unreserved Fund Balance

The FY 2016/17 ending fund balance includes an Unreserved Fund Balance of $2.4 million, which represents the cumulative Aviation Fund revenues not designated for a specific purpose. This balance represents an accumulation of one-time revenues and it is most appropriately used for one-time expenditures. Under prudent fiscal management practices, this amount should not be used to fund new or expanded programs with ongoing operating expenses.

FY 2016/17 Adopted Budget



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of $50.4M
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of $50.4M

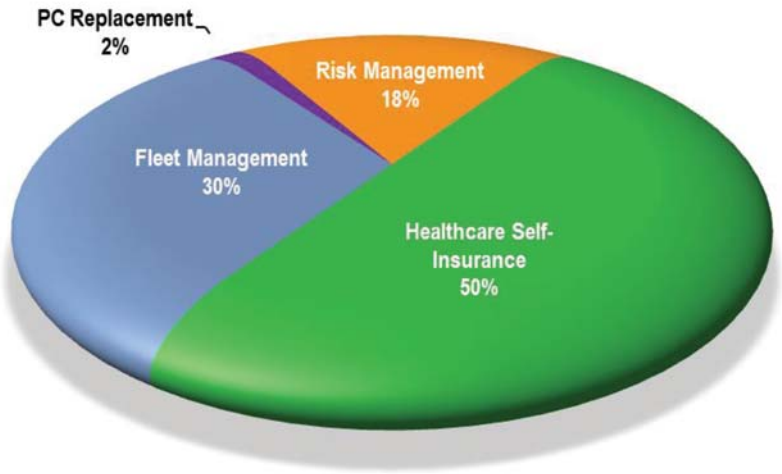
Note: Amounts are rounded in millions; therefore, differences may occur.

Fund Purpose

Internal Service Funds account for the financing, on a cost-reimbursement basis, of commodities or services provided by one program for the benefit of other programs within the city. This allows the internal users of services to be charged for those services based on their use. The concept is the same as for Enterprise Funds, except the customers are internal. Scottsdale has four separate Internal Service Funds to account for the activity of this fund type. The individual funds are Fleet Management, PC Replacement, Risk Management and Healthcare Self-Insurance. In the adopted budget, Internal Service Offsets are included to eliminate the "double" budget, since the charges for these services are already included in the Divisions' budgets.

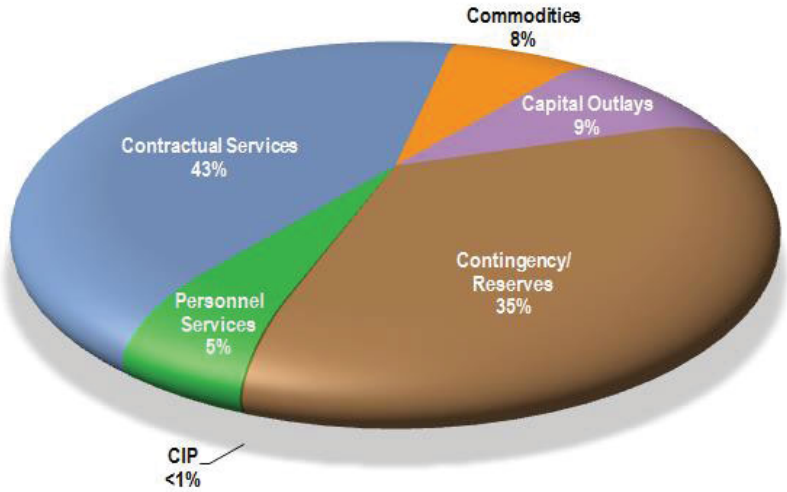
Internal Service Funds Sources by Fund (in millions)

Fleet Management	18.9
PC Replacement	1.0
Risk Management	11.0
Healthcare Self-Insurance	30.8
Total Sources	61.7



Internal Service Funds Uses (in millions)

Personnel Services	4.8
Contractual Services	40.2
Commodities	7.1
Capital Outlays	8.8
Contingency/ Reserves	33.3
Internal Service Offsets	(50.4)
Adopted Budget	43.6
Transfers Out	
CIP	0.1
Total Uses	43.7



Graph excludes the Internal Service Offset of ($50.4) million

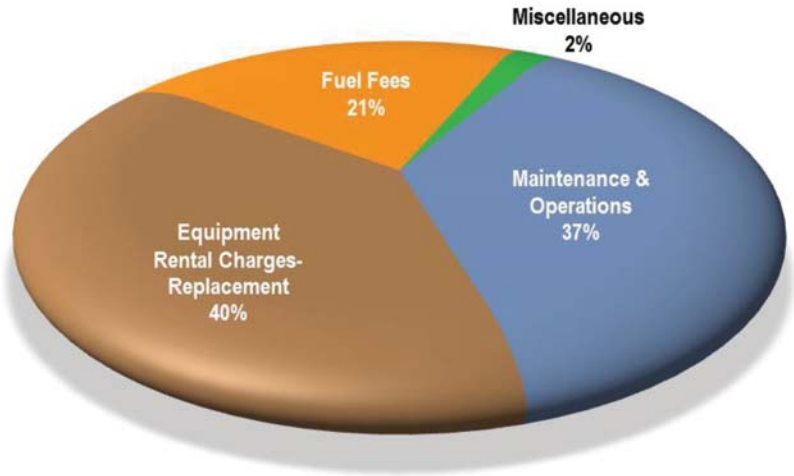
Note: Amounts are rounded in millions; therefore, differences may occur.

Fund Purpose

This fund is used to account for the expenditures associated with purchasing and maintaining the city's vehicles. Replacement and operation of vehicles are charged to the city departments as internal operating costs to each program based on the quantity and type of vehicle used. The department charges become revenue to the Fleet Management Fund.

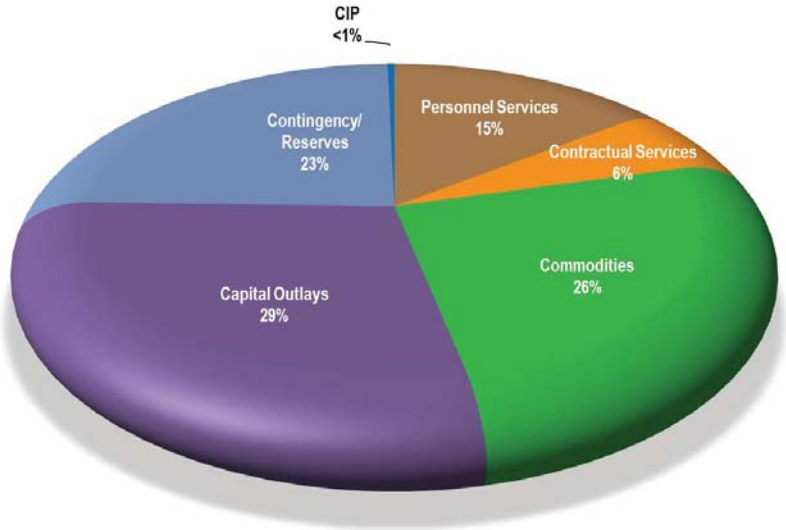
Fleet Management Fund Sources (in millions)

Maintenance & Operations	7.0
Equipment Rental Charges-Replacement	7.5
Fuel Fees	4.0
Miscellaneous	0.4
Total Revenue	18.9
Tranfers In	-
Total Sources	18.9



Fleet Management Fund Uses (in millions)

Personnel Services	3.9
Contractual Services	1.6
Commodities	6.8
Capital Outlays	7.5
Contingency/ Reserves	6.3
Internal Service Offset	(18.5)
Adopted Budget	7.6
Transfers Out	
CIP	0.1
Total Uses	7.7



*Graph excludes the Internal Service Offset of ($18.5) million

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

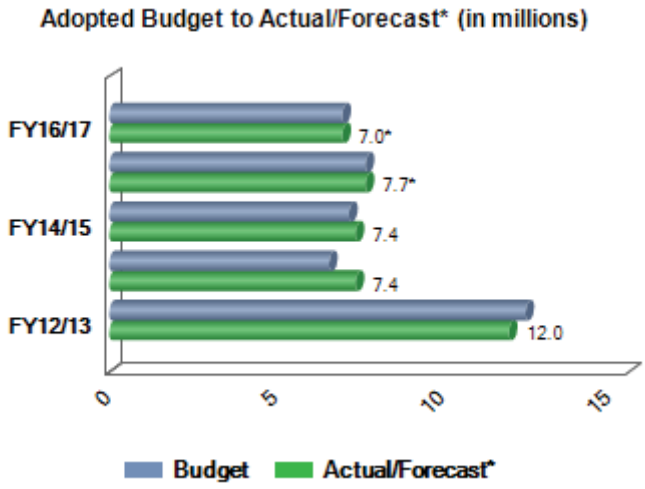
	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance				
Operating Contingency	700,000	750,000	750,000	750,000
Designated for Future Acquisition	6,536,022	5,536,040	5,588,493	5,594,200
Unreserved Fund Balance	3,361,768	2,818,550	3,615,844	2,486,267
Total Beginning Fund Balance	**10,597,790**	**9,104,590**	**9,954,337**	**8,830,467**
Revenues				
Maintenance & Operations	7,364,523	7,702,716	7,702,716	7,001,520
Equipment Rental Charges-Replacement	7,145,314	7,532,676	7,532,676	7,527,456
Fuel Fees	3,792,255	5,035,476	4,535,476	3,963,612
Miscellaneous	480,768	382,197	382,197	389,800
Reimbursement from Outside Sources	475,883	-	-	-
Subtotal	***19,258,743***	***20,653,065***	***20,153,065***	***18,882,388***
Total Sources	**19,258,743**	**20,653,065**	**20,153,065**	**18,882,388**
Expenditures				
Fleet Management Administration	455,376	450,574	459,698	475,170
Fleet Management Operations	6,883,532	6,837,068	6,773,231	6,979,893
Fleet Management Parts Supply	447,084	463,003	467,035	509,802
Fuel	3,599,943	5,005,862	4,535,082	4,006,288
Motorpool	50,631	50,052	50,052	45,336
Vehicle Acquisitions	8,211,884	7,652,000	7,652,000	7,653,634
Citywide Pay Program / Citywide Pay Program Tail	-	*75,911*	-	*80,551*
Leave Accrual Payments	-	*33,200*	*27,360*	*33,200*
Estimated Personnel Savings from Vacant Positions	-	*(199,500)*	*(79,098)*	*(199,500)*
Subtotal	***19,648,450***	***20,368,170***	***19,885,360***	***19,584,374***
TOTAL OPERATING BUDGET	**19,648,450**	**20,368,170**	**19,885,360**	**19,584,374**
Transfers Out				
Healthcare Retirees	-	-	18,375	-
CIP Fund - General Capital Projects	8,496	21,300	18,600	14,400
CIP Fund - Fleet Projects	245,250	765,000	1,354,600	80,700
Subtotal	***253,746***	***786,300***	***1,391,575***	***95,100***
Total Uses	**19,902,196**	**21,154,470**	**21,276,935**	**19,679,474**
Sources Over/(Under) Uses	**(643,453)**	**(501,405)**	**(1,123,870)**	**(797,086)**
Total Ending Fund Balance	**9,954,337**	**8,603,185**	**8,830,467**	**8,033,381**
Ending Fund Balance				
Operating Contingency	500,000	750,000	759,917	750,000
Designated for Future Acquisition	5,588,493	5,541,700	5,594,200	5,594,656
Unreserved Fund Balance	3,865,844	2,311,485	2,476,350	1,688,725
Total Ending Fund Balance	**9,954,337**	**8,603,185**	**8,830,467**	**8,033,381**

Fleet Management Fund Five Year Financial Forecast

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance				
Operating Contingency	750,000	750,000	750,000	750,000
Designated for Future Acquisition	5,594,656	5,512,300	5,339,800	5,069,400
Unreserved Fund Balance	1,688,725	1,371,481	1,026,981	670,081
Total Beginning Fund Balance	**8,033,381**	**7,633,781**	**7,116,781**	**6,489,481**
Revenues				
Maintenance & Operations	7,140,500	7,284,100	7,429,700	7,578,800
Equipment Rental Charges-Replacement	7,821,000	8,126,000	8,443,000	8,772,200
Fuel Fees	4,042,400	4,123,500	4,206,400	4,290,300
Miscellaneous	421,000	454,700	491,000	530,300
Reimbursement from Outside Sources	-	-	-	-
Subtotal	***19,424,900***	***19,988,300***	***20,570,100***	***21,171,600***
Total Sources	**19,424,900**	**19,988,300**	**20,570,100**	**21,171,600**
Expenditures				
Fleet Management Administration	463,900	469,200	475,200	481,400
Fleet Management Operations	6,723,000	6,838,400	6,958,900	7,081,200
Fleet Management Parts Supply	499,500	506,700	514,700	522,300
Fuel	4,086,300	4,167,700	4,251,300	4,336,700
Motorpool	46,300	47,100	48,100	49,000
Vehicle Acquisitions	8,019,700	8,417,100	8,834,400	9,272,500
Citywide Pay Program / Citywide Pay Program Tail	*153,500*	*217,900*	*280,100*	*339,200*
Leave Accrual Payments	*33,500*	*33,800*	*34,100*	*34,400*
Estimated Personnel Savings from Vacant Positions	*(209,500)*	*(220,000)*	*(231,000)*	*(242,600)*
Subtotal	***19,816,200***	***20,477,900***	***21,165,800***	***21,874,100***
TOTAL OPERATING BUDGET	**19,816,200**	**20,477,900**	**21,165,800**	**21,874,100**
Transfers Out				
Healthcare Retirees	-	-	-	-
CIP Fund - General Capital Projects	8,300	27,400	31,600	15,000
CIP Fund - Fleet Projects	-	-	-	-
Subtotal	***8,300***	***27,400***	***31,600***	***15,000***
Total Uses	**19,824,500**	**20,505,300**	**21,197,400**	**21,889,100**
Sources Over/(Under) Uses	**(399,600)**	**(517,000)**	**(627,300)**	**(717,500)**
Total Ending Fund Balance	**7,633,781**	**7,116,781**	**6,489,481**	**5,771,981**
Ending Fund Balance				
Operating Contingency	750,000	750,000	750,000	750,000
Designated for Future Acquisition	5,512,300	5,339,800	5,069,400	4,692,500
Unreserved Fund Balance	1,371,481	1,026,981	670,081	329,481
Total Ending Fund Balance	**7,633,781**	**7,116,781**	**6,489,481**	**5,771,981**

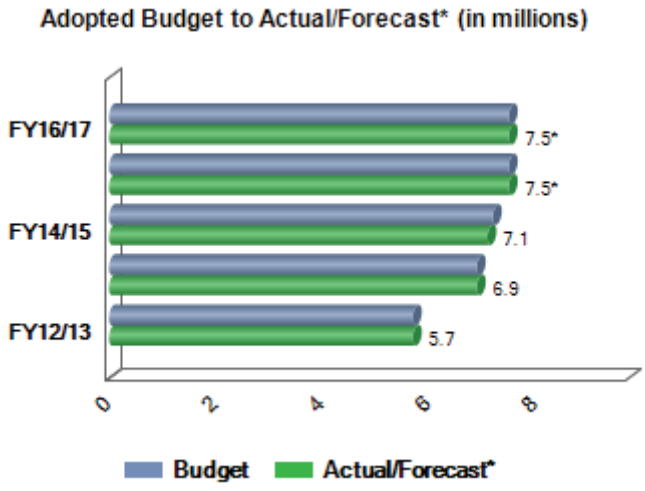
Maintenance & Operations

Maintenance & Operations revenue originates from charges to other city programs based on the usage of city vehicles. For FY 2016/17, 37 percent of the Fleet Management Fund's operating revenues are derived from rates related to vehicle maintenance and operation. The FY 2016/17 hourly rate is billed at $82.00 per hour and parts are marked up 22 percent. The maintenance and operations rates revenue for FY 2016/17 totals $7.0 million, which is a decrease of $0.7 million from the FY 2015/16 year-end revenue forecast due to newer vehicles requiring less maintenance and to fewer purchases of parts. FY 2012/13 also included fuel fees which are now recorded separately on the following page.



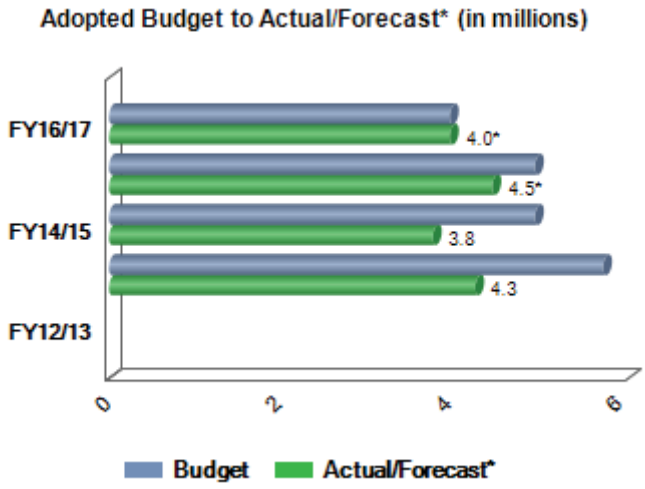
Equipment Rental Charges-Replacement

Equipment Replacement represents the "rental" rate charged to other city funds and programs sufficient for the acquisition and replacement of city vehicles. For FY 2016/17, 40 percent of the Fleet Management Fund's operating revenues come from rates related to vehicle acquisition. The vehicle acquisition rates for FY 2016/17 total $7.5 million, remaining flat with the FY 2015/16 year-end forecast.



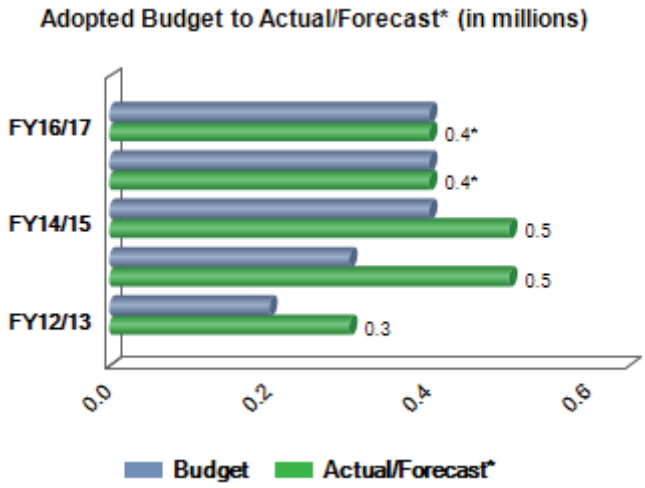
Fuel Fees

The Fuel Fees represent the charges to other city programs based on the fuel consumption of city vehicles. Rates are determined based on historical as well as forecasted future consumption. Included in this methodology are local and national fuel cost trends. The FY 2016/17 adopted budget of $4.0 million, which is a $0.5 million decrease from the FY 2015/16 year-end forecast. The market forecasts the costs of fuel to be consistently low, therefore the rates were adjusted down accordingly. In FY 2012/13 the Fuel Fees were budgeted in combination with maintenance and operations. After that year, the item was budgeted in its own category.



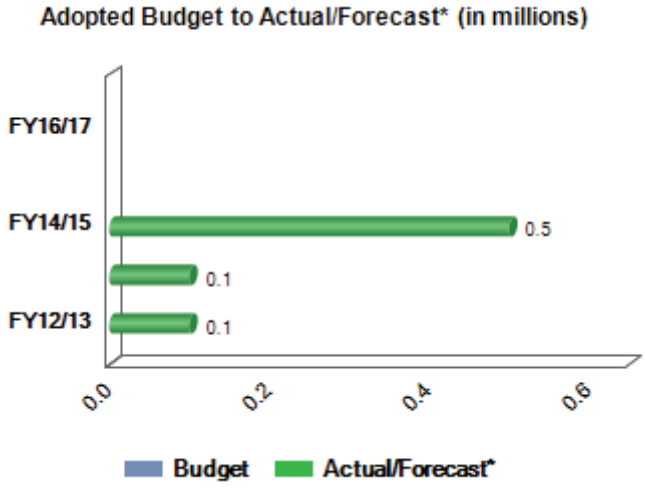
Miscellaneous Revenue

Miscellaneous Revenue is generated from the liquidation of surplus property. The FY 2016/17 budget is $0.4 million, which is relatively flat with the FY 2015/16 year-end forecast.



Reimbursement from Outside Sources

Reimbursement from Outside Sources revenue is generated from any insurance recoveries received and reimbursements for fuel taxes and vehicle parts. This revenue item is not budgeted for because reimbursements do not always occur. The revenue, therefore, is considered one-time.

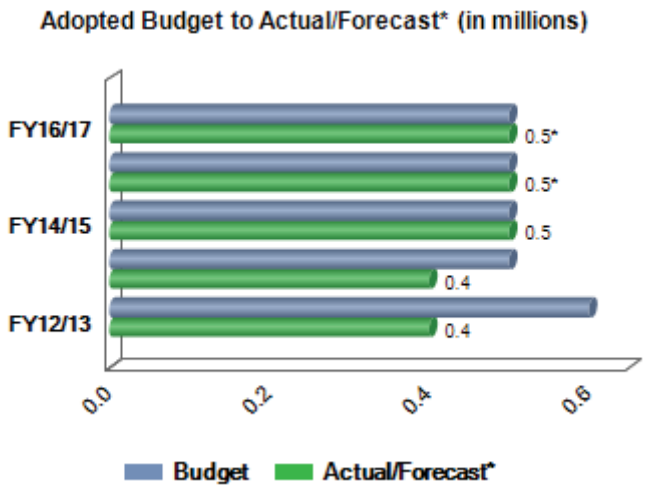


Fleet Management Fund Expenditures

The direct operating expenditures of the Fleet Management Fund are reflected in the following expenditure areas. Additionally, there are transfers-out to other funds.

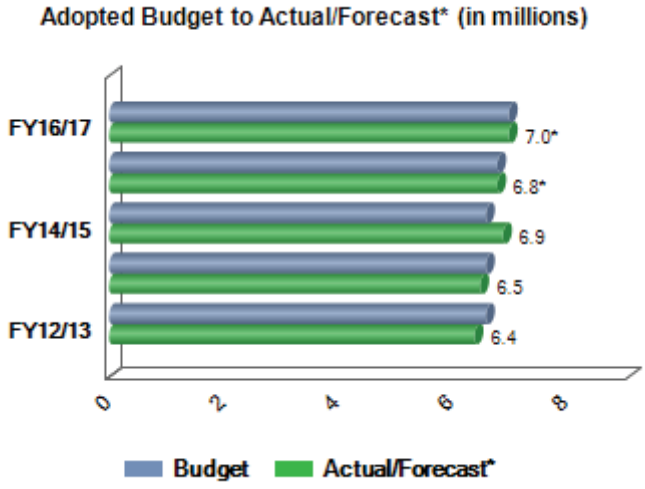
Fleet Management Administration

Includes all costs related to supporting the management and administrative personnel that are dedicated to directing and overseeing the fleet operation of the city. The FY 2016/17 adopted budget of $0.5 million remains relatively close to the FY 2015/16 year-end forecast.



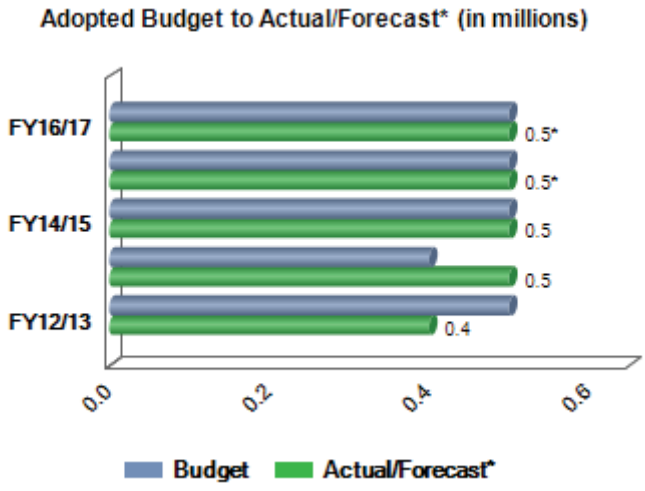
Fleet Management Operations

Includes costs related to supporting technical personnel that perform the work and repairs function of the city's fleet operation and funding for replacement parts and the use of outside vendors when necessary. The FY 2016/17 adopted budget of $7.0 million is a $0.2 million increase over the FY 2015/16 year-end forecast.



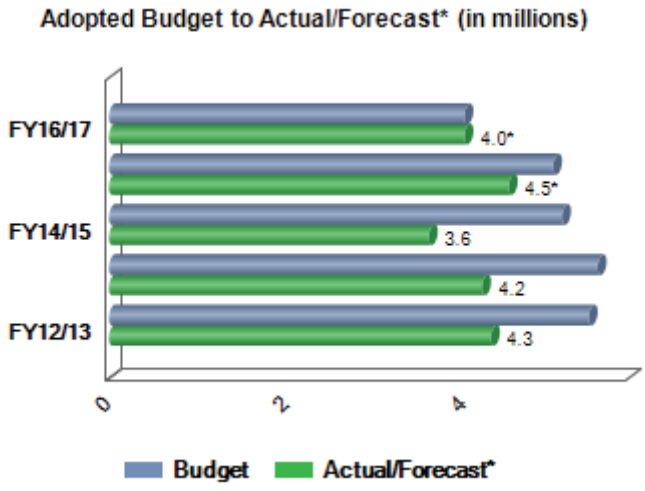
Fleet Management Parts Supply

Includes all costs related to supporting the specialized parts personnel that are dedicated to maintaining the parts segment of the city's fleet operation, as well as the costs of all required supplies and tools. The FY 2016/17 adopted budget of $0.5 million is relatively close to the FY 2015/16 year-end forecast.



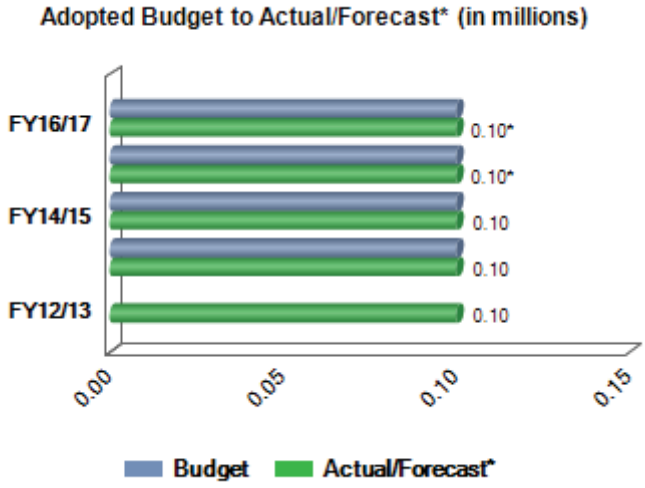
Fuel

Includes all costs related to the purchase of fuel, as well as costs for equipment, maintenance and services necessary to maintain the use of fuel in the city's fleet operation. The FY 2016/17 adopted budget of $4.0 million is $0.5 million lower than the FY 2015/16 year-end forecast due to continually lower fuel prices.



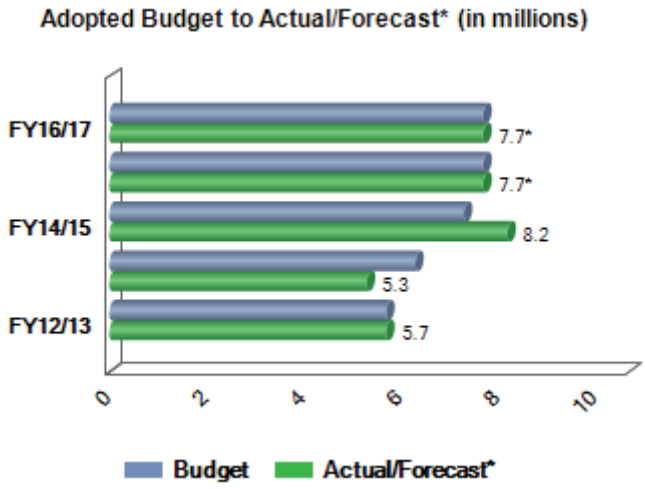
Motorpool

This expenditure area includes all costs related to the care of the city's motorpool vehicles including fuel and maintenance. The FY 2016/17 adopted budget of $0.1 million is relatively flat with the FY 2015/16 year-end forecast.



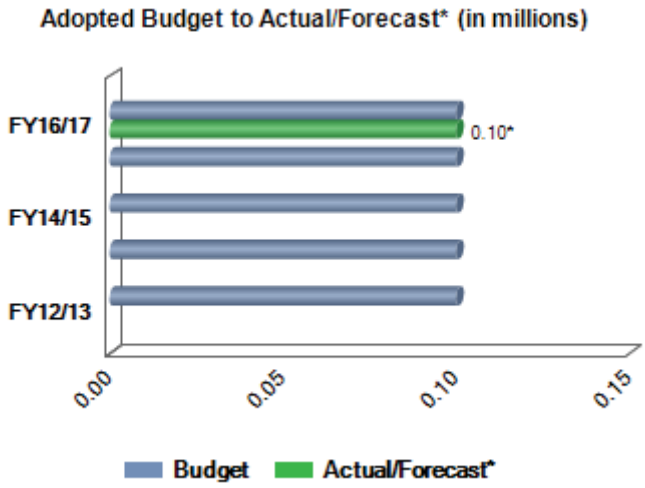
Vehicle Acquisitions

This expenditure area includes all costs related to the purchase or replacement of vehicles within the city's fleet. The FY 2016/17 adopted budget of $7.7 million is unchanged from the FY 2015/16 year-end forecast.



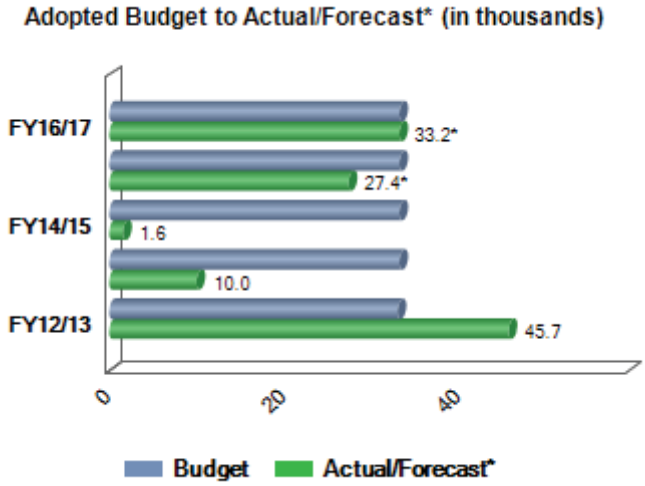
Citywide Pay Program / Citywide Pay Program Tail

A citywide pay for performance program, through which employees may receive increases within their established salary ranges based on performance. The FY 2016/17 adopted budget total is $0.1 million. Additionally, the FY 2015/16 forecast and the FY 2012/13-2014/15 actuals are at $0 due to the actuals being allocated into the department. At the time the budget is adopted it is unknown which employees will receive a performance increase and for how much. Therefore, the citywide pay program is budgeted at a macro level and then paid based on actual increases within the department. The actual amount spent each year was at or below the adopted budget.



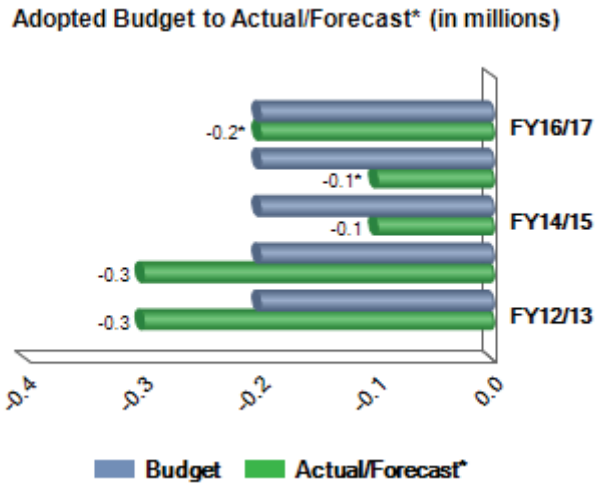
Leave Accrual Payments

These payments include accumulated medical and/or vacation leave paid out at the time of retirement or separation from the city. The FY 2016/17 adopted budget is $33,200. Additionally, the FY 2015/16 forecast number of $27,400, while accurate, has increased as the year has progressed and is now forecasted to end the year at approximately $33,200.



Estimated Personnel Savings from Vacant Positions

Personnel Savings is the amount of savings achieved from vacant positions. The FY 2016/17 estimate for vacancy savings is $0.2 million. Additionally, the FY 2015/16 forecasted number of ($0.1) million, while accurate, has increased as the year has progressed and is forecasted to end the year at approximately ($0.2) million.



Transfers-Out

Transfers-Out is the authorized movement of cash or other resources to other funds and/or capital projects. Transfers-out for FY 2016/17 includes $0.1 million to the CIP funds.

Fleet Management Fund Balance

The Fleet Management Fund balance varies primarily due to the vehicle replacement schedule. The portion of internal charges to programs for replacement vehicles is evenly spread over the expected life of the vehicles. This charge becomes revenue to the Fleet Management Fund and is representative of the replacement charge for many vehicles with differing useful lives. Therefore, this revenue does not vary significantly by year, but the year in which vehicles are purchased may vary significantly if, for example, several large, expensive vehicles are scheduled for replacement in a single year. The fund balance at the end of each year includes the accumulated balance to be used for future year vehicle purchases. The anticipated FY 2016/17 ending fund balance is $8.0 million, which is a $0.8 million decrease from the FY 2015/16 forecasted ending balance.

FY 2016/17 Adopted Budget

Fund Purpose

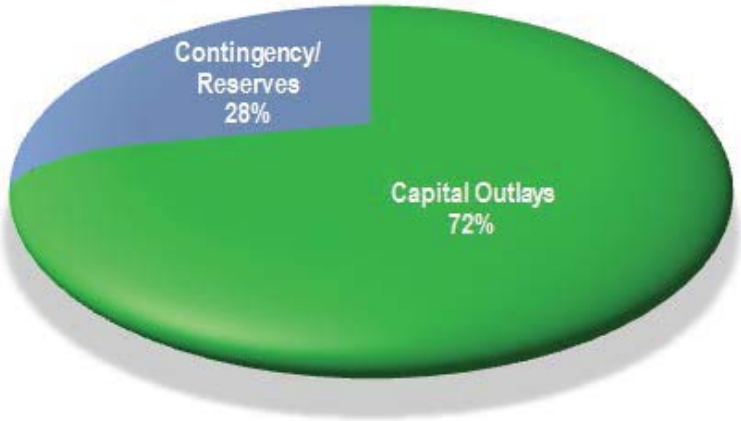
This fund is used to account for the expenditures associated with purchasing the city's computers, monitors and printers. Replacement of computers, monitors and printers (hardware) is charged to the city divisions as internal operating costs to each program based on the quantity and type of hardware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

PC Replacement Fund Sources (in millions)

PC Replacement Fees	1.0
Total Revenue	1.0
Transfers In	-
Total Sources	1.0

PC Replacement Fund Uses (in millions)

Capital Outlays	1.3
Contingency/Reserves	0.5
Internal Service Offset	(1.0)
Adopted Budget	0.8
Transfers Out	-
Total Uses	0.8



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

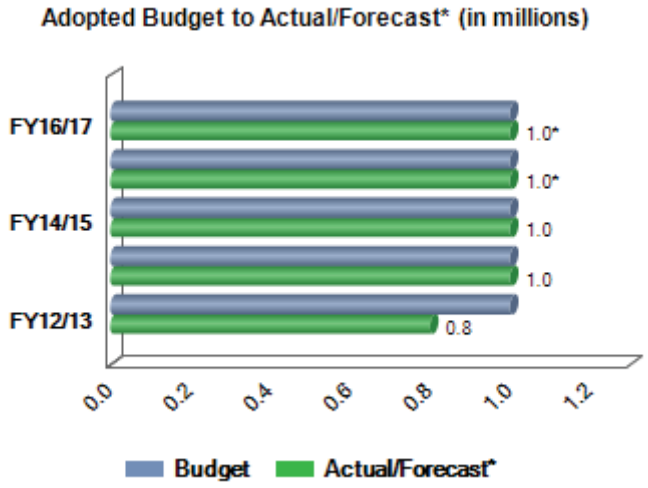
Note: Amounts are rounded in millions; therefore, differences may occur.

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance				
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	438,862	933,779	909,938	1,103,832
Total Beginning Fund Balance	**938,862**	**1,433,779**	**1,409,938**	**1,603,832**
Revenues				
PC Replacement Fees	1,046,384	1,009,835	1,009,835	986,606
Subtotal	***1,046,384***	***1,009,835***	***1,009,835***	***986,606***
Total Sources	**1,046,384**	**1,009,835**	**1,009,835**	**986,606**
Expenditures				
Computer Hardware Acquisition	575,308	815,941	815,941	1,281,400
Subtotal	***575,308***	***815,941***	***815,941***	***1,281,400***
Total Uses	**575,308**	**815,941**	**815,941**	**1,281,400**
Sources Over / (Under) Uses	**471,076**	**193,894**	**193,894**	**(294,794)**
Ending Fund Balance				
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	909,938	1,127,673	1,103,832	809,038
Total Ending Fund Balance	**1,409,938**	**1,627,673**	**1,603,832**	**1,309,038**

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance				
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	809,038	1,089,644	1,080,750	910,047
Total Beginning Fund Balance	**1,309,038**	**1,589,644**	**1,580,750**	**1,410,047**
Revenues				
PC Replacement Fees	986,606	986,606	986,606	986,606
Subtotal	***986,606***	***986,606***	***986,606***	***986,606***
Total Sources	**986,606**	**986,606**	**986,606**	**986,606**
Expenditures				
Computer Hardware Acquisition	706,000	995,500	1,157,310	724,000
Subtotal	***706,000***	***995,500***	***1,157,310***	***724,000***
Total Uses	**706,000**	**995,500**	**1,157,310**	**724,000**
Sources Over / (Under) Uses	**280,606**	**(8,894)**	**(170,704)**	**262,606**
Ending Fund Balance				
Operating Contingency	500,000	500,000	500,000	500,000
Unreserved Fund Balance	1,089,644	1,080,750	910,047	1,172,653
Total Ending Fund Balance	**1,589,644**	**1,580,750**	**1,410,047**	**1,672,653**

PC Replacement Fees

PC Replacement Fees represents the rates charged to other city funds and programs sufficient for the acquisition and replacement of city computer hardware. The revenue for FY 2016/17 is $1.0 million, which remains approximately flat from the FY 2015/16 year-end forecast.

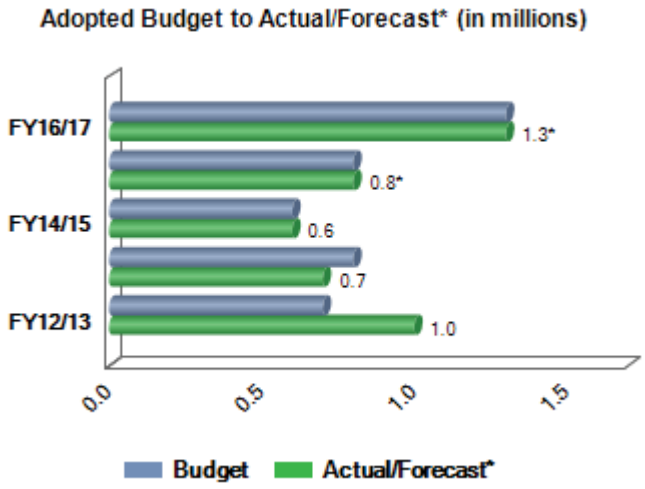


PC Replacement Fund Expenditures

The direct operating expenditures of the PC Replacement Fund are budgeted in the capital outlay category.

Computer Hardware Acquisition

Computer Hardware Acquisition includes the purchase of desktop computers, laptops, ruggedized laptops, monitors, and printers. The computer hardware inventory for the entire city is aggregated as one asset and is thus classified as a capital asset on the city's balance sheet. The adopted FY 2016/17 Computer Hardware Acquisition budget is $1.3 million, which is $0.5 million higher than the FY 2015/16 year-end forecast primarily due to the scheduled replacement of ruggedized laptops.



PC Replacement Fund Balance

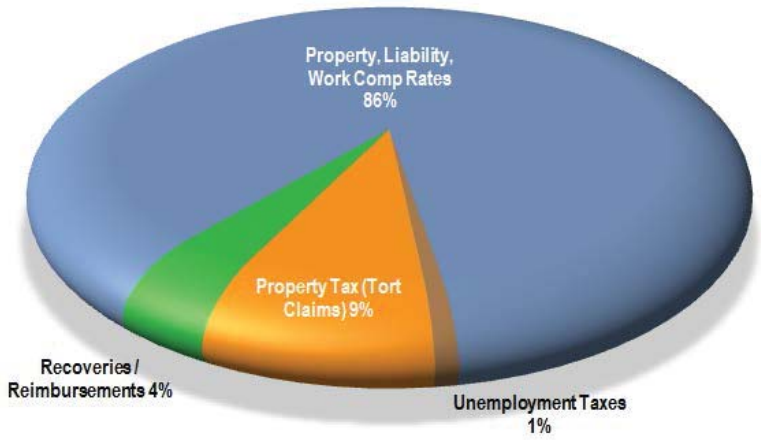
The PC Replacement Fund balance varies primarily due to the hardware replacement schedule. The portion of internal charges to programs for replacement hardware is evenly spread over the expected life of the hardware. This charge becomes revenue to the PC Replacement Fund and is representative of the replacement charge for hardware with different costs. Therefore, the revenue does not vary significantly by year unless there is a purchase of hardware; for example, when a large order of ruggedized laptops is scheduled for replacement. The fund balance at the end of each year includes the accumulated balance to be used for future year hardware purchases. The ending FY 2016/17 fund balance is budgeted at $1.3 million, and includes a contingency amount of $0.5 million.

Fund Purpose

The Risk Management Fund is used to account for the city's self-insurance, safety and risk management functions. Revenue to this fund is derived from internal charges to programs and is captured as internal rates. Payments for unemployment, workers' compensation, and property and liability claims are made from this fund.

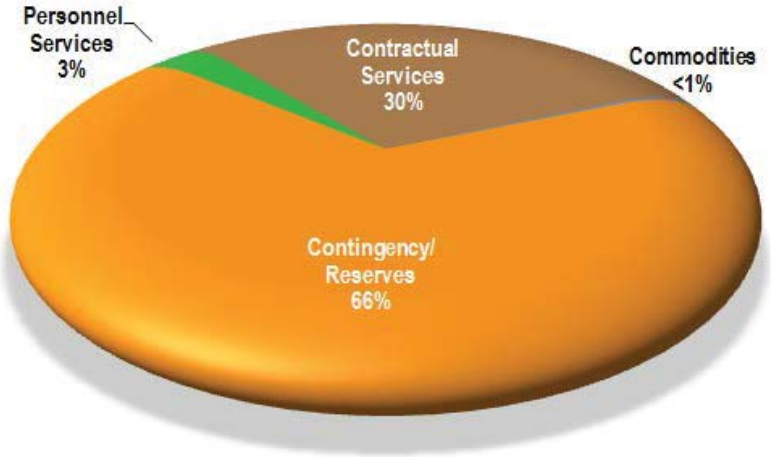
Risk Management Fund Sources (in millions)

Property, Liability, Work Comp Rates	9.5
Unemployment Taxes	0.1
Property Tax (Tort Claims)	1.0
Recoveries / Reimbursements	0.4
Total Revenue	11.0
Transfers In	-
Total Sources	11.0



Risk Management Fund Uses (in millions)

Personnel Services	0.8
Contractual Services	8.1
Commodities	0.1
Capital Outlays	-
Contingency/Reserves	18.6
Internal Service Offset	(9.6)
Adopted Budget	18.1
Transfers Out	0.0
Total Uses	18.1



Graph excludes the Internal Service Offset of ($9.6) million

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

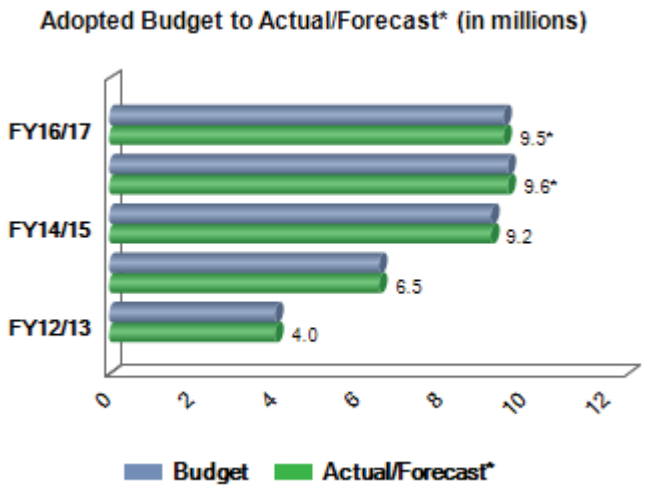
	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance				
Risk Management Reserve	9,327,819	12,351,226	11,569,635	14,155,778
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Total Beginning Fund Balance	**11,827,819**	**14,851,226**	**14,069,635**	**16,655,778**
Revenues and Other Sources				
Property, Liability, Work Comp Rates	9,200,005	9,600,002	9,600,002	9,500,000
Unemployment Taxes	105,624	100,000	100,000	100,000
Property Tax (Tort Claims)	2,076,849	1,312,809	1,312,809	982,000
Insurance/Claim Recoveries	548,334	300,000	300,000	325,000
Special Event Reimbursements	113,501	75,000	75,000	100,000
Subtotal	***12,044,313***	***11,387,811***	***11,387,811***	***11,007,000***
Total Sources	**12,044,313**	**11,387,811**	**11,387,811**	**11,007,000**
Expenditures and Other Uses				
Risk Mgmt - Operating Budget	1,015,451	1,120,789	1,138,358	1,081,928
Risk Mgmt - Excess Ins. Premiums	2,475,111	2,321,280	2,321,280	2,727,280
Claims (General Liability)	3,073,528	2,375,191	2,375,191	2,150,191
Claims (Property)	403,959	331,373	331,373	331,038
Claims (Workers' Compensation)	2,814,984	2,554,116	2,554,116	2,623,116
Claims (Unemployment)	14,965	75,000	75,000	75,000
Citywide Pay Program / Citywide Pay Program Tail	-	*21,302*	-	*21,020*
Subtotal	***9,797,998***	***8,799,051***	***8,795,318***	***9,009,573***
TOTAL OPERATING BUDGET	**9,797,998**	**8,799,051**	**8,795,318**	**9,009,573**
Transfers Out				
Healthcare Retirees	-	-	1,750	-
CIP Fund (Tech. Replacement)	4,499	5,400	4,600	3,500
Subtotal	***4,499***	***5,400***	***6,350***	***3,500***
Total Uses	**9,802,497**	**8,804,451**	**8,801,668**	**9,013,073**
Sources Over/(Under) Uses	**2,241,816**	**2,583,360**	**2,586,143**	**1,993,927**
Ending Fund Balance				
Risk Management Reserve	12,569,635	14,934,586	14,153,833	16,149,705
Operating Contingency	1,500,000	2,500,000	2,501,945	2,500,000
Total Ending Fund Balance	**14,069,635**	**17,434,586**	**16,655,778**	**18,649,705**

Risk Management Fund Five Year Financial Forecast

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance				
Risk Management Reserve	16,149,705	17,172,805	17,915,605	18,375,505
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Total Beginning Fund Balance	**18,649,705**	**19,672,805**	**20,415,605**	**20,875,505**
Revenues and Other Sources				
Property, Liability, Work Comp Rates	9,500,700	9,500,700	9,500,700	9,500,700
Unemployment Taxes	100,000	100,000	100,000	100,000
Property Tax (Tort Claims)	250,000	250,000	250,000	250,000
Insurance/Claim Recoveries	325,000	325,000	325,000	325,000
Special Event Reimbursements	100,000	100,000	100,000	100,000
Subtotal	***10,275,700***	***10,275,700***	***10,275,700***	***10,275,700***
Total Sources	**10,275,700**	**10,275,700**	**10,275,700**	**10,275,700**
Expenditures and Other Uses				
Risk Mgmt - Operating Budget	1,068,300	1,080,900	1,095,100	1,108,700
Risk Mgmt - Excess Ins. Premiums	2,859,000	2,997,100	3,142,000	3,294,400
Claims (General Liability)	2,193,200	2,236,900	2,281,700	2,327,300
Claims (Property)	337,600	344,400	351,300	358,100
Claims (Workers' Compensation)	2,675,600	2,729,100	2,783,500	2,839,400
Claims (Unemployment)	76,500	78,000	79,600	81,200
Citywide Pay Program / Citywide Pay Program Tail	*40,100*	*59,000*	*78,100*	*96,400*
Subtotal	***9,250,300***	***9,525,400***	***9,811,300***	***10,105,500***
TOTAL OPERATING BUDGET	**9,250,300**	**9,525,400**	**9,811,300**	**10,105,500**
Transfers Out				
Healthcare Retirees	-	-	-	-
CIP Fund (Tech. Replacement)	2,300	7,500	4,500	4,200
Subtotal	***2,300***	***7,500***	***4,500***	***4,200***
Total Uses	**9,252,600**	**9,532,900**	**9,815,800**	**10,109,700**
Sources Over/(Under) Uses	**1,023,100**	**742,800**	**459,900**	**166,000**
Ending Fund Balance				
Risk Management Reserve	17,172,805	17,915,605	18,375,505	18,541,505
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Total Ending Fund Balance	**19,672,805**	**20,415,605**	**20,875,505**	**21,041,505**

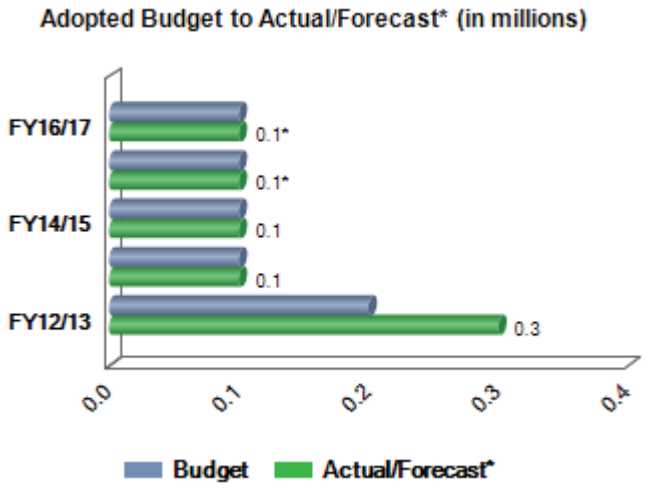
Property, Liability, & Worker Compensation Rates

Property, liability, and worker compensation rates represent this fund's operating resources, which are derived from internal charges for services to other city funds. The fund covers excess insurance premiums, administrative charges and claim payments for general and auto liability/physical damages, workers' compensation, and property damage. The FY 2016/17 revenue budget for property, liability, and worker compensation rates is $9.5 million. The large increase in FY 2014/15 compared to FY 2012/13 and FY 2013/14 was due to the city's Loss Trust fund board's preference to maintain an 85 percent confidence level of the most recent actuarial assessment in the fund balance, which required a two year phase in of increased rates.



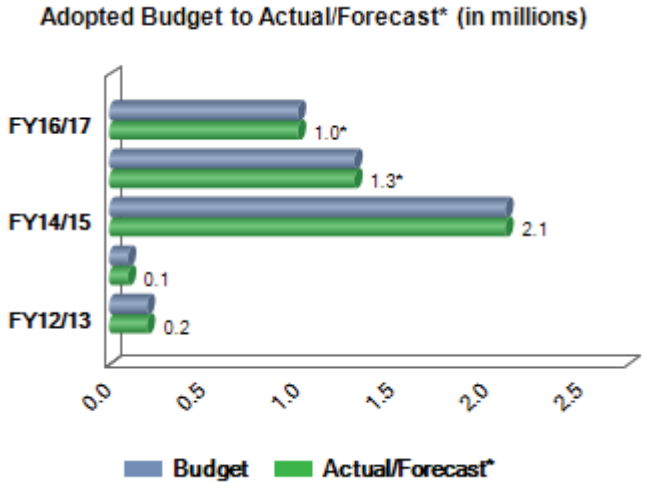
Unemployment Taxes

The budgeted revenue from unemployment taxes for FY 2016/17 is $0.1 million, which remains consistent with FY 2015/16 year-end forecast. As the economy recovers the amount of unemployment taxes paid (and budgeted) have decreased, which is evident when comparing fiscal years to 2012/13.



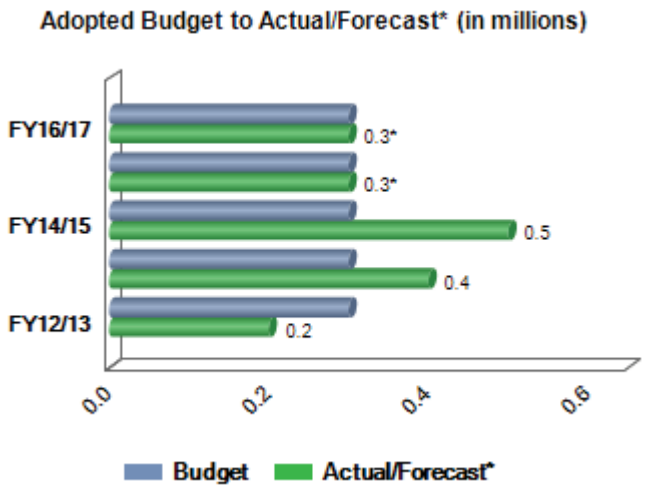
Property Tax (Tort Claims)

This revenue represents a reimbursement to the city's Risk Management Fund for the liability tort settlements and judgments approved by City Council and paid during the most recently completed calendar year. The inclusion of the tort claim reimbursements in the city's primary tax levy is allowed per a March 20, 1986 Arizona Attorney General opinion. The tort expenses are paid from the Risk Management Fund and therefore, the reimbursement becomes revenue to this fund. The budgeted tort claims for FY 2016/17 total $1.0 million.



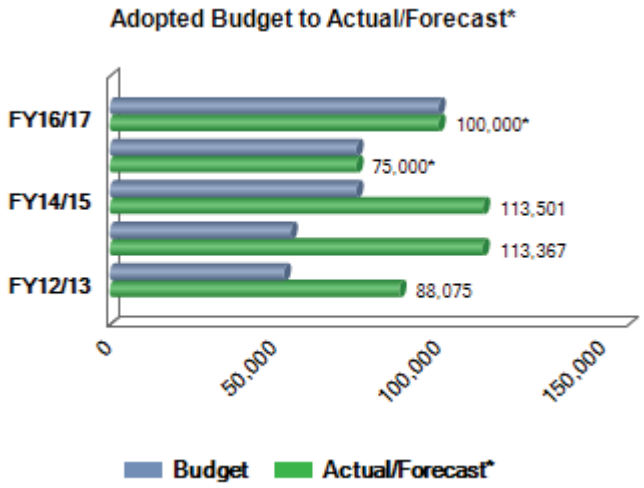
Insurance/Claim Recoveries

Insurance/claim recoveries represent revenue received from an insurance claim. The primary component of this revenue source is subrogation where the city seeks reimbursement from third party insurance companies for damage occurring on or to city property. Insurance/claim recoveries for FY 2016/17 are $0.3 million, which remains consistent with FY 2015/16 year-end forecast.



Special Event Reimbursement

Special event reimbursement revenue is related to services provided by off-duty Police Officers. When an off-duty Police Officer is contracted for services certain insurance requirements must be met. If the event producer does not meet the specified insurance thresholds additional costs are billed to cover potential city liability. When Police receive these reimbursements they are then reimbursed to the city's Risk Management Fund. This revenue for FY 2016/17 is budgeted at $100,000 which is an increase of $25,000 from FY 2015/16 year-end forecast.



Transfers In

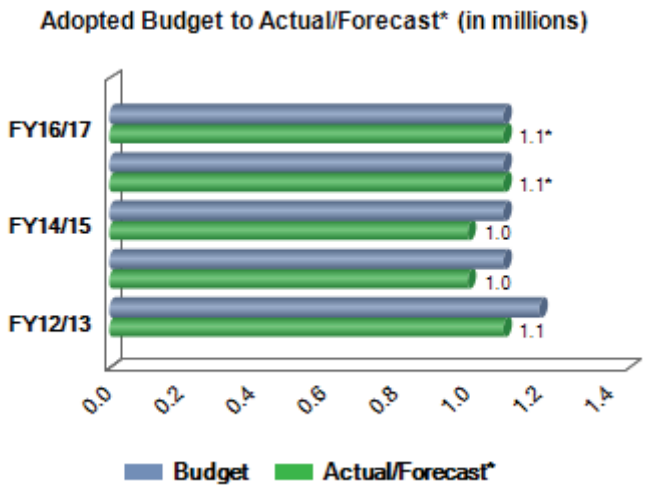
There are no transfers in budgeted for FY 2016/17.

Risk Management Fund Expenditures

The direct operating expenditures of the Risk Management Fund are divided into the following major expenditure categories: Risk Management Operating Budget, Risk Management Excess Insurance Premiums, Claims, and Citywide Pay Program. There are also cash transfers out to other funds.

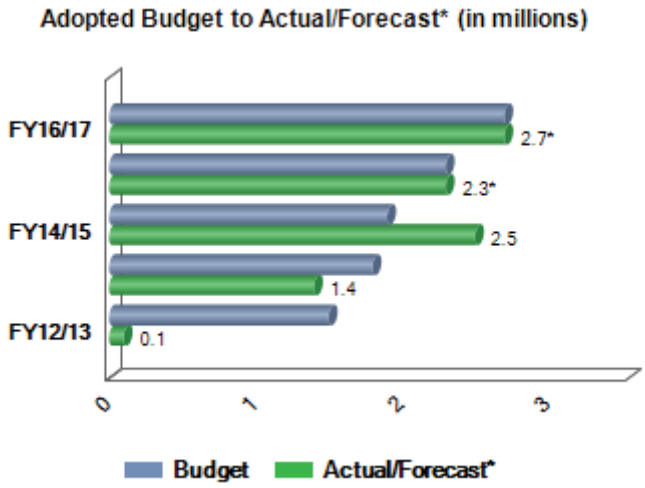
Risk Management - Operating Budget

Risk Management operating budget is for day to day operations of the division. The operating budget for FY 2016/17 is $1.1 million, which remains consistent with FY 2015/16 year-end forecast.



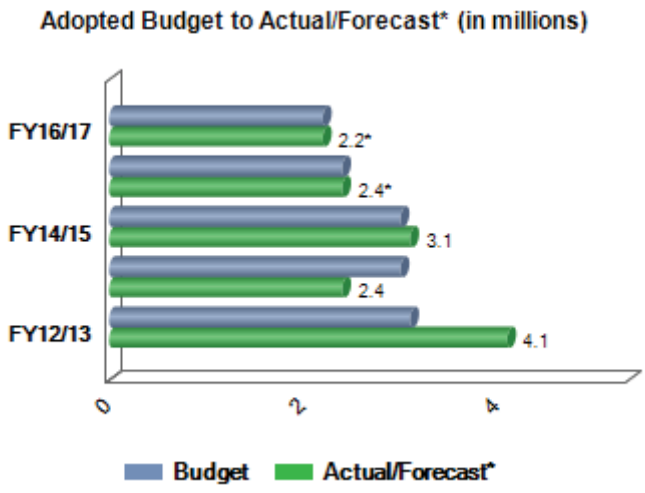
Risk Management - Excess Insurance Premiums

Excess insurance premiums include various citywide insurance policies for umbrella type coverage offering protection against large or ongoing claims. The adopted budget for FY 2016/17 is $2.7 million, which is $0.4 million more than the FY 2015/16 year-end forecast of $2.3 million. This increase continues to be attributed to the increase in insurance and bond premiums. Also, the premiums for FY 2012/13 were paid in FY 2011/12 creating the one-time significant budget to actual variance reflected in the graph for FY 2012/13.



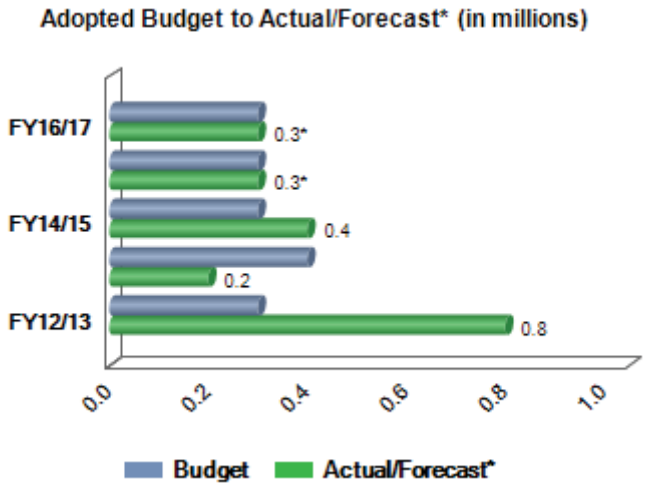
Claims - General Liability

General liability primarily includes claim payments and legal costs for all activity not related to property or worker's compensation type claims. The adopted budget for FY 2016/17 is $2.2 million, which is $0.2 million less than the FY 2015/16 year-end forecast of $2.4 million.



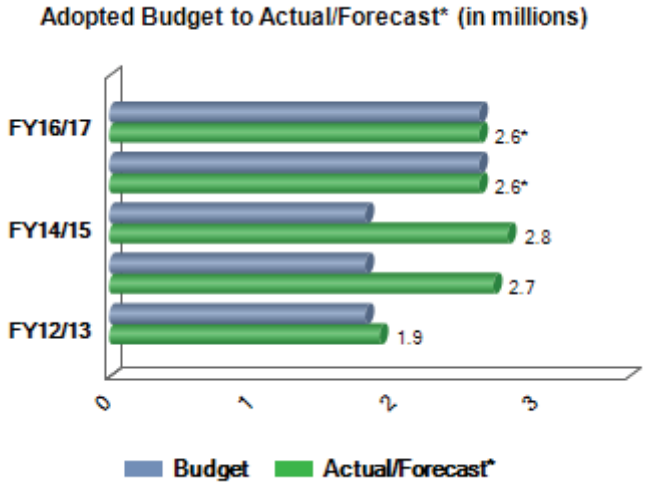
Claims – Property

Property claims is an expenditure used to pay for physical damage to city property or vehicles. The budgeted expenditures for FY 2016/17 is $0.3 million, which remains consistent with FY 2015/16 year-end forecast.



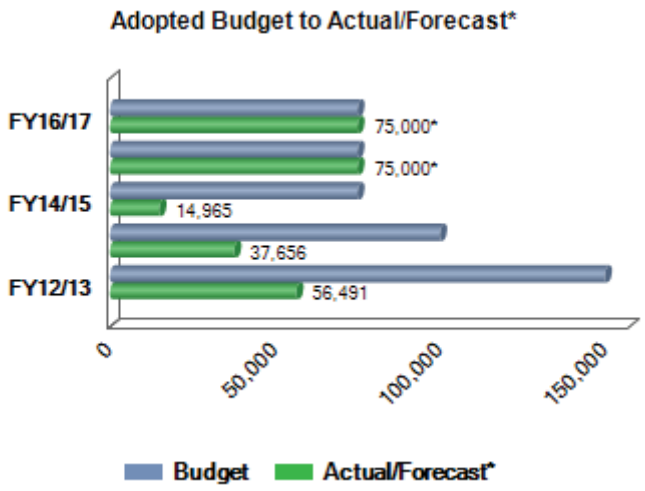
Claims - Worker's Compensation

Worker's compensation claims is an expenditure paid to current city employee's in the event there is an injury, illness, or disease occurring in the course of city employment. The budgeted expenditure for FY 2016/17 is $2.6 million, which remains flat with FY 2015/16 year-end forecast.



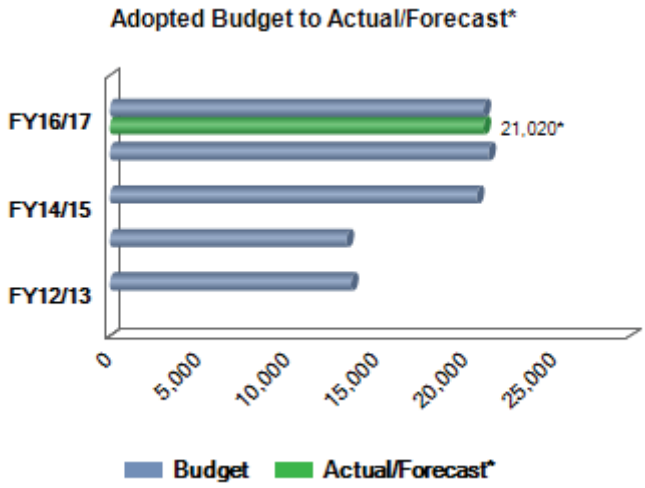
Claims – Unemployment

Unemployment claims are an expenditure, which can be paid to terminated city employees who qualify. As the economy continues to improve, this category requires less usage which is evident in the decrease from FY 2012/13. The budgeted expenditure for FY 2016/17 is $75,000, which remains consistent with FY 2015/16 year-end forecast.



Citywide Pay Program/Citywide Pay Program Tail

A citywide pay for performance program, through which employees may receive increases within their established salary ranges based on performance totaled $21,020 for FY 2016/17. Additionally, the FY 2015/16 forecast and the FY 2012/13 - FY 2014/15 actuals are at $0 due to the actuals being allocated to the department. At the time the budget is adopted it is unknown which employees will receive a performance increase and for how much. Therefore, the citywide pay program is budgeted at a macro level and then paid based on actual increases within the department.



Transfers Out

Transfers out is the authorized movement of cash to other funds and capital projects. Transfers out of $3,500 are planned to help cover the cost of general capital projects during FY 2016/17.

Risk Management Fund Balance

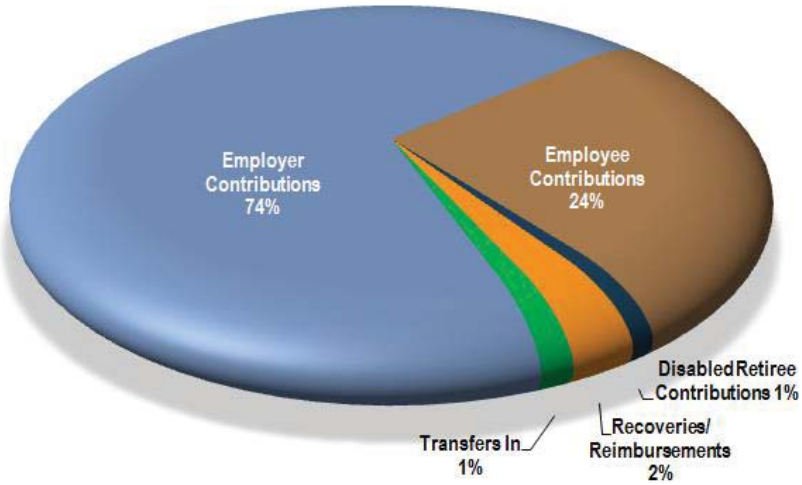
Risk management fund balance is maintained to provide for coverage of unemployment, worker's compensation, and property and liability claims. The required fund balance is set by the Loss Trust Fund Board and has been determined to be 85 percent confidence level of the most recent actuarial assessment. Each year the projected balances are actuarially determined based on current actual losses and potential outstanding claims. The projected FY 2016/17 total ending fund balance is approximately $18.6 million, which is an increase of $1.9 million from the FY 2015/16 year-end forecast and meets the 85 percent confidence level.

Fund Purpose

The Healthcare Self-Insurance Fund is used to account for the city's self-insured medical and dental benefits. Revenue to this fund is derived from premiums charged to both the city and employees. The premiums are collected for the city's portion by charging the divisions and through payroll deductions for the employee's portion. Revenue is also collected through premium charges to public safety disabled retirees as well as pharmacy rebates, COBRA, and stop loss insurance recoveries. This fund provides payment of actual healthcare expenses (medical, behavioral, prescription and dental claims) as well as claims administration and other benefit plan expenses.

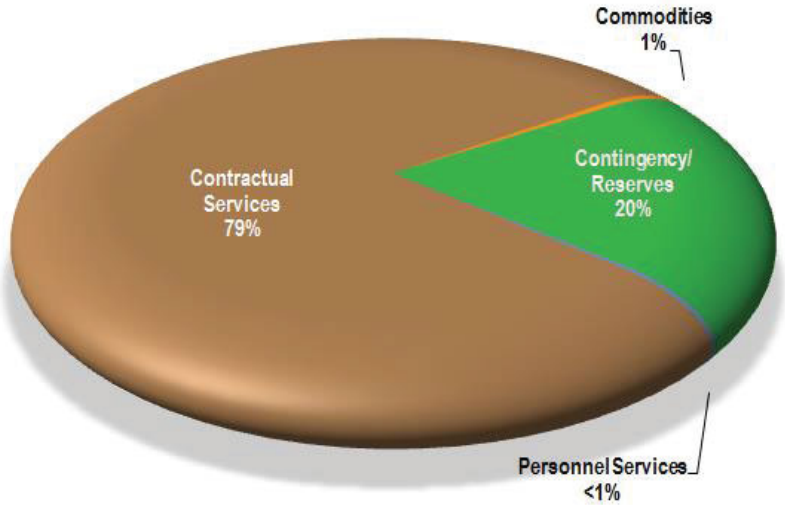
Healthcare Self-Insurance Fund Sources (in millions)

Employer Contributions	21.3
Employee Contributions	8.0
Disabled Retiree Contributions	0.3
Recoveries/Reimbursements	0.8
Total Revenue	30.4
Transfers In	0.4
Total Sources	30.8



Healthcare Self-Insurance Fund Uses (in millions)

Personnel Services	0.1
Contractual Services	30.5
Commodities	0.2
Capital Outlays	-
Contingency/ Reserves	7.8
Internal Service Offset	(21.3)
Adopted Budget	17.3
Transfers Out	-
Total Uses	17.3



Graph excludes the Internal Service Offset of ($21.3) million

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

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Healthcare Claims Reserve	4,759,856	4,222,886	4,289,715	5,314,988
Total Beginning Fund Balance	**7,259,856**	**6,722,886**	**6,789,715**	**7,814,988**
Revenues				
Healthcare Premiums - COS	19,016,473	20,707,728	20,407,728	20,494,125
Healthcare Premiums- Employee	5,895,690	5,870,676	5,870,676	7,286,542
Healthcare Premium Wellness Incentives	-	150,000	150,000	150,000
Healthcare Premiums - Disabled Retiree	176,888	255,288	255,288	263,820
Dental Premiums - COS	757,304	823,767	823,767	806,569
Dental Premiums - Employee	737,721	732,025	732,025	777,424
Other - Recovery, Rebates, Interest (Active)	221,177	350,000	709,000	650,000
Other - Recovery, Rebates, Interest (Disabled Retiree)	64,923	10,000	10,000	10,000
Subtotal	***26,870,176***	***28,899,484***	***28,958,484***	***30,438,480***
Transfers-In				
Retiree/Disabled Retiree Subsidy	-	-	1,198,166	400,000
Subtotal	***-***	***-***	***1,198,166***	***400,000***
Total Sources	**26,870,176**	**28,899,484**	**30,156,650**	**30,838,480**
Expenditures				
Active Members				
Healthcare - Medical/Behavioral Claims	23,660,134	24,785,242	25,185,242	27,283,037
Provider Administrative Expenses	321,290	436,191	436,191	440,598
Federal Re-Insurance Fee	377,112	266,000	266,000	166,375
Stop Loss Insurance	687,827	796,593	796,593	675,000
COS Administrative Expenses	162,463	216,031	220,005	205,658
Wellness Incentive	220,926	210,000	210,000	210,000
Citywide Pay Program / Citywide Pay Program Tail	-	*3,184*	-	*2,829*
Subtotal Active Members	***25,429,752***	***26,713,241***	***27,114,031***	***28,983,497***
Retirees/Disabled Retirees				
Healthcare - Medical/Behavioral Claims	570,792	275,670	375,670	247,367
Provider Administrative Expenses	3,561	4,406	4,406	4,738
Federal Re-Insurance Fee	4,292	4,000	4,000	2,625
Stop Loss Insurance	7,875	8,266	8,266	7,250
COS Administrative Expenses	9,702	1,704	1,704	1,840
[a] ***Subtotal Retiree/Disabled Retirees***	***596,222***	***294,046***	***394,046***	***263,820***
Dental Claims	1,258,126	1,562,000	1,562,000	1,526,993
Dental Administrative Expenses	56,216	61,300	61,300	57,000
Subtotal Dental	***1,314,342***	***1,623,300***	***1,623,300***	***1,583,993***
Total Uses	**27,340,316**	**28,630,587**	**29,131,377**	**30,831,310**
Sources Over/(Under) Uses	**(470,140)**	**268,897**	**1,025,273**	**7,170**
Ending Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Healthcare Claims Reserve	4,289,716	4,491,783	5,314,988	5,322,158
Total Ending Fund Balance	**6,789,716**	**6,991,783**	**7,814,988**	**7,822,158**

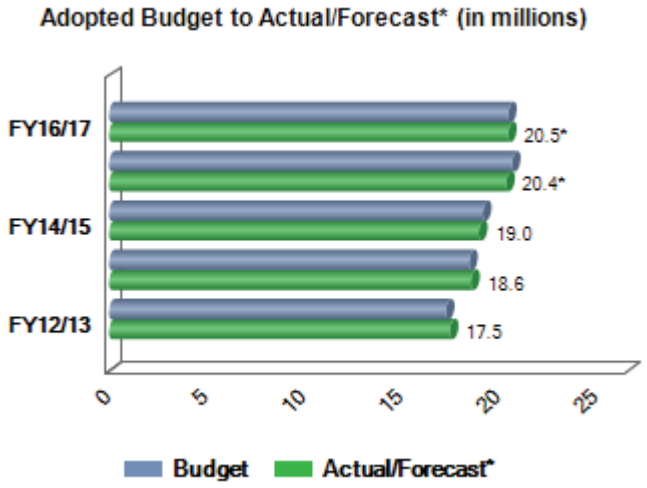
[a] Beginning in FY 2014/15 retiree healthcare was no longer available through the city's Healthcare self-insurance fund. The city continues to provide healthcare benefits to public safety disabled retirees.

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Healthcare Claims Reserve	5,322,158	5,334,358	5,475,358	5,591,258
Total Beginning Fund Balance	**7,822,158**	**7,834,358**	**7,975,358**	**8,091,258**
Revenues				
Healthcare Premiums - COS	22,310,700	24,096,400	26,026,700	28,108,000
Healthcare Premiums- Employee	7,869,600	8,499,100	9,179,000	9,913,500
Healthcare Premium Wellness Incentives	150,000	150,000	150,000	150,000
Healthcare Premiums - Disabled Retiree	284,900	307,700	332,200	358,800
Dental Premiums - COS	830,800	855,700	881,400	907,800
Dental Premiums - Employee	800,700	824,700	849,500	875,000
Other - Recovery, Rebates, Interest (Active)	650,000	650,000	650,000	650,000
Other - Recovery, Rebates, Interest (Disabled Retiree)	10,000	10,000	10,000	10,000
Subtotal	***32,906,700***	***35,393,600***	***38,078,800***	***40,973,100***
Transfers-In				
Retiree/Disabled Retiree Subsidy	265,000	285,000	305,000	330,000
Subtotal	***265,000***	***285,000***	***305,000***	***330,000***
Total Sources	**33,171,700**	**35,678,600**	**38,383,800**	**41,303,100**
Expenditures				
Active Members				
Healthcare - Medical/Behavioral Claims	29,450,600	31,822,900	34,368,800	37,118,300
Provider Administrative Expenses	475,900	513,900	555,100	599,400
Federal Re-Insurance Fee	166,400	-	-	-
Stop Loss Insurance	729,100	787,400	850,300	918,300
COS Administrative Expenses	206,000	210,000	213,900	218,500
Wellness Incentive	210,000	210,000	210,000	210,000
Citywide Pay Program / Citywide Pay Program Tail	*5,500*	*8,400*	*10,200*	*11,900*
Subtotal Active Members	***31,243,500***	***33,552,600***	***36,208,300***	***39,076,400***
Retirees/Disabled Retirees				
Healthcare - Medical/Behavioral Claims	267,000	288,600	311,500	336,500
Provider Administrative Expenses	5,200	5,500	6,000	6,400
Federal Re-Insurance Fee	2,600	-	-	-
Stop Loss Insurance	7,800	8,500	9,100	9,900
COS Administrative Expenses	1,900	1,900	2,100	2,100
[a] ***Subtotal Retiree/Disabled Retirees***	***284,500***	***304,500***	***328,700***	***354,900***
Dental Claims	1,572,800	1,620,000	1,668,600	1,718,600
Dental Administrative Expenses	58,700	60,500	62,300	64,200
Subtotal Dental	***1,631,500***	***1,680,500***	***1,730,900***	***1,782,800***
Total Uses	**33,159,500**	**35,537,600**	**38,267,900**	**41,214,100**
Sources Over/(Under) Uses	**12,200**	**141,000**	**115,900**	**89,000**
Ending Fund Balance				
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000
Healthcare Claims Reserve	5,334,358	5,475,358	5,591,258	5,680,258
Total Ending Fund Balance	**7,834,358**	**7,975,358**	**8,091,258**	**8,180,258**

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

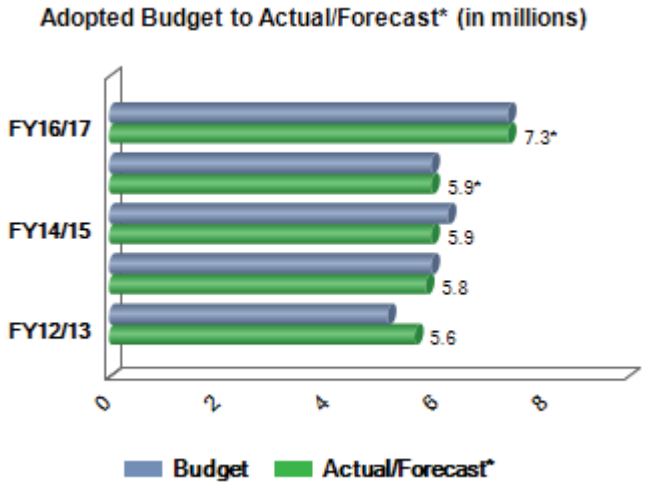
Healthcare Premiums – COS

This revenue represents the city's contribution towards employee healthcare premiums. The city's premium cost sharing varies for the three healthcare plans offered. The city contributes 77 percent of the employee only premium for the costliest plan; 85 percent for the middle cost plan; and 95 percent of the lowest cost plan. The FY 2016/17 adopted budget of $20.5 million represents an increase of $0.1 million from the FY 2015/16 year-end forecast.



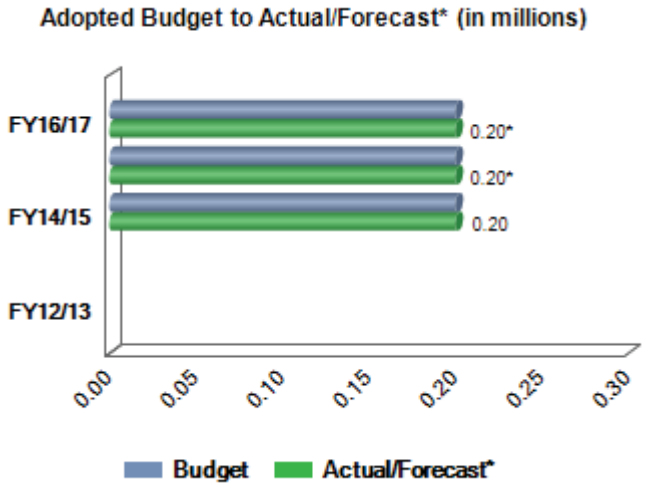
Healthcare Premiums – Employee

This revenue captures the employee portion of healthcare premiums collected through payroll deductions, as well as COBRA and state retirement subsidies. Historically, the premium cost sharing has shifted a larger share of total cost to the employees. The FY 2016/17 adopted budget of $7.3 million, represents an increase of $1.4 million from the FY 2015/16 year-end forecast.



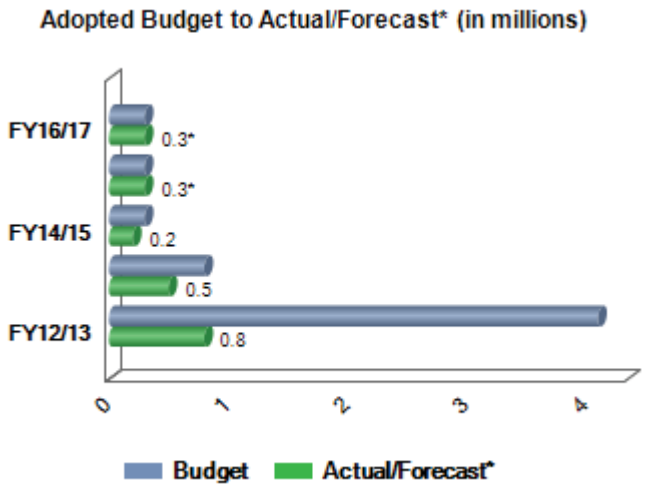
Healthcare Premium Wellness Incentive

Wellness Incentives are revenue received from Cigna to be used in ways to encourage employee involvement in healthy lifestyle choices and activities throughout the year. In FY 2016/17 this revenue will total $0.2 million which will remain flat with the FY 2015/16 year-end forecast.



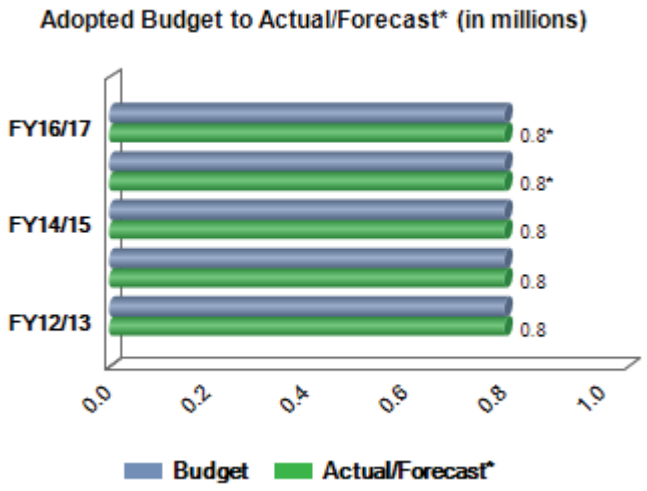
Healthcare Premiums - Retiree/Disabled Retiree

This revenue captures the retiree/disabled retiree healthcare premiums collected through direct collections as well as state retirement subsidies. Beginning in FY 2014/15 retiree healthcare was no longer available through the city's Self-Insurance Fund. The city continues to provide healthcare benefits to public safety disabled retirees at the same rate as an active employee. The large variance in FY 2012/13 is related to more migration occurring for retirees than was anticipated.



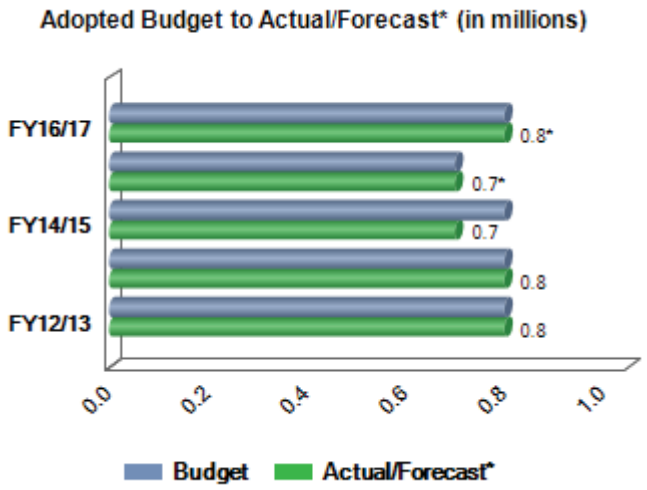
Dental Premiums – COS

This revenue is comprised of the city's contribution to the dental premiums. The city contributes 87 percent of the employee portion of premium cost. The FY 2016/17 adopted budget of $0.8 million remains flat from the FY 2015/16 year-end forecast.



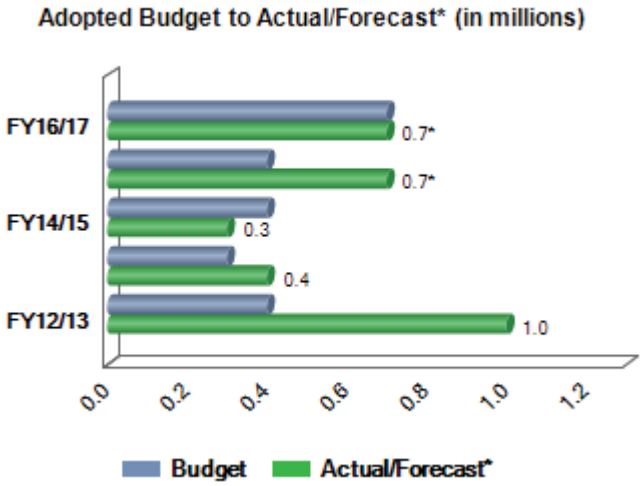
Dental Premiums – Employee

This revenue captures the employee portion of dental premiums collected through payroll deductions, as well as COBRA elections. FY 2016/17 is estimated at $0.8 million, which represents a $0.1 million increase over the FY 2015/16 year-end forecast.



Other - Recovery, Rebates

Miscellaneous revenues are the result of pharmacy rebates and reimbursements on medical claims over the city's stop loss limit. The FY 2016/17 adopted budget of $0.7 million is flat with the FY 2015/16 year-end forecast of $0.7 million. This revenue was increased due to the pharmacy rebates received under the agreement with Cigna, which is a more favorable agreement than with the city's previous healthcare provider. Also, in FY 2012/13 the actuals included reimbursement for stop loss payments, which at times the city will receive but typically in smaller amounts.



Transfers In

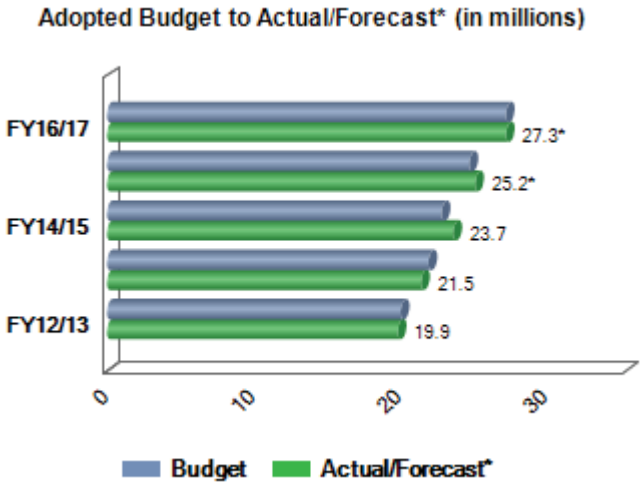
Transfers In may be used to address unanticipated claim costs. Total Transfers In for FY 2016/17 amount to $0.4 million, which offsets the estimated annual costs of Public Safety disabled retirees.

Healthcare Self-Insurance Fund Expenditures

The direct operating expenditures of the Healthcare Self-Insurance Fund are divided into the following three expenditure categories: Active Members, Retirees/Disabled Retirees and Dental; and their correspondent subcategories.

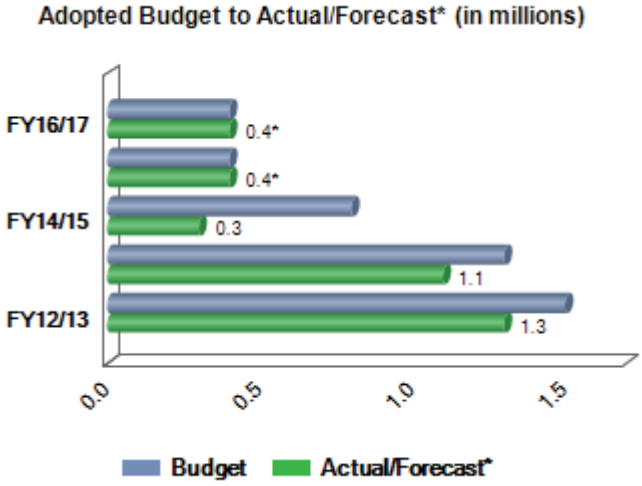
Healthcare - Medical/Behavioral Claims - Active Members

Includes all medical and behavioral claims expenses for active members of the plans. The FY 2016/17 adopted budget of $27.3 million represents an increase of $2.1 million from the FY 2015/16 year-end forecast due to the increasing costs of healthcare.



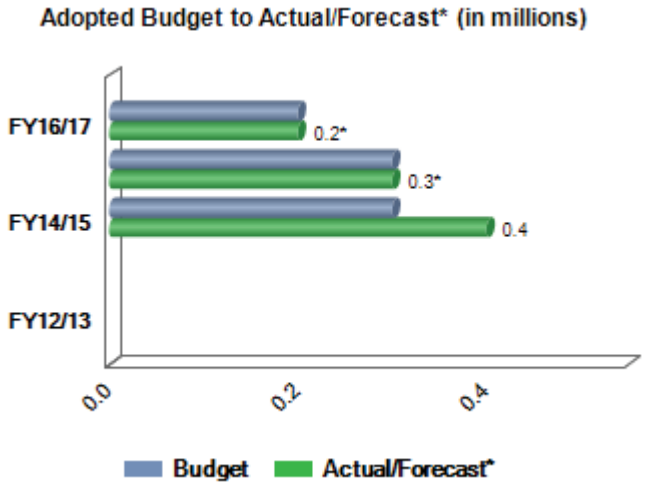
Provider Administrative Expenses - Active Members

The Provider Administrative Expenses are the cost incurred for administering the CIGNA OAP benefit plans. The significant decrease from prior years is related to changing providers and to receiving more favorable terms with CIGNA. The FY 2016/17 adopted budget of $0.4 million is flat with the FY 2015/16 year-end forecast.



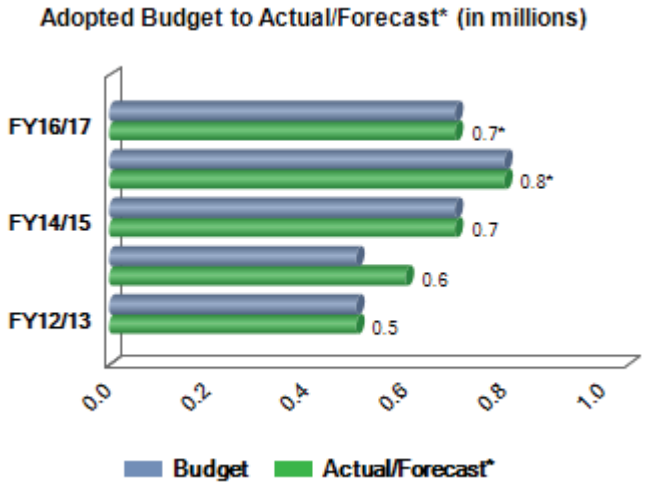
Federal Re-Insurance Fee - Active Members

Federal Re-Insurance Fee, which includes the Patient-Centered Outcomes Research Institute fee, are federally mandated fees. Prior to FY 2014/15 the Federal Re-Insurance Fee was budgeted with the Provider Administrative Expenses. The FY 2016/17 adopted budget is $0.2 million which is $0.1 million less than the FY 2015/16 year-end forecast, this fee will begin to phase-out in FY 2017/18.



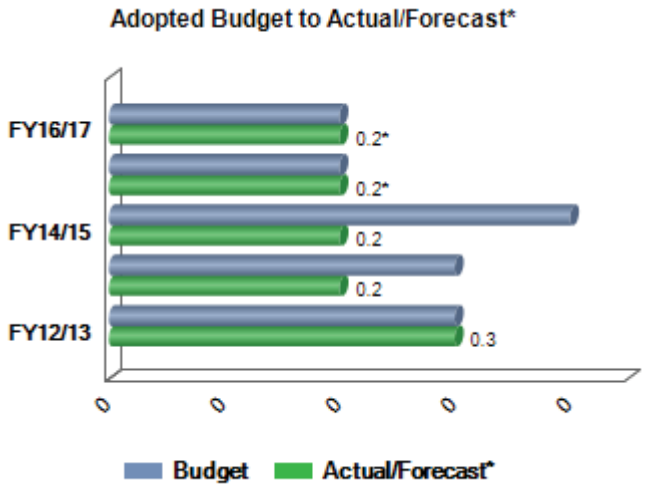
Stop Loss Insurance - Active Members

Stop Loss Insurance is purchased to limit the city's exposure to large dollar claims. This type of coverage is used to ensure catastrophic claims do not upset the financial reserves of the self-funded plan. The adopted FY 2016/17 budget of $0.7 million is a $0.1 million decrease from the FY 2015/16 year-end forecast.



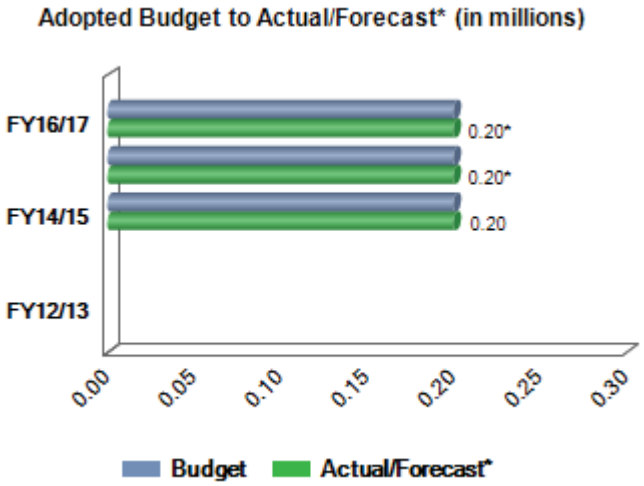
COS Administrative Expenses - Active Members

The city's administrative expenses incurred to coordinate healthcare, behavioral, dental and wellness plans. The adopted FY 2016/17 budget remains flat at $0.2 million compared to the FY 2015/16 year-end forecast



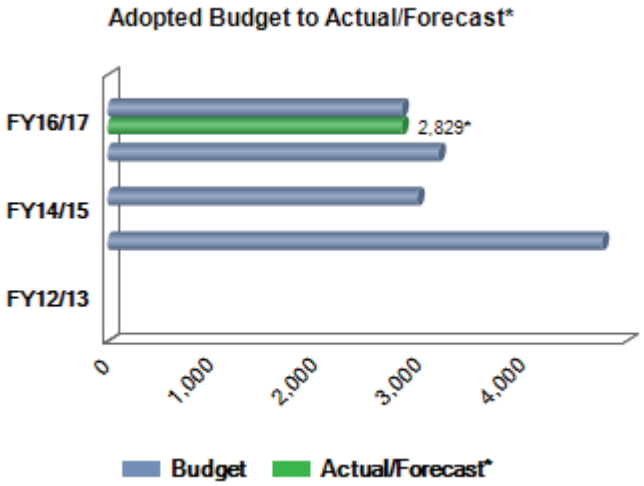
Wellness Incentive

Incentives to employees for completing various wellness exams, wellness classes or programs. These include gift cards to encourage participation in completion of the annual wellness exam and health assessment, and Fitbit devices for ongoing participation in the city's walker/tracker program where steps and physical activity are counted in an online application which also includes group and individual challenges. Both the FY 2016/17 adopted budget and FY 2015/16 year-end forecast total $0.2 million. In FY 2012/13 - FY 2013/14 the city had a "Live Life Well" program which comprised many of the same activities but was included in the COS Administrative Expenses.



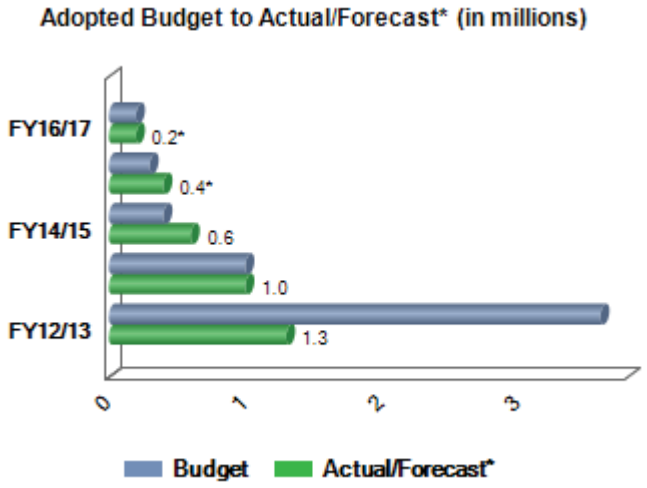
Citywide Pay Program / Citywide Pay Program Tail

A citywide pay for performance program, through which employees may receive increases within their established salary ranges based on performance totaled $2,829 for FY 2016/17. Additionally, the FY 2015/16 forecast and FY 2012/13 - FY 2014/15 actuals are at $0 due to the actuals being allocated to the department. At the time the budget is adopted it is unknown which employees will receive a performance increase and for how much. Therefore, the citywide pay program is budgeted at the macro level and then paid based on actual increases within the department. The actual amount spent each year was at or below the adopted budget. Also, personnel costs in this fund are charged through work order credit and while there was a pay for performance program in FY 2012/13, the budget for these funds was located where the positions reside.



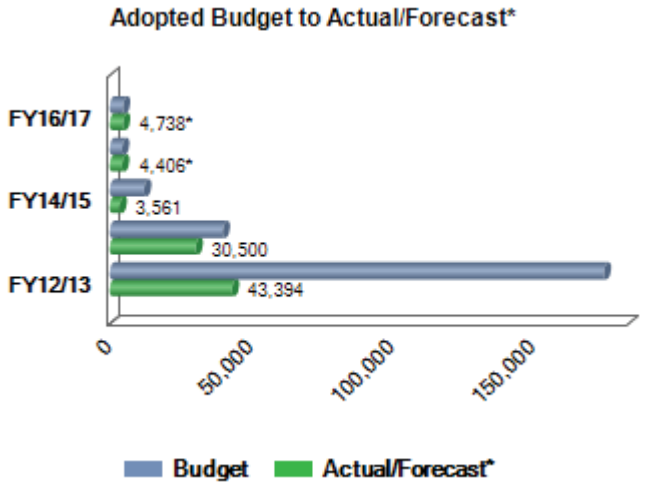
Healthcare - Medical/Behavioral Claims - Retirees/Disabled Retirees

Includes all medical and behavioral claims expenses for retirees/disabled retirees. The FY 2016/17 adopted budget of $0.2 million represents a decrease of $0.2 million from the FY 2015/16 year-end forecast. Also, prior to FY 2012/13 retirees had the option of continuing benefits after separation. During FY 2012/13 this was eliminated and the migration occurred quicker than anticipated.



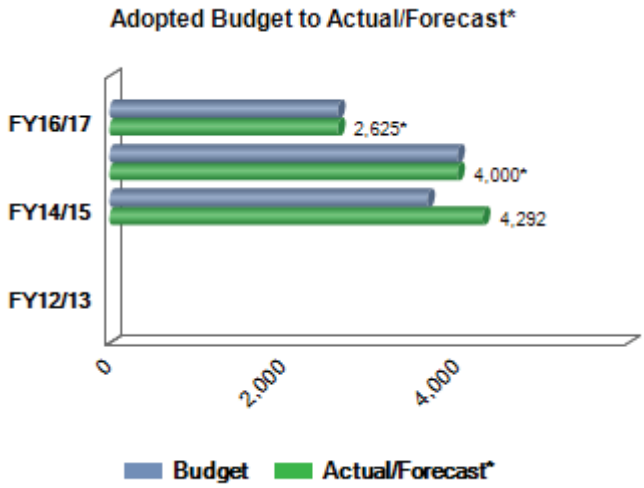
Provider Administrative Expenses - Retirees/Disabled Retirees

The Provider Administrative Expenses are the cost incurred for administering the CIGNA OAP benefit plans for retirees/disabled retirees. Also, prior to FY 2012/13 retirees had the option of continuing benefits after separation. During FY 2012/13 this was eliminated and the migration occurred quicker than anticipated.



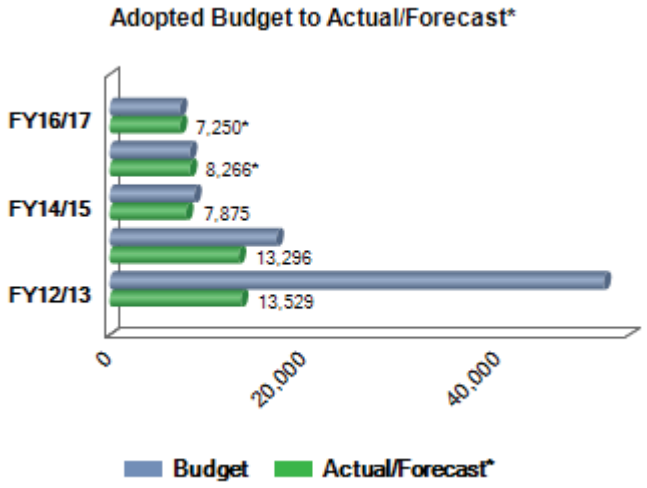
Federal Re-Insurance Fee - Retirees/Disabled Retirees

Federal Re-Insurance fee, which includes the Patient-Centered Outcomes Research Institute fee applicable to the retirees/disabled retirees population. Prior to FY 2014/15 the Federal Re-Insurance Fee was budgeted with the Provider Administrative Expenses. The FY 2016/17 adopted budget of $2,625 is less than the FY 2015/16 year-end forecast of $4,000.



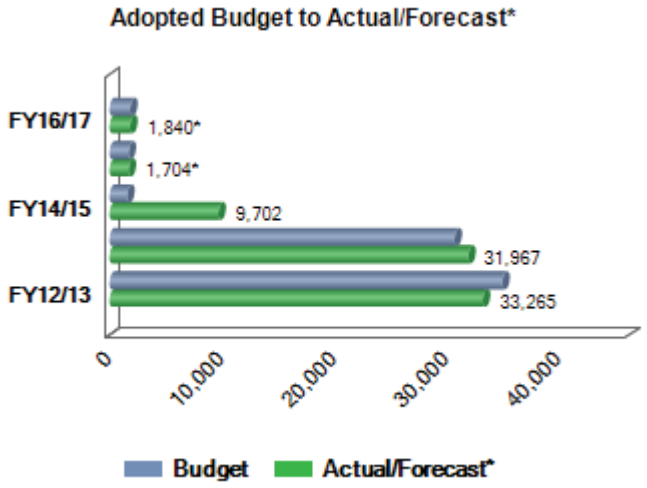
Stop Loss Insurance - Retirees/Disabled Retirees

Stop Loss Insurance is purchased to limit the city's exposure to large dollar claims. This type of coverage is used to ensure catastrophic claims do not upset the financial reserves of the self-funded plan. The adopted FY 2016/17 budget is $7,250. Also, prior to FY 2012/13 retirees had the option of continuing benefits after separation. During FY 2012/13 this was eliminated and the migration occurred quicker than anticipated.



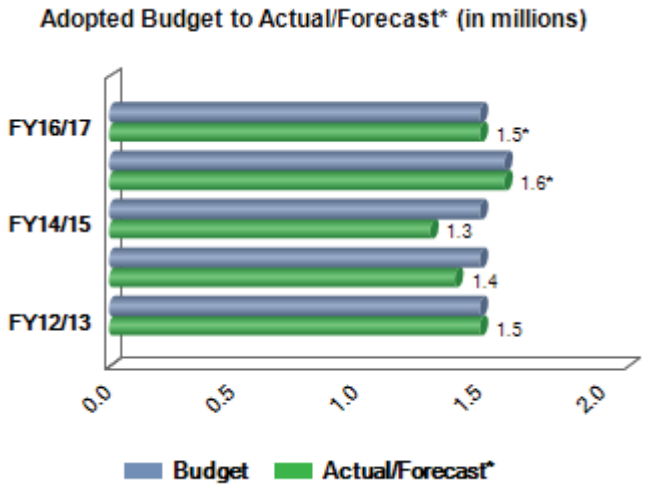
COS Administrative Expenses - Retirees/Disabled Retirees

Retirees/disabled retirees' portion of the city's administrative expenses incurred to coordinate healthcare, behavioral, dental and wellness plans. The adopted FY 2016/17 budget is slightly higher than the FY 2015/16 year-end forecast.



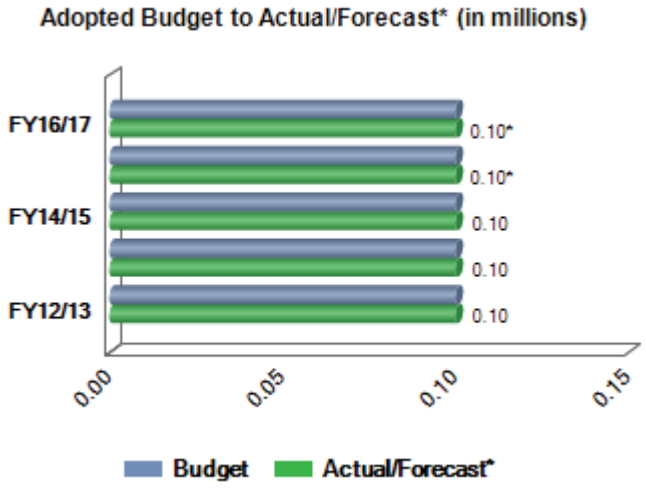
Dental Claims

These are the dental claims from the Cigna dental plan. The adopted FY 2016/17 budget is $1.5 million, which remained relatively flat from the FY 2015/16 year-end forecast.



Dental Administration Expenses

These are the costs incurred to administer the Cigna dental plan. The FY 2016/17 adopted budget is $0.1 million which is flat with the FY 2015/16 year-end forecast.

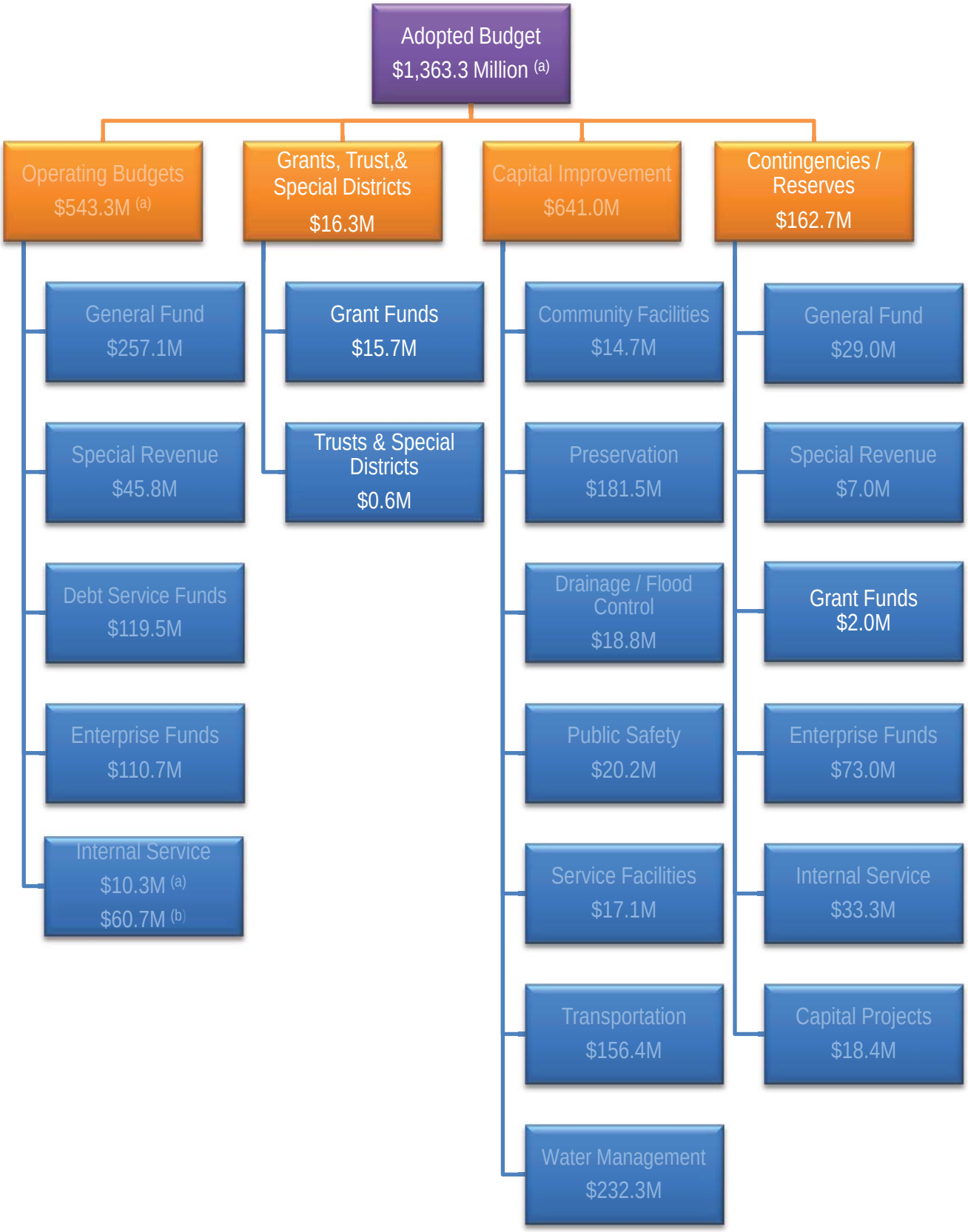


Transfers Out

The adopted FY 2016/17 budget has no transfers-out planned from the Healthcare Self-Insurance Fund.

Healthcare Self-Insurance Fund Balance

The Healthcare Self-Insurance Fund balance is maintained to provide for coverage of self-insured benefits. The required fund balance is actuarially determined on an annual basis. The projected FY 2016/17 total ending fund balance is approximately $7.8 million, which remains relatively flat from the FY 2015/16 year-end forecast, and is within actuary recommendations. Included in the Fund Balance is $2.5 million in contingency where funds are used to cover large unexpected costs. Contingency funds are utilized only after all other budget sources have been examined and requires City Council approval.



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of $50.4M
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of $50.4M

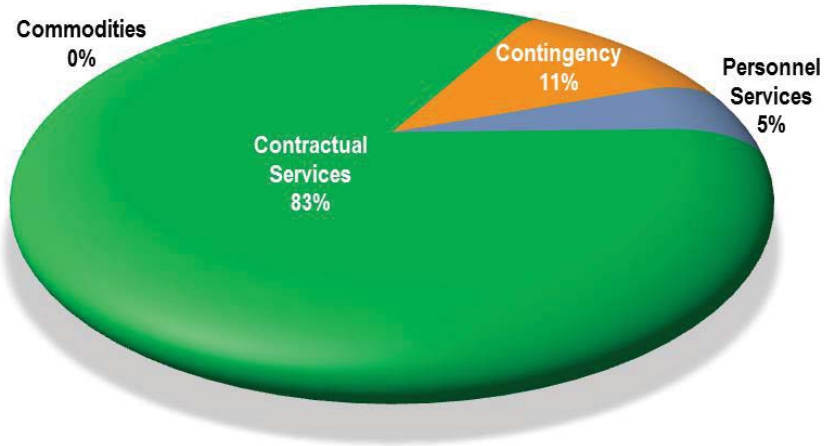
Note: Amounts are rounded in millions; therefore, differences may occur.

Grant Funds

The Grant Funds receive and expend the city's federal, state, and local grants. The amount of grants received is generally based upon application to granting agencies by the city and through entitlement grants and are contingent upon availability of funding by the grantors. Grant revenues may be used only for the stated purpose in the approved grant agreement and are subject to grantor expenditure guidelines and audits. The city will only expend grant funds that have been appropriately awarded by the granting agency and accepted in accordance with the city's grant policy.

Grant Fund Uses (in millions)

Personnel Services	0.9
Contractual Services	14.7
Commodities	0.0
Contingency	2.0
Adopted Budget	17.7
Transfers Outs	0.0
Total Uses	17.7



Trust Fund

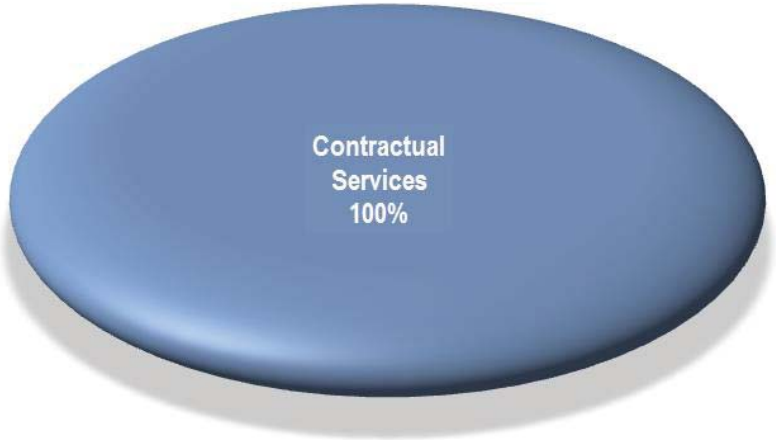
This fund is used to account for assets "held in trust" by the city. The city holds the funds in a trustee capacity as defined by the Governmental Accounting Standards Board (GASB) Statement No. 34. The FY 2016/17 adopted budget for the Trust Fund is $6,000.

Special Districts Fund

This fund is used to account for proceeds received by property owners in return for the city providing agreed-upon increased levels of municipal services beyond the standard level of core city services as allowed by statute. More specifically, the fund is used to account for the city's streetlight districts.

Special Districts Fund Uses (in millions)

Contractual Services	0.6
Adopted Budget	0.6
Transfers Out	-
Total Uses	0.6



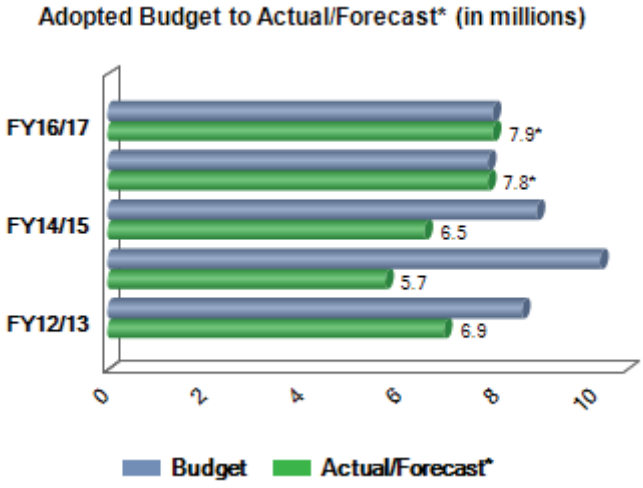
Note: Amounts are rounded in millions; therefore, differences may occur.

GRANT FUND SUMMARY

Grant Description	Adopted FY 2016/17
COMMUNITY DEVELOPMENT BLOCK GRANT	1,866,735
HOME	285,903
SECTION 8	6,060,769
BELLEVIEW RENTAL OPERATIONS	30,100
CAN-DO-FUND	44,026
DRUG ENFORCEMENT ADMINISTRATION TASK FORCE	240,000
FORT MCDOWELL	5,000
FORT MCDOWELL REVENUE SHARING	1,500
EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT	28,768
FULL SERVICE FORENSIC CRIME LAB	121,904
GILA RIVER	35,665
SALT RIVER PIMA - MAROCPA INDIAN COMMUNITY	1,406,645
SALT RIVER PIMA - MARICOPA INDIAN COMMUNITY LOCAL REVENUE SHARING	7,500
STATE GRANT-IN-AID	12,000
Subtotal: Authorized Grants	**10,146,515**
GRANTS ANTICIPATED	5,523,038
GRANT CONTINGENCY	2,021,003
Subtotal: Future Grants/ Contingency	**7,544,041**
Total Grants	**17,690,556**

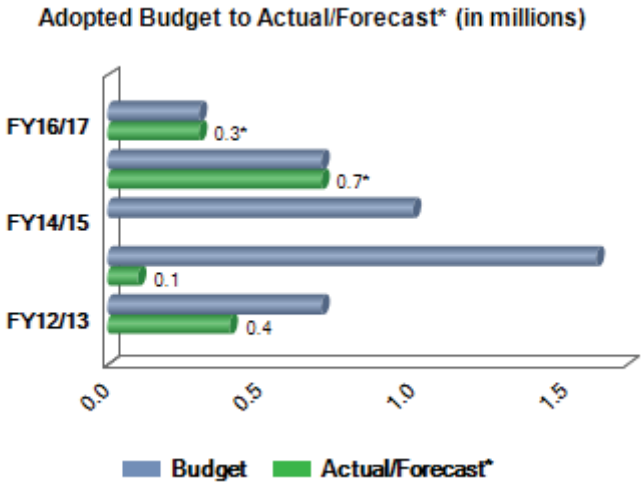
Community Development Block Grant (CDBG) and Housing Choice Voucher (Section 8)

CDBG and Section 8 funds are awarded annually by the U.S. Department of Housing and Urban Development (HUD) through entitlement grants, based on formula allocations. These grant revenues may only be used for those projects specifically approved in the funding agreement meeting applicable federal regulations and are subject to agency expenditure guidelines and audits. Staff estimates the CDBG and Housing Choice Voucher allocations and prior year's carryover for FY 2016/17 to be $1.9 million and $6.1 million respectively for a total of $7.9 million. CDBG and Section 8 funds actual amounts will vary depending on when the funds were received during the fiscal year.



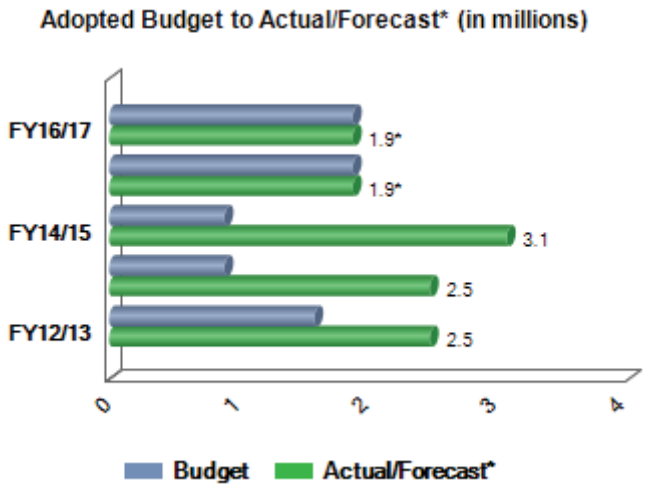
HOME Funds

HOME funds are received through the Maricopa County Home Consortium. Staff estimates the HOME allocation and prior year's carryover for FY 2016/17 to total $0.3 million. HOME funds revenue actual amounts will vary depending on when the funds were received during the fiscal year.



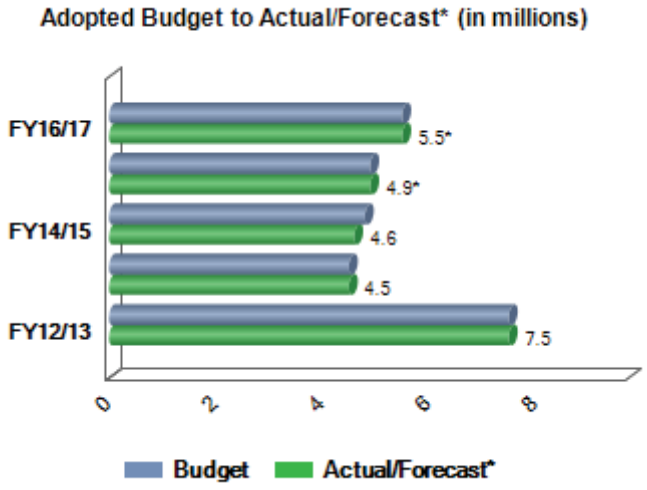
Miscellaneous Federal, State and Local Grants

Miscellaneous Federal, State and Local Grants include grants for law enforcement, fire services, community services, transportation, and preservation projects. The budget for these grants is estimated to total $1.9 million for FY 2016/17, which is unchanged from FY 2015/16 year-end forecast. Actual amounts will vary depending on when the funds were received during the fiscal year.



Grants Anticipated

Grants Anticipated for FY 2016/17 totals $5.5 million. These are anticipated grants that may be received throughout the fiscal year to aid in the support of a specified function or general purposes.

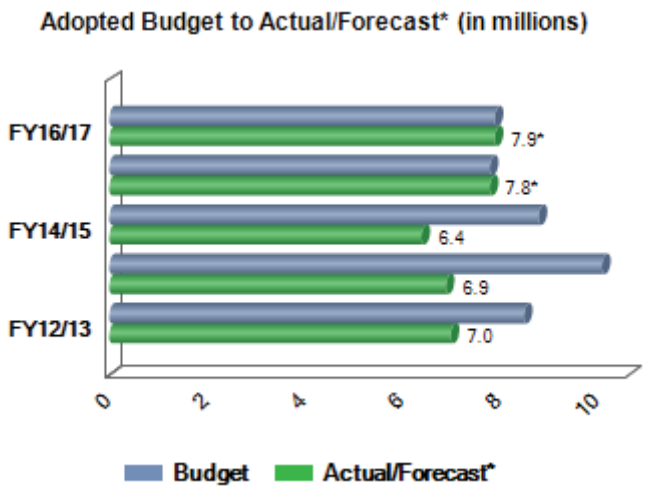


Grant Fund Expenditures By Grant

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

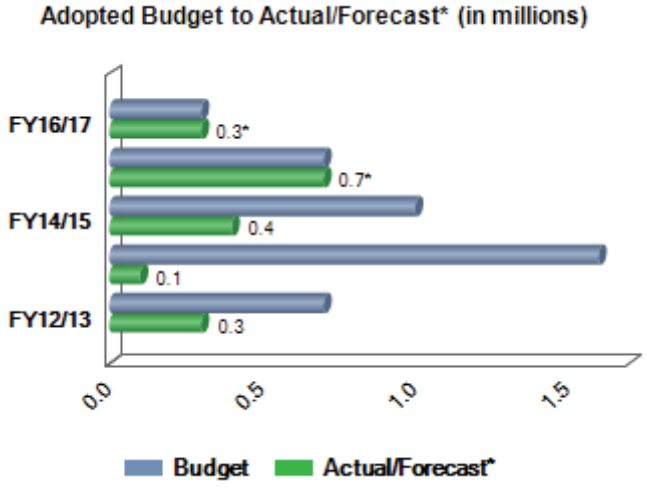
Community Development Block Grants (CDBG) and Housing Choice Voucher Funds (Section 8)

CDBG and Section 8 funds are used for social and housing services for the elderly, disabled and low-income families. The FY 2016/17 combined adopted budget is $7.9 million. CDBG and Section 8 expenditure actual amounts will vary depending on the timing of disbursement during the fiscal year.



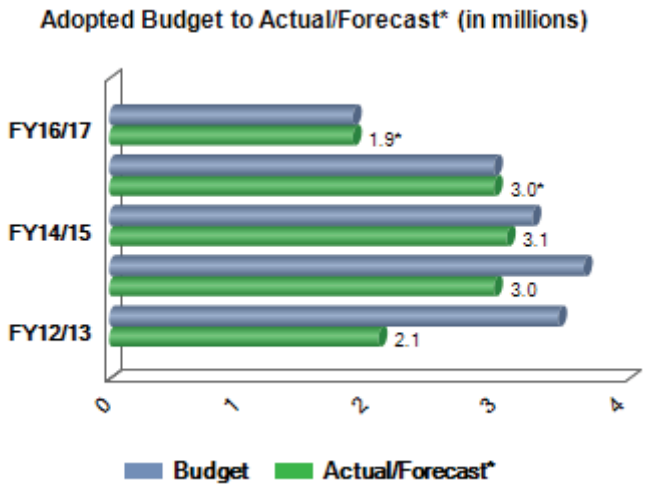
HOME Funds

HOME funds are used to provide affordable housing, expand the capacity of non-profit housing providers, strengthen the ability of local governments to provide housing, and leverage private-sector participation in housing. The FY 2016/17 adopted budget is $0.3 million, reflecting a decrease of $0.4 million from FY 2015/16 year-end forecast. HOME funds expenditure actual amounts will vary depending on the timing of disbursement during the fiscal year.



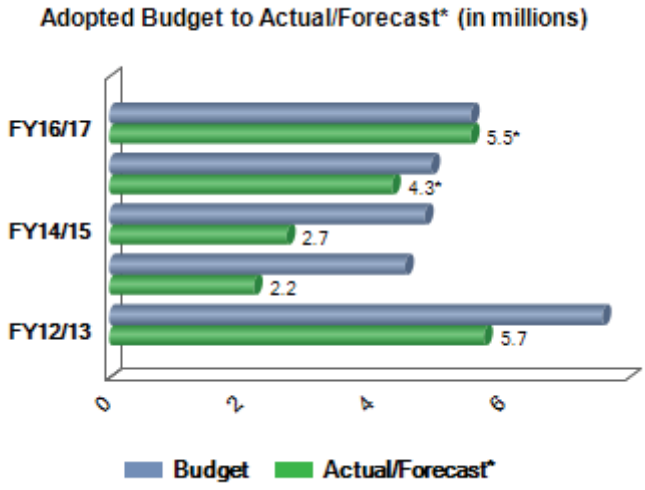
Miscellaneous Federal, State & Local Grants

Miscellaneous Federal, State & Local Grants are typically used for the purchase of equipment and services related to the law enforcement, fire services, community services, transportation and preservation projects. The FY 2016/17 adopted budget is $1.9 million, which is $1.1 million lower than FY 2015/16 approved budget. Actual amounts will vary depending on the timing of disbursement during the fiscal year.



Grants Anticipated

Grants Anticipated for FY 2016/17 totals $5.5 million. These are anticipated grants that may be received throughout the fiscal year to aid in the support of a specified function or general purposes.



Grant Fund Contingency

Grant Fund Contingency for FY 2016/17 totals $2.0 million, in the event that unforeseen expenses occur during the fiscal year while conducting operations.

Fund Purpose

This fund is used to account for assets “held in trust” by the City. The City holds the funds in a trustee capacity as defined by the Governmental Accounting Standards Board (GASB) Statement No. 34. All funds not expended in the current fiscal year are carried over to the next fiscal year to continue funding the intended purpose. The City maintains the following Trust Fund:

Mayor’s Committee for Employment of the Handicapped

This fund is used to account for proceeds for programs and activities to promote employment of handicapped individuals. The FY 2016/17 adopted budget for this trust fund is $6,000 and will be distributed to individuals in accordance with the program guidelines.

Trust Fund Balance

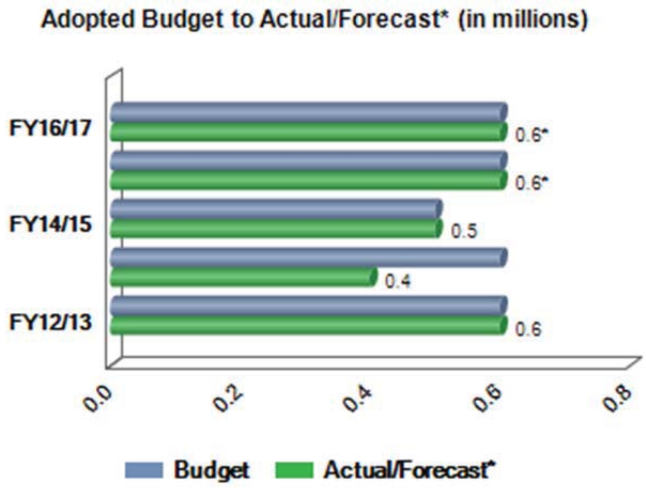
All balances not expended in the current fiscal year are carried over to the next fiscal year to continue funding for the intended purpose.

Fund Purpose

This fund is used to account for proceeds received by property owners in return for the city providing agreed-upon increased levels of municipal services beyond the standard level of core city services as allowed by statute. More specifically, the fund is used to account for the city's streetlight districts.

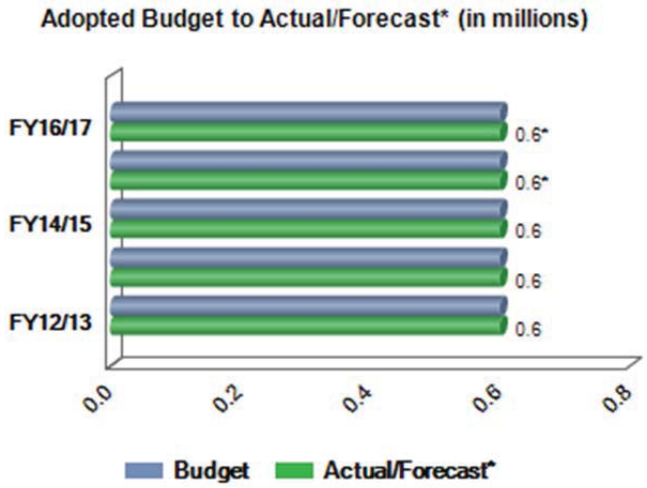
Special Districts Revenue

Streetlight Districts Revenue represents the levy assessed on property owners within each of the city's more than 350 streetlight districts. The levy is calculated based on the expected costs for the year less any reserve balance from the prior fiscal year. The adopted FY 2016/17 revenue budget is $0.6 million.



Special Districts Fund Expenditures by District

Streetlight District adopted FY 2016/17 expenditure budget is $0.6 million and will be used for electric costs and maintenance services of streetlights installed within certain areas throughout the community.



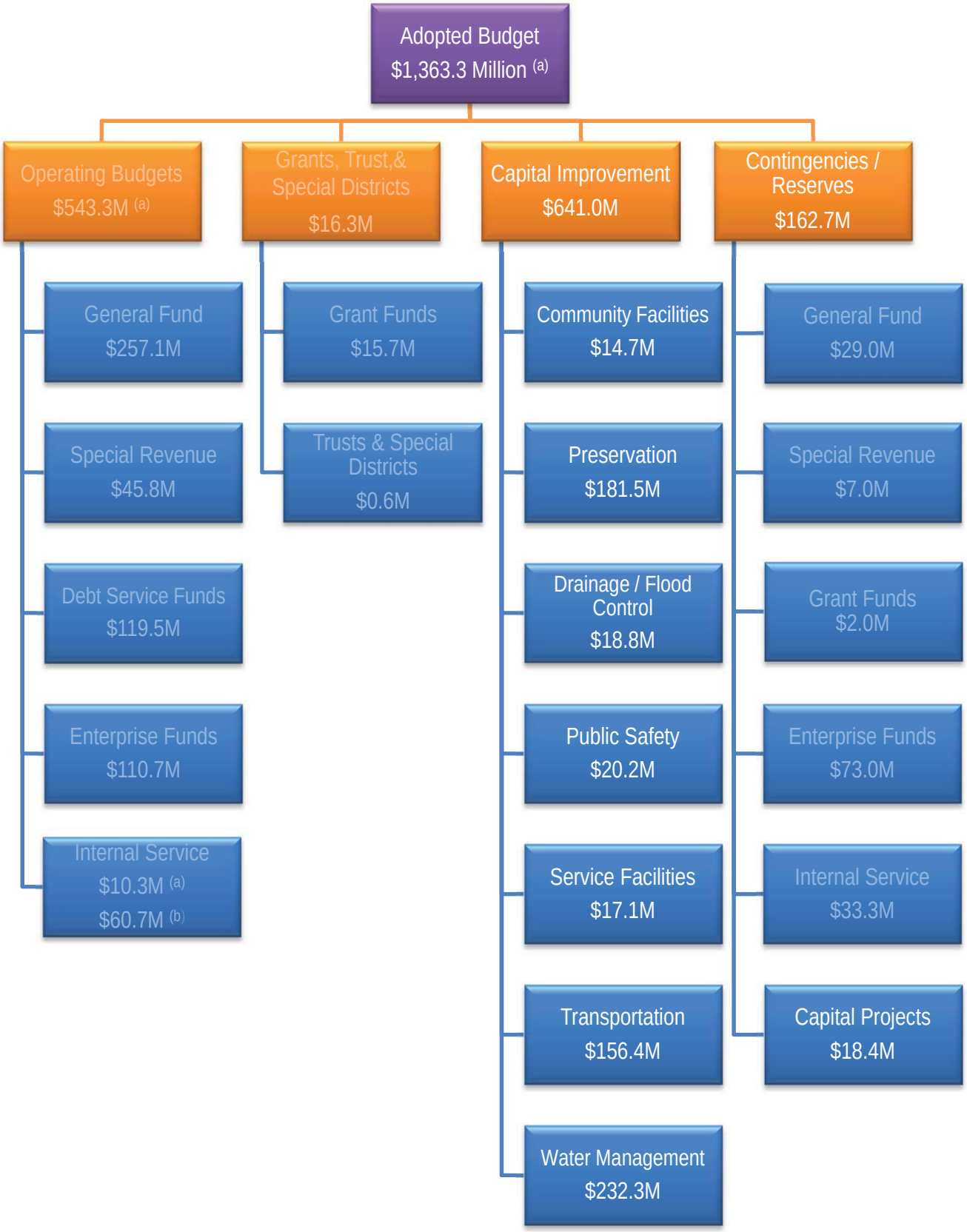
Special Districts Fund Balance

The FY 2016/17 Special Districts ending fund balance is projected to be $0.0. A reduction to fund balance was done in prior years to match current revenues with expenses and ultimately reduce the existing reserve to a $0.0 balance.

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance				
Streetlight Districts	75,852	31,944	23,697	13,827
Total Beginning Fund Balance	**75,852**	**31,944**	**23,697**	**13,827**
Revenues				
Streetlight Districts	530,785	579,624	578,400	609,739
Subtotal	***530,785***	***579,624***	***578,400***	***609,739***
Total Sources	**530,785**	**579,624**	**578,400**	**609,739**
Expenditures				
Operating				
Streetlight Districts	582,941	611,568	588,270	623,566
Subtotal	***582,941***	***611,568***	***588,270***	***623,566***
TOTAL OPERATING BUDGET	**582,941**	**611,568**	**588,270**	**623,566**
Total Uses	**582,941**	**611,568**	**588,270**	**623,566**
Sources Over/(Under) Uses	**(52,155)**	**(31,944)**	**(9,870)**	**(13,827)**
Ending Fund Balance				
Streetlight Districts	23,697	-	13,827	-
Total Ending Fund Balance	**23,697**	**-**	**13,827**	**-**

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance				
Streetlight Districts	-	-	-	-
Total Beginning Fund Balance	**-**	**-**	**-**	**-**
Revenues				
Streetlight Districts	648,500	674,400	701,400	729,500
Subtotal	***648,500***	***674,400***	***701,400***	***729,500***
Total Sources	**648,500**	**674,400**	**701,400**	**729,500**
Expenditures				
Operating				
Streetlight Districts	648,500	674,400	701,400	729,500
Subtotal	***648,500***	***674,400***	***701,400***	***729,500***
TOTAL OPERATING BUDGET	**648,500**	**674,400**	**701,400**	**729,500**
Total Uses	**648,500**	**674,400**	**701,400**	**729,500**
Sources Over/(Under) Uses	**-**	**-**	**-**	**-**
Ending Fund Balance				
Streetlight Districts	-	-	-	-
Total Ending Fund Balance	**-**	**-**	**-**	**-**

FY 2016/17 Adopted Budget



(a) Adopted Budget and Operating Budgets include Internal Service Funds offsets (reductions) of $50.4M
(b) Internal Service Funds Budget prior to Internal Service Funds offsets of $50.4M

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

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Beginning Fund Balance [(a)]	**172,714.2**	**172,123.8**	**202,305.6**	**152,472.5**
Revenues				
Bonds/Contracts				
General Obligation Bond 2015 Program	-	-	-	-
General Obligation Preserve	-	100,000.0	-	50,000.0
Municipal Properties Corporation	27,885.0	9,600.0	-	-
Municipal Properties Corporation-Water	20,000.0	-	-	-
Municipal Properties Corporation-Water Reclamation	-	5,800.0	-	-
Municipal Properties Corporation-Airport	-	-	9,600.0	28,000.0
Pay-As-You-Go				
Water & Water Reclamation Development Fees	5,590.7	3,100.0	3,400.0	3,300.0
Grants	3,629.8	19,146.6	19,823.4	37,176.1
Real Estate	747.8	-	-	-
Intergovernmental	3,773.3	9,010.0	11,038.3	17,505.5
In-Lieu Fees	190.2	120.0	120.0	120.0
Other Contributions	4,958.4	372.3	2,534.8	2,534.8
Interest Earnings	981.8	290.3	-	1,300.5
Miscellaneous	282.8	3,397.0	-	-
Subtotal	***68,039.8***	***150,836.2***	***46,516.4***	***139,937.0***
Transfers In				
General Fund	12,881.1	6,157.2	6,364.6	10,223.8
CIP General Fund	8,144.2	150.0	-	-
GO Bond	4,270.2	-	-	-
MPC Bond	1,924.0	-	-	-
Transportation Fund	9,586.5	13,558.8	13,908.0	10,216.2
CIP Transportation Fund	741.1	-	-	-
Tourism Development Fund	2,210.0	150.0	1,846.9	-
CIP Tourism Development Fund	1,170.5	-	-	-
Special Programs Fund	1,074.3	225.7	193.7	505.9
CIP Special Programs Fund	2.9	-	-	-
Aviation Fund	2,099.7	7.4	7.4	823.1
Water & Water Reclamation Funds	45,718.1	55,350.1	65,155.3	38,403.7
Solid Waste Fund	83.4	2,091.0	2,085.3	15.6
CIP Solid Waste Fund	40.8	-	-	-
Fleet Fund	253.7	786.3	1,373.2	95.1
CIP Fleet Fund	11.3	-	-	-
Grants	3.1	-	3.7	2.8
CIP Grants	0.2	-	-	-
In Lieu Stormwater Fund	38.1	-	-	-
Stadium Capital Improvement Fund	498.6	-	-	-
Stadium Improvement IGA	-	-	67.4	67.4
Preservation Privilege Tax Fund	1,614.2	4,280.0	8,688.7	3,880.0
Internal Service Funds	4.5	5.4	4.6	3.5
CIP Internal Service Funds	1.1	-	-	-
Subtotal	***92,371.5***	***82,761.9***	***99,698.8***	***64,237.0***
Total Sources	**160,411.4**	**233,598.0**	**146,215.2**	**204,174.0**

(a) Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) and program (Uses). Prior year unexpended uses are based on annual cashflow estimates.

Note: Rounded in thousands.

	Actual 2014/15	Adopted 2015/16	Forecast 2015/16	Adopted 2016/17
Use of Funds:				
Expenditures				
Program				
Community Facilities	19,325.9	9,720.6	3,480.7	14,712.4
Preservation	1,635.9	176,671.6	8,849.2	181,463.2
Drainage / Flood Control	6,862.0	17,078.7	4,089.6	18,794.0
Public Safety	4,714.0	4,344.1	2,746.9	20,231.3
Service Facilities	4,149.7	12,096.5	6,669.2	17,140.7
Transportation	18,086.2	84,220.8	84,498.1	156,385.4
Water Management	31,408.2	186,315.7	67,520.4	232,307.9
Prior Year Unexpended [a]	-	-	-	-
Subtotal	***86,181.8***	***490,448.0***	***177,854.1***	***641,035.1***
Less: Estimated Capital Improvement Expenditures		**(254,622.1)**		**(251,046.9)**
Subtotal: Unexpended at Year End		**235,825.9**		**389,988.1**
Transfers Out				
CIP General Fund	12,480.4	-	-	-
CIP Transportation Fund	346.9	-	-	-
In Lieu Stormwater Fund	108.2	-	-	-
CIP Contributions Fund	350.3	-	-	-
GO Bond	1,049.6	-	-	-
MPC Bond	984.1	-	-	-
CIP Water & Water Reclamation Funds	13,293.4	15,071.3	900.0	900.0
Tourism Development Funds	32.1	-	-	-
CIP Tourism Development Funds	984.1	150.0	-	-
Preservation Privilege Tax Funds	6.7	-	-	-
CIP Stadium Improvement IGA	498.6	-	-	-
Debt Service	15,655.8	16,091.4	15,305.8	15,595.3
Aviation Fund	1,239.8	113.5	113.5	-
Solid Waste Fund	1.4	1,875.0	1,875.0	-
Subtotal	***47,031.4***	***33,301.2***	***18,194.3***	***16,495.3***
Total Uses	**133,213.3**	**287,923.4**	**196,048.4**	**267,542.2**
Other GAAP Adjustments [b]	2,393.3			
Ending Fund Balance				
Capital Grant Contingency [c]	-	5,000.0	-	5,000.0
Capital Aviation Contingency [c]	-	-	-	250.0
Capital Aviation Grant Contingency [c]	-	3,850.1	320.0	3,600.1
Capital General Contingency [c]	-	26,000.0	25,043.1	9,500.0
Reserved:				
Reserved Fund Balance	202,305.6	117,798.4	152,472.5	89,104.2
Total Ending Fund Balance	**202,305.6**	**117,798.4**	**152,472.5**	**89,104.2**

(a) Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) and program (Uses). Prior year unexpended uses are based on annual cashflow estimates.
(b) Impacts fund balance, but does not affect revenues or expenses.
(c) Unfunded contingencies that allow for the expenditure of unanticipated revenue and are not included in the beginning or ending fund balance. City Council approval is required before use of capital contingencies.

Note: Rounded in thousands.

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Beginning Fund Balance [a]	**89,104.2**	**116,306.9**	**100,683.7**	**95,829.3**
Revenues				
Bonds/Contracts				
General Obligation Bond 2015 Program	28,850.0	-	-	-
General Obligation Preserve	-	-	-	-
Municipal Properties Corporation	-	-	-	-
Municipal Properties Corporation-Water	42,100.0	-	-	-
Municipal Properties Corporation-Water Reclamation	15,000.0	-	-	-
Municipal Properties Corporation-Airport	-	-	-	-
Pay-As-You-Go				
Water & Water Reclamation Development Fees	3,300.0	3,300.0	3,300.0	3,300.0
Grants	3,311.0	567.0	190.0	-
Real Estate	-	-	-	-
Intergovernmental	18,955.0	2,000.0	8,000.0	8,000.0
In-Lieu Fees	120.0	120.0	120.0	120.0
Other Contributions	2,534.8	2,534.8	2,859.8	2,534.8
Interest Earnings	1,866.6	2,441.3	2,849.9	3,183.2
Miscellaneous	-	-	-	-
Subtotal	***116,037.4***	***10,963.1***	***17,319.7***	***17,138.0***
Transfers In				
General Fund	13,489.4	11,920.4	12,620.8	13,247.9
CIP General Fund	-	-	-	-
GO Bond	-	-	-	-
MPC Bond	-	-	-	-
Transportation Fund	10,513.3	10,899.0	11,364.7	11,516.0
CIP Transportation Fund	-	-	-	-
Tourism Development Fund	-	-	-	-
CIP Tourism Development Fund	-	-	-	-
Special Programs Fund	20.0	20.0	35.3	20.0
CIP Special Programs Fund	-	-	-	-
Aviation Fund	313.0	135.3	115.3	6.8
Water & Water Reclamation Funds	37,397.1	39,350.7	40,913.8	41,640.6
Solid Waste Fund	6.5	21.2	245.4	11.7
CIP Solid Waste Fund	-	-	-	-
Fleet Fund	8.3	27.4	31.6	15.0
CIP Fleet Fund	-	-	-	-
Grants	1.5	4.8	2.9	2.6
CIP Grants	-	-	-	-
In Lieu Stormwater Fund	-	-	-	-
Stadium Capital Improvement Fund	-	-	-	-
Stadium Improvement IGA	67.4	67.4	67.4	67.4
Preservation Privilege Tax Fund	3,880.0	1,380.0	380.0	380.0
Internal Service Funds	2.3	7.5	4.5	4.2
CIP Internal Service Funds	-	-	-	-
Subtotal	***65,698.8***	***63,833.7***	***65,781.7***	***66,912.2***
Total Sources	**181,736.2**	**74,796.8**	**83,101.4**	**84,050.2**

(a) Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) and program (Uses). Prior year unexpended uses are based on annual cashflow estimates.

Note: Rounded in thousands

	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Use of Funds:				
Expenditures				
Program				
Community Facilities	20,666.2	1,662.4	202.2	202.2
Preservation	3,880.0	1,380.0	380.0	380.0
Drainage / Flood Control	1,323.0	1,787.0	28,560.4	75.0
Public Safety	3,043.8	2,038.6	1,677.8	1,672.4
Service Facilities	2,779.3	4,263.0	7,104.6	3,732.2
Transportation	30,300.5	12,419.1	11,518.9	9,300.0
Water Management	36,533.9	27,438.0	21,187.8	22,177.5
Prior Year Unexpended [a]	389,988.1	350,601.4	327,695.5	327,020.2
Subtotal	***488,514.8***	***401,589.5***	***398,327.2***	***364,559.5***
Less: Estimated Capital Improvement Expenditures	**(137,913.4)**	**(73,894.0)**	**(71,307.1)**	**(61,729.8)**
Subtotal: Unexpended at Year End	**350,601.4**	**327,695.5**	**327,020.2**	**302,829.6**
Transfers Out				
CIP General Fund	-	-	-	-
CIP Transportation Fund	-	-	-	-
In Lieu Stormwater Fund	-	-	-	-
CIP Contributions Fund	-	-	-	-
GO Bond	-	-	-	-
MPC Bond	-	-	-	-
CIP Water & Water Reclamation Funds	900.0	900.0	900.0	900.0
Tourism Development Funds	-	-	-	-
CIP Tourism Development Funds	-	-	-	-
Preservation Privilege Tax Funds	-	-	-	-
CIP Stadium Improvement IGA	-	-	-	-
Debt Service	15,720.1	15,626.0	15,748.8	15,782.1
Aviation Fund	-	-	-	-
Solid Waste Fund	-	-	-	-
Subtotal	***16,620.1***	***16,526.0***	***16,648.8***	***16,682.1***
Total Uses	**154,533.6**	**90,419.9**	**87,955.8**	**78,412.0**
Other GAAP Adjustments [b]				
Ending Fund Balance				
Capital Grant Contingency [c]	5,000.0	5,000.0	5,000.0	5,000.0
Capital Aviation Contingency [c]	-	-	-	-
Capital Aviation Grant Contingency [c]	-	-	-	-
Capital General Contingency [c]	4,500.0	4,500.0	4,500.0	4,500.0
Reserved:				
Reserved Fund Balance	116,306.9	100,683.7	95,829.3	101,467.5
Total Ending Fund Balance	**116,306.9**	**100,683.7**	**95,829.3**	**101,467.5**

(a) Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) and program (Uses). Prior year unexpended uses are based on annual cashflow estimates.
(b) Impacts fund balance, but does not affect revenues or expenses.
(c) Unfunded contingencies that allow for the expenditure of unanticipated revenue and are not included in the beginning or ending fund balance. City Council approval is required before use of capital contingencies.

Note: Rounded in thousands.

FY 2016/17 Adopted Budget

Community Services| Library Systems

Strategic Goal(s)

Indicates which strategic goal(s) the program supports.

Enhance Neighborhoods | Seek Sustainability | Support Economic Vitality

Description

Describes the services provided by the program.

The Scottsdale Public Library System fosters lifelong learning by providing access to information, knowledge and ideas. With 5 accessible facilities and online resources, the library provides learning opportunities through books, DVDs, CDs, cultural and educational programming, annual destination events, electronic resources, innovative technology and knowledgeable staff. Scottsdale libraries teach early learning skills, foster the love of reading and develop critical and creative thinking skills among children, teens and adults. The library delivers training in technology and digital information. Library staff provides expertise in the latest software skills, boosts small business and high-growth entrepreneurship start-ups, formulates partnerships and supports the innovation economy.

Services Provided

Highlights the significant services provided.

- Serves 1.3 million people annually with an array of services including books, DVDs, CDs, e-resources, databases, computers, Wi-Fi access, print/copy services, and adult and youth programs.
- Provides physical and electronic materials that are checked out at a rate of 3.4 million times annually.
- Offers an array of programs for all ages attended by 90,000 people annually.
- Provides public computers and Wi-Fi access that are utilized at a rate of 550,000 times annually.
- Guides 7,500 entrepreneurs annually through the Eureka Loft for their programming, mentoring, networking and small business needs.
- Develops and participates in high-profile destination events for 7,800 visitors and participants annually.

FY 2015/16 Achievements

Describes major achievements from the prior fiscal year.

- Increased total circulation by approximately 6 percent. This is the first circulation increase since 2010.
- Saw Eureka Loft Scottsdale's first 'graduates' from the Start Your Start Up initiative. 373 patrons attended a total of 26 classes. 35 patrons completed all the classes in the series (a 9.4 percent completion rate).
- Launched the Read to Succeed tutoring program, which provides small group literacy tutoring to 'at risk' 1st and 2nd graders, with an enrollment of 29 students and 11 tutors. After one semester, the students' average reading levels increased by 23 percent.

FY 2016/17 Objectives

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

- Formulate a new 3-year library strategic plan with community partners.
- Align Early Learning programs (ages 0-8) with developmentally appropriate content for parents/caregivers and the children served.
  Provide a new interface for the library, to strategically manage digital presence ensuring the best e-marketing strategies for our system via: assisting with digital signage, offering study room booking capability, and replacing the Evanced event calendar online.

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

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	115.93	116.92	118.92	2.00
% of city's FTEs			4.80 %	

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

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	8,719,575	9,026,249	9,439,347	413,098
Grant Funds	237,272	250,210	141,750	-108,460
Special Programs Fund	304,200	321,191	342,953	21,762
Total Budget	**9,261,046**	**9,597,650**	**9,924,050**	**326,400**

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

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	7,153,399	7,309,869	7,767,797	457,928
Contractual Services	881,526	1,091,610	910,424	-181,186
Commodities	1,220,161	1,196,171	1,245,829	49,658
Capital Outlays	5,960	0	0	0
Subtotal Operating Budget	**9,261,046**	**9,597,650**	**9,924,050**	**326,400**
Operating Projects	0	0	0	0
Total Budget	**9,261,046**	**9,597,650**	**9,924,050**	**326,400**

Budget Notes and Changes

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

- The increase in FTE is due to the transfer of 2.00 FTE Technology Coordinator positions from Parks and Recreation for the centralization of technology functions across the division for additional support and synergies.
- The decrease in Grant Funds and Contractual Services is due to the allocation of local revenue sharing grant dollars and by the net increases and decreases in grant allocation and carryover amounts from year to year.
- The Contractual Services decrease is also due to the centralizing marketing and specialty lines for the division into Planning and Administration.
- The increase in the Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and the additional 2.00 FTE Technology Coordinator positions transferred from Parks and Recreation.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Participation in adult programs Note: Rounded to the nearest thousand	23,000	26,000	25,000
Attendance at early learning programs Note: Attendance rounded to the nearest thousand. Additional grant funding for program provides temporary staffing for ten months. Attendance in FY 2015/16 is projected to decline due to loss of grant funding and temporary staff.	55,600	48,000	45,000
Number of people accessing Wi-Fi at the city's 5 libraries annually Note: Estimates are based on growth in actual usage, file sizes and the increase in portable devices used by customers. Amounts rounded to the nearest thousand.	257,000	290,000	285,000
Efficiency			
Dollars spent on materials per check-out Note: This measure is calculated by dividing total expenditures on all materials by the number of check-outs (circulation).	$0.31	$0.28	$0.27
Effectiveness			
Total registered borrowers as a percentage of total Scottsdale population Note: FY 2015/16 Scottsdale population 225,700 (Source: Arizona Office of Employment & Population Statistics and the Maricopa Association of Governments)	90%	96%	96%
Library check-out rates for physical items (books, CDs, DVDs) on a per resident, per year basis Note: Physical material checkouts have been trending downward over the past few years with the shift to e-reading.	10.4	9.8	9.0
Library check-out rates for electronic materials (e-books, e-music, e-movies) on a per resident, per year basis. Note: E-material check-out rates on upward trend and expected to continue but at slower annual rate. Freegal music included in data beginning in FY 2015/16.	2.21	3.32	3.30

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

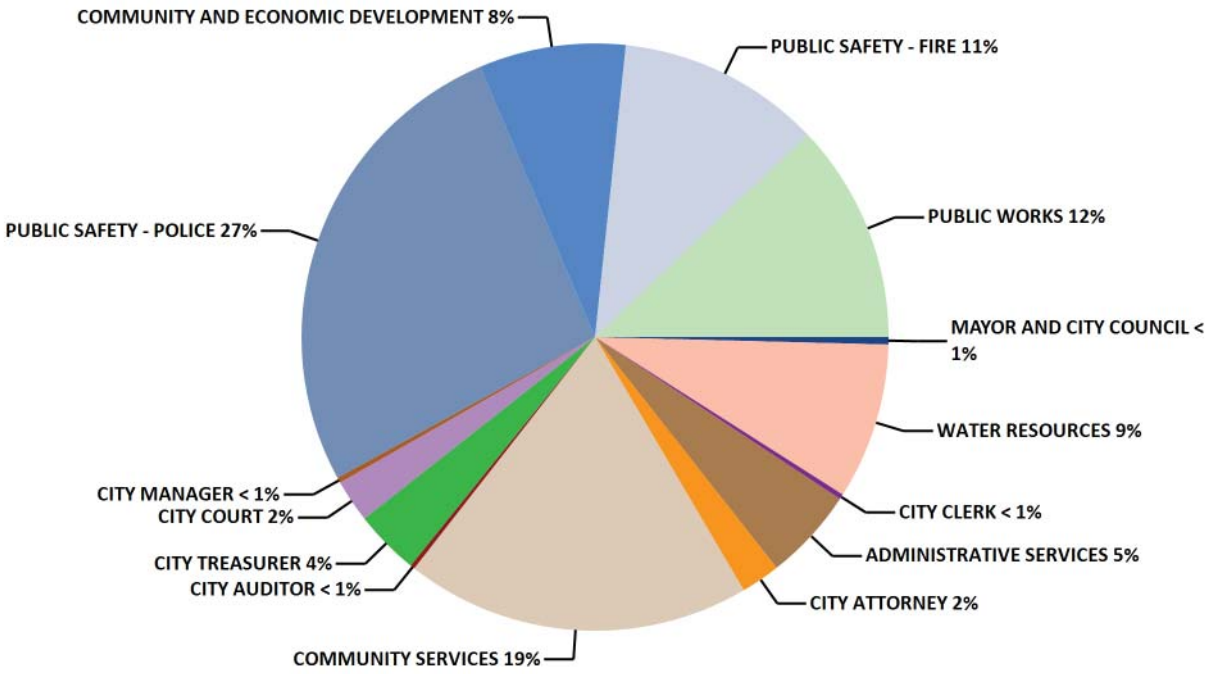
Measures the amount of work done per amount of resources used.

Measures the amount of achieved results.

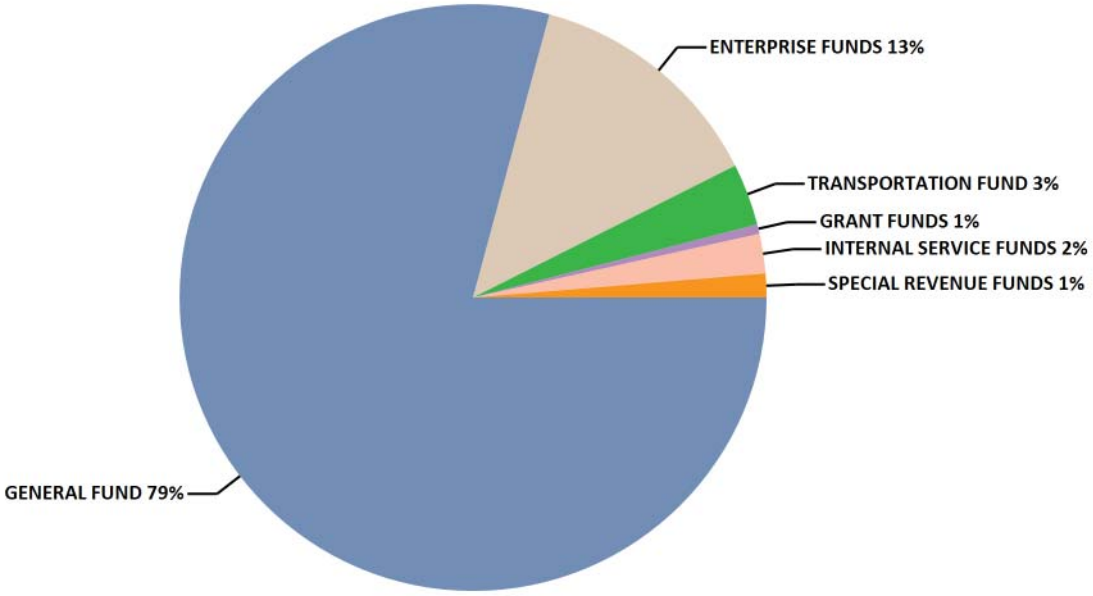
Summarizes the city's boards, commissions and volunteers work, number of and value of hours

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The Library Board advises the City Council on general policy relating to the programs, services and future development of the Scottsdale Public Libraries.	7	95	$2,169	0.0
Volunteers				
Adult volunteers: Supplement library services for library shops, book/DVD/CD shelving, children's early literacy programs, as well as Friends of the Library.	413	31,212	$712,570	15.0
Teen volunteers: Support the library's summer reading program and special outreach events throughout the year by assisting library staff with registrations, prize handouts, crafts, shelving materials and customer service.	323	6,790	$155,016	3.3
Total	**743**	**38,097**	**$869,755**	**18.3**

Personnel by Division



Personnel by Funding Source



	Actual FY 2014/15	Adopted FY 2015/16	Approved FY 2015/16	Change	Adopted FY 2016/17
MAYOR AND CITY COUNCIL					
Full Time	10.00	10.00	10.00	0.00	10.00
Total FTE	10.00	10.00	10.00	0.00	10.00
CITY ATTORNEY					
Full Time	52.00	52.00	52.00	0.00	52.00
Part Time	1.50	1.50	1.50	0.00	1.50
Total FTE	53.50	53.50	53.50	0.00	53.50
CITY AUDITOR					
Full Time	6.00	6.00	6.00	0.00	6.00
Total FTE	6.00	6.00	6.00	0.00	6.00
CITY CLERK					
Full Time	8.00	7.00	7.00	0.00	7.00
Total FTE	8.00	7.00	7.00	0.00	7.00
CITY COURT					
Full Time	55.00	56.00	57.00	0.00	57.00
Part Time	0.88	2.52	1.52	0.00	1.52
Total FTE	55.88	58.52	58.52	0.00	58.52
CITY MANAGER					
Full Time	7.00	7.00	7.00	0.00	7.00
Part Time	0.00	0.15	0.15	0.00	0.15
Total FTE	7.00	7.15	7.15	0.00	7.15
CITY TREASURER					
Full Time	87.00	87.00	87.00	-1.00	86.00
Part Time	2.75	2.75	2.75	0.00	2.75
Total FTE	89.75	89.75	89.75	-1.00	88.75
ADMINISTRATIVE SERVICES					
Full Time	119.00	123.00	122.00	3.00	125.00
Part Time	1.91	1.10	1.60	-0.50	1.10
Total FTE	120.91	124.10	123.60	2.50	126.10
COMMUNITY AND ECONOMIC DEVELOPMENT					
Full Time	186.00	189.00	189.00	0.00	189.00
Part Time	1.47	10.58	10.58	0.50	11.08
Total FTE	187.47	199.58	199.58	0.50	200.08
COMMUNITY SERVICES					
Full Time	268.00	268.00	267.00	1.00	268.00
Part Time	169.29	190.80	191.55	0.00	191.55
Grant	11.00	11.00	11.00	1.00	12.00
Total FTE	448.29	469.80	469.55	2.00	471.55
PUBLIC SAFETY - FIRE					
Full Time	20.00	20.00	20.00	0.00	20.00
Full Time (Sworn)	246.00	258.00	258.00	0.00	258.00
Part Time	0.00	0.00	0.00	0.40	0.40
Total FTE	266.00	278.00	278.00	0.40	278.40
PUBLIC SAFETY - POLICE					
Full Time	248.00	245.00	247.00	2.00	249.00
Full Time (Sworn)	413.00	413.00	412.00	-11.00	401.00
Part Time	2.60	5.23	4.73	2.60	7.33
Grant	1.00	1.00	1.00	0.00	1.00
Total FTE	664.60	664.23	664.73	-6.40	658.33

	Actual FY 2014/15	Adopted FY 2015/16	Approved FY 2015/16	Change	Adopted FY 2016/17
PUBLIC WORKS					
Full Time	295.00	295.00	295.00	3.00	298.00
Part Time	0.00	1.59	1.59	0.00	1.59
Total FTE	295.00	296.59	296.59	3.00	299.59
WATER RESOURCES					
Full Time	205.00	209.00	209.00	2.00	211.00
Part Time	0.00	2.28	2.28	0.00	2.28
Total FTE	205.00	211.28	211.28	2.00	213.28
Total Full-time Position FTE	**1,566.00**	**1,574.00**	**1,575.00**	**10.00**	**1,585.00**
Total Full-time (Sworn) Position FTE	**659.00**	**671.00**	**670.00**	**-11.00**	**659.00**
Total Part-time Position FTE	**180.40**	**218.50**	**218.25**	**3.00**	**221.25**
Total Grant Funded Position FTE	**12.00**	**12.00**	**12.00**	**1.00**	**13.00**
Total Citywide Position FTE	**2,417.40**	**2,475.50**	**2,475.25**	**3.00**	**2,478.25**

	General Fund	Transportation	Special Revenue	Enterprise	Internal Service	Adopted FY 2016/17
MAYOR AND CITY COUNCIL						
Full Time	10.00	0.00	0.00	0.00	0.00	10.00
Total FTE	10.00	0.00	0.00	0.00	0.00	10.00
CITY ATTORNEY						
Full Time	52.00	0.00	0.00	0.00	0.00	52.00
Part Time	1.50	0.00	0.00	0.00	0.00	1.50
Total FTE	53.50	0.00	0.00	0.00	0.00	53.50
CITY AUDITOR						
Full Time	6.00	0.00	0.00	0.00	0.00	6.00
Total FTE	6.00	0.00	0.00	0.00	0.00	6.00
CITY CLERK						
Full Time	7.00	0.00	0.00	0.00	0.00	7.00
Total FTE	7.00	0.00	0.00	0.00	0.00	7.00
CITY COURT						
Full Time	50.00	0.00	7.00	0.00	0.00	57.00
Part Time	0.64	0.00	0.88	0.00	0.00	1.52
Total FTE	50.64	0.00	7.88	0.00	0.00	58.52
CITY MANAGER						
Full Time	7.00	0.00	0.00	0.00	0.00	7.00
Part Time	0.15	0.00	0.00	0.00	0.00	0.15
Total FTE	7.15	0.00	0.00	0.00	0.00	7.15
CITY TREASURER						
Full Time	67.00	0.00	0.00	11.00	8.00	86.00
Part Time	2.75	0.00	0.00	0.00	0.00	2.75
Total FTE	69.75	0.00	0.00	11.00	8.00	88.75
ADMINISTRATIVE SERVICES						
Full Time	125.00	0.00	0.00	0.00	0.00	125.00
Part Time	1.10	0.00	0.00	0.00	0.00	1.10
Total FTE	126.10	0.00	0.00	0.00	0.00	126.10
COMMUNITY AND ECONOMIC DEVELOPMENT						
Full Time	151.00	22.00	2.00	14.00	0.00	189.00
Part Time	10.11	0.50	0.00	0.47	0.00	11.08
Total FTE	161.11	22.50	2.00	14.47	0.00	200.08
COMMUNITY SERVICES						
Full Time	265.00	0.00	3.00	0.00	0.00	268.00
Part Time	175.89	0.00	15.66	0.00	0.00	191.55
Grant	0.00	0.00	12.00	0.00	0.00	12.00
Total FTE	440.89	0.00	30.66	0.00	0.00	471.55
PUBLIC SAFETY - FIRE						
Full Time	20.00	0.00	0.00	0.00	0.00	20.00
Full Time (Sworn)	258.00	0.00	0.00	0.00	0.00	258.00
Part Time	0.40	0.00	0.00	0.00	0.00	0.40
Total FTE	278.40	0.00	0.00	0.00	0.00	278.40
PUBLIC SAFETY - POLICE						
Full Time	245.00	0.00	4.00	0.00	0.00	249.00
Full Time (Sworn)	401.00	0.00	0.00	0.00	0.00	401.00
Part Time	7.33	0.00	0.00	0.00	0.00	7.33
Grant	0.00	0.00	1.00	0.00	0.00	1.00
Total FTE	653.33	0.00	5.00	0.00	0.00	658.33

	General Fund	Transportation	Special Revenue	Enterprise	Internal Service	Adopted FY 2016/17
PUBLIC WORKS						
Full Time	98.00	62.00	0.00	92.00	46.00	298.00
Part Time	0.75	0.00	0.00	0.84	0.00	1.59
Total FTE	98.75	62.00	0.00	92.84	46.00	299.59
WATER RESOURCES						
Full Time	0.00	0.00	0.00	211.00	0.00	211.00
Part Time	0.00	0.00	0.00	2.28	0.00	2.28
Total FTE	0.00	0.00	0.00	213.28	0.00	213.28
Total Full-time Position FTE	**1,103.00**	**84.00**	**16.00**	**328.00**	**54.00**	**1,585.00**
Total Full-time (Sworn) Position FTE	**659.00**	**0.00**	**0.00**	**0.00**	**0.00**	**659.00**
Total Part-time Position FTE	**200.62**	**0.50**	**16.54**	**3.59**	**0.00**	**220.75**
Total Grant Funded Position FTE	**0.00**	**0.00**	**13.00**	**0.00**	**0.00**	**13.00**
Total Citywide Position FTE	**1,962.62**	**84.50**	**45.54**	**331.59**	**54.00**	**2,478.25**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
MAYOR AND CITY COUNCIL			
City Councilman	6.00	6.00	0.00
Executive Secretary to Mayor	1.00	1.00	0.00
Management Assistant to Mayor	1.00	1.00	0.00
Mayor	1.00	1.00	0.00
Mayor's Chief of Staff	1.00	1.00	0.00
Total	**10.00**	**10.00**	**0.00**
TOTAL MAYOR AND CITY COUNCIL	**10.00**	**10.00**	**0.00**
CIVIL			
Administrative Assistant	1.00	1.00	0.00
City Attorney	1.00	1.00	0.00
City Attorney, Assistant	3.50	3.00	0.50
City Attorney, Asst, Sr I	1.00	1.00	0.00
City Attorney, Asst, Sr II	5.00	5.00	0.00
City Attorney, Deputy	2.00	2.00	0.00
Executive Secretary	1.00	1.00	0.00
Legal Assistant	3.00	3.00	0.00
Office Manager - Legal	1.00	1.00	0.00
Paralegal, Senior	1.00	1.00	0.00
Public Records Request Admin	1.00	1.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Total	**21.50**	**21.00**	**0.50**
PROSECUTION			
City Prosecutor	1.00	1.00	0.00
City Prosecutor, Assistant I	3.00	3.00	0.00
City Prosecutor, Assistant II	5.00	5.00	0.00
City Prosecutor, Assistant, Sr	3.00	3.00	0.00
Legal Secretary	1.00	1.00	0.00
Paralegal	7.00	7.00	0.00
Prosecution Specialist	6.00	6.00	0.00
Technology Coordinator	1.00	1.00	0.00
Total	**27.00**	**27.00**	**0.00**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
VICTIM SERVICES			
Victim Advocate	2.50	2.00	0.50
Victim Advocate, Sr.	1.00	1.00	0.00
Victim Assistance Notif Spec	0.50	0.00	0.50
Victim Services Manager	1.00	1.00	0.00
Total	**5.00**	**4.00**	**1.00**
TOTAL CITY ATTORNEY	**53.50**	**52.00**	**1.50**
CITY AUDITOR			
Auditor, Sr.	5.00	5.00	0.00
City Auditor	1.00	1.00	0.00
Total	**6.00**	**6.00**	**0.00**
TOTAL CITY AUDITOR	**6.00**	**6.00**	**0.00**
CITY CLERK			
City Clerk	1.00	1.00	0.00
City Clerk Assistant	1.00	1.00	0.00
City Clerk, Deputy	1.00	1.00	0.00
City Records Manager	1.00	1.00	0.00
Executive Secretary	1.00	1.00	0.00
Management Asst to City Clerk	1.00	1.00	0.00
Technology Specialist	1.00	1.00	0.00
Total	**7.00**	**7.00**	**0.00**
TOTAL CITY CLERK	**7.00**	**7.00**	**0.00**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
CITY COURT			
City Judge	1.00	1.00	0.00
City Judge, Associate	3.00	3.00	0.00
Court Administrator	1.00	1.00	0.00
Court Administrator, Deputy	2.00	2.00	0.00
Court Clerk I	27.00	27.00	0.00
Court Clerk II	4.00	4.00	0.00
Court Clerk III	4.00	4.00	0.00
Court Interpreter	1.00	1.00	0.00
Court Services Supervisor	3.00	3.00	0.00
Executive Secretary	1.00	1.00	0.00
Hearing Officer	2.00	2.00	0.00
Management Analyst	2.00	2.00	0.00
Municipal Security Guard, Lead	1.00	1.00	0.00
Pro-Tem Judge	0.64	0.00	0.64
Security Guard	1.88	1.00	0.88
Software Engineer	2.00	2.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Technology Coordinator	1.00	1.00	0.00
Total	**58.52**	**57.00**	**1.52**
TOTAL CITY COURT	**58.52**	**57.00**	**1.52**
CITY MANAGER			
Administrative Assistant	1.00	1.00	0.00
Assistant City Manager	1.00	1.00	0.00
Citizen Liaison	1.00	1.00	0.00
City Manager	1.00	1.00	0.00
Emergency Manager	1.00	1.00	0.00
Exec Asst to City Manager	1.00	1.00	0.00
Government Relations Director	1.00	1.00	0.00
Intern	0.15	0.00	0.15
Total	**7.15**	**7.00**	**0.15**
TOTAL CITY MANAGER	**7.15**	**7.00**	**0.15**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
CITY TREASURER - ACCOUNTING			
Account Specialist	3.00	3.00	0.00
Account Specialist, Lead	1.00	1.00	0.00
Accountant I	3.00	3.00	0.00
Accountant II	1.00	1.00	0.00
Accountant, Sr.	2.00	2.00	0.00
Accounting Director	1.00	1.00	0.00
Accounting Manager	1.00	1.00	0.00
Accounting Technician, Sr.	2.00	2.00	0.00
Office Coordinator	1.00	1.00	0.00
Payroll Specialist	4.00	4.00	0.00
Payroll Specialist, Lead	1.00	1.00	0.00
Systems Integrator	5.00	5.00	0.00
Total	**25.00**	**25.00**	**0.00**
CITY TREASURER - BUDGET			
Budget Analyst, Sr.	5.00	5.00	0.00
Budget Director	1.00	1.00	0.00
Systems Integrator	0.75	0.00	0.75
Total	**6.75**	**6.00**	**0.75**
CITY TREASURER - BUSINESS SERVICES			
Administrative Secretary	1.00	1.00	0.00
Business Services Director	1.00	1.00	0.00
Business Services Manager	4.00	4.00	0.00
Customer Service Rep	15.00	15.00	0.00
Customer Service Rep, Lead	4.00	4.00	0.00
License Inspector	2.00	2.00	0.00
Revenue Collector	5.00	5.00	0.00
Revenue Collector, Sr.	1.00	1.00	0.00
Support Assistant	2.00	0.00	2.00
Systems Integrator	2.00	2.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Tax Auditor	1.00	1.00	0.00
Tax Auditor, Sr.	3.00	3.00	0.00
Technology Specialist	2.00	2.00	0.00
Total	**44.00**	**42.00**	**2.00**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
CITY TREASURER - CITY TREASURER AND FINANCE			
Accountant II	1.00	1.00	0.00
City Treasurer	1.00	1.00	0.00
Enterprise Finance Manager	1.00	1.00	0.00
Finance Analyst, Sr.	1.00	1.00	0.00
Finance Director	1.00	1.00	0.00
Total	**5.00**	**5.00**	**0.00**
CITY TREASURER - RISK MANAGEMENT			
Claims Adjuster	1.00	1.00	0.00
Risk Coordinator	1.00	1.00	0.00
Risk Management Director	1.00	1.00	0.00
Safety Coordinator	1.00	1.00	0.00
Safety Manager	1.00	1.00	0.00
Systems Integrator	1.00	1.00	0.00
Worker's Comp Adjuster, Sr	1.00	1.00	0.00
Worker's Comp Claims Adjuster	1.00	1.00	0.00
Total	**8.00**	**8.00**	**0.00**
TOTAL CITY TREASURER	**88.75**	**86.00**	**2.75**
ADMINISTRATIVE SERVICES - COMMUNICATIONS			
Communicatns & Pub Affairs Dir	1.00	1.00	0.00
Public Affairs Manager	1.00	1.00	0.00
Public Information Officer	1.50	1.00	0.50
Video Engineer	0.60	0.00	0.60
Video Production Specialist	2.00	2.00	0.00
Video Production Supervisor	1.00	1.00	0.00
Total	**7.10**	**6.00**	**1.10**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
ADMINISTRATIVE SERVICES - HUMAN RESOURCES			
Administrative Assistant	1.00	1.00	0.00
Benefits Analyst, Sr.	1.00	1.00	0.00
City Volunteer Program Manager	1.00	1.00	0.00
Human Resources Analyst	5.00	5.00	0.00
Human Resources Analyst, Lead	2.00	2.00	0.00
Human Resources Analyst, Sr.	7.00	7.00	0.00
Human Resources Director	1.00	1.00	0.00
Human Resources Manager	2.00	2.00	0.00
Human Resources Rep	1.00	1.00	0.00
Management Analyst	1.00	1.00	0.00
Systems Integrator	1.00	1.00	0.00
Total	**23.00**	**23.00**	**0.00**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
ADMINISTRATIVE SERVICES - INFORMATION TECHNOLOGY			
Application Development Mgr	1.00	1.00	0.00
Business Intelligence Manager	1.00	1.00	0.00
Chief Info Security Officer	1.00	1.00	0.00
Chief Information Officer	1.00	1.00	0.00
Communications Director	1.00	1.00	0.00
Communications Systems Analyst	1.00	1.00	0.00
Customer Support Rep, Sr.	1.00	1.00	0.00
Database Administrator	1.00	1.00	0.00
Digital Media Designer	2.00	2.00	0.00
Enterprise Communications Engr	4.00	4.00	0.00
Enterprise Communications Spec	3.00	3.00	0.00
Enterprise Sys Engineering Mgr	1.00	1.00	0.00
Enterprise Sys Integrator, Ld	1.00	1.00	0.00
Enterprise Systems Engineer	6.00	6.00	0.00
Enterprise Systems Integrator	6.00	6.00	0.00
Finance & Acctg Technology Dir	1.00	1.00	0.00
GIS Analyst	2.00	2.00	0.00
GIS Director	1.00	1.00	0.00
GIS Manager	1.00	1.00	0.00
GIS Technician	3.00	3.00	0.00
Information Technology Dir	1.00	1.00	0.00
IT Network Technician	1.00	1.00	0.00
IT Project Manager	1.00	1.00	0.00
IT Support Manager	1.00	1.00	0.00
IT Technician	6.00	6.00	0.00
IT Technician, Sr.	4.00	4.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Network Security Engineer	2.00	2.00	0.00
Office Manager	1.00	1.00	0.00
Radio Engineering Manager	1.00	1.00	0.00
Radio Systems Integrator	1.00	1.00	0.00
Radio Systms Netwrk Integrator	2.00	2.00	0.00
Software Engineer	4.00	4.00	0.00
Software Engineer, Sr	4.00	4.00	0.00
Telecom Policy Coordinator	1.00	1.00	0.00
Web & Design Services Manager	1.00	1.00	0.00
Web Services Engineer	2.00	2.00	0.00
Total	**73.00**	**73.00**	**0.00**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
ADMINISTRATIVE SERVICES - PURCHASING			
Bid & Contract Assistant	1.00	1.00	0.00
Bid & Contract Specialist	4.00	4.00	0.00
Buyer	3.00	3.00	0.00
Buyer Aide	1.00	1.00	0.00
Financial Services Technician	1.00	1.00	0.00
Graphics Designer	1.00	1.00	0.00
Graphics Technician, Sr.	1.00	1.00	0.00
Mail Services Courier	1.00	1.00	0.00
Purchasing Director	1.00	1.00	0.00
Purchasing Operations Manager	2.00	2.00	0.00
Stock Clerk, Lead	2.00	2.00	0.00
Technology Specialist	1.00	1.00	0.00
Warehouse Mail Technician	4.00	4.00	0.00
Total	**23.00**	**23.00**	**0.00**
TOTAL ADMINISTRATIVE SERVICES	**126.10**	**125.00**	**1.10**
COMMUNITY AND ECONOMIC DEVELOPMENT - AVIATION			
Administrative Assistant	1.00	1.00	0.00
Airport Operations Manager	1.00	1.00	0.00
Airport Operations Supervisor	1.00	1.00	0.00
Airport Operations Tech, Sr.	2.00	2.00	0.00
Airport Operations Technician	5.00	5.00	0.00
Aviation Director	1.00	1.00	0.00
Aviation Plan & Outreach Coord	1.00	1.00	0.00
Intern	0.47	0.00	0.47
Maintenance Tech II - Aviation	1.00	1.00	0.00
Management Analyst	1.00	1.00	0.00
Total	**14.47**	**14.00**	**0.47**
COMMUNITY AND ECONOMIC DEVELOPMENT - ECONOMIC DEVELOPMENT			
Administrative Assistant	1.00	1.00	0.00
Economic Development Director	1.00	1.00	0.00
Economic Development Manager	3.00	3.00	0.00
Economic Develpmnt Specialist	1.00	1.00	0.00
Total	**6.00**	**6.00**	**0.00**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY AND ECONOMIC DEVELOPMENT - PLANNING AND DEVELOPMENT			
Area Director - Planning & Dev	3.00	3.00	0.00
Building Inspection Supervisor	1.00	1.00	0.00
Citizen Advisor	2.00	2.00	0.00
Citizen Liaison	2.00	2.00	0.00
Citizen Services Assistant	2.00	2.00	0.00
Civil Engineer, Sr.	4.00	4.00	0.00
Code Enforcement Specialist	2.00	2.00	0.00
Code Enforcement Supervisor	3.00	3.00	0.00
Code Inspector I	1.00	1.00	0.00
Code Inspector II	8.00	8.00	0.00
Code Inspector, Sr	1.00	1.00	0.00
Development Engineering Mgr	1.00	1.00	0.00
Development Services Manager	1.00	1.00	0.00
Development Services Rep I	4.00	4.00	0.00
Development Services Rep II	6.00	6.00	0.00
Development Services Rep, Lead	2.00	2.00	0.00
Drainage Inspector	1.00	1.00	0.00
Engineering Associate	1.00	1.00	0.00
Exec Asst for Spec Projects	1.00	1.00	0.00
Executive Secretary	1.00	1.00	0.00
Field Engineering Lead	1.00	1.00	0.00
Field Engineering Supervisor	1.00	1.00	0.00
Green Building Program Manager	1.00	1.00	0.00
Inspections Manager	1.00	1.00	0.00
Inspector I	1.00	1.00	0.00
Inspector II	12.00	12.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Neighborhood Resource Supv	1.00	1.00	0.00
Office Manager	1.00	1.00	0.00
Planner	5.00	5.00	0.00
Planner, Associate	3.00	3.00	0.00
Planner, Environment	1.00	1.00	0.00
Planner, Sr.	9.00	9.00	0.00
Planning & Development Dir	1.00	1.00	0.00
Planning Administration Managr	1.00	1.00	0.00
Planning Assistant	2.00	2.00	0.00
Planning Specialist	3.00	3.00	0.00
Plans Examiner	3.00	3.00	0.00
Plans Examiner, Sr.	5.00	5.00	0.00

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PNT Manager	4.00	4.00	0.00
Project Coordination Liaison	3.00	3.00	0.00
Secretary	3.50	3.00	0.50
Stormwater Engineer, Sr	2.00	2.00	0.00
Stormwater Project Manager	1.00	1.00	0.00
Stormwater Review Manager	1.00	1.00	0.00
Structural Engineer, Sr.	1.00	1.00	0.00
Structural Plans Examiner	2.00	2.00	0.00
Systems Integrator	2.00	2.00	0.00
Technology Coordinator	1.00	1.00	0.00
Technology Specialist	1.00	1.00	0.00
Total	**121.50**	**121.00**	**0.50**
COMMUNITY AND ECONOMIC DEVELOPMENT - TOURISM AND EVENTS			
Administrative Assistant	2.00	2.00	0.00
Economic Development Manager	1.00	1.00	0.00
Economic Develpmnt Specialist	1.00	1.00	0.00
Planner, Sr.	1.00	1.00	0.00
Planning Specialist	0.50	0.00	0.50
Tourism & Events Director	1.00	1.00	0.00
Total	**6.50**	**6.00**	**0.50**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY AND ECONOMIC DEVELOPMENT - TRANSPORTATION			
Maintenance Worker III	1.00	1.00	0.00
Office Coordinator	1.00	1.00	0.00
Public Information Officer	0.50	0.00	0.50
Right of Way Supervisor	1.00	1.00	0.00
Traffic Engineer, Principal	2.00	2.00	0.00
Traffic Engineer, Sr.	1.00	1.00	0.00
Traffic Engineering & Ops Mgr	1.00	1.00	0.00
Traffic Engineering Analyst	2.00	2.00	0.00
Traffic Engineering Tech, Sr.	2.00	2.00	0.00
Traffic Engineering Technician	1.00	1.00	0.00
Traffic Engnrg Technician Lead	1.00	1.00	0.00
Trans Plan & Transit Prog Mgr	1.00	1.00	0.00
Transit Operations Coordinator	1.00	1.00	0.00
Transit Planner, Principal	1.00	1.00	0.00
Transportation Director	1.00	1.00	0.00
Transportation Planner	1.00	1.00	0.00
Transportation Planner, Sr.	2.00	2.00	0.00
Transportation Rep, Sr.	2.00	2.00	0.00
Total	**22.50**	**22.00**	**0.50**
COMMUNITY AND ECONOMIC DEVELOPMENT - WESTWORLD			
Custodial Worker	2.05	0.00	2.05
Customer Service Rep	1.00	1.00	0.00
Customer Support Rep, Sr.	1.00	1.00	0.00
Events Contract Coordinator	1.00	1.00	0.00
Facilities Manager	1.00	1.00	0.00
Feed & Bedding Store Supervisr	1.00	1.00	0.00
Feed & Bedding Worker	2.46	0.00	2.46
GM WestWorld	1.00	1.00	0.00
Maintenance Helper	4.10	0.00	4.10
Maintenance Worker II - CDL	2.00	2.00	0.00
Maintenance Worker III	9.00	9.00	0.00
Management Analyst	1.00	1.00	0.00
Office Assistant	0.50	0.00	0.50
WestWorld Business Manager	1.00	1.00	0.00
WestWorld Director	1.00	1.00	0.00
Total	**29.11**	**20.00**	**9.11**
TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT	**200.08**	**189.00**	**11.08**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY SERVICES - COMMUNITY SERVICES PLANNING AND ADMIN			
Com Svcs Business Ops Manager	1.00	1.00	0.00
Community Services Director	1.00	1.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Office Manager	1.00	1.00	0.00
Parks & Rec Operations Supv	1.00	1.00	0.00
Recreation Leader II	0.94	0.00	0.94
Total	**5.94**	**5.00**	**0.94**
COMMUNITY SERVICES - HUMAN SERVICES			
Account Specialist, Sr.	1.00	1.00	0.00
Administrative Secretary	2.00	2.00	0.00
Community Assistance Manager	1.00	1.00	0.00
Community Grants Specialist	2.00	2.00	0.00
Grant Program Specialist	3.00	3.00	0.00
Grant Program Specialist, Sr.	2.00	2.00	0.00
Grants Accountant	1.00	1.00	0.00
Housing Coordinator	1.00	1.00	0.00
Housing Rehab Specialist	1.00	1.00	0.00
Human Services Coordinator	5.00	5.00	0.00
Human Services Director	1.00	1.00	0.00
Human Services Manager	3.00	3.00	0.00
Human Services Rep	9.00	9.00	0.00
Human Services Specialist	12.95	11.00	1.95
Occupancy Specialist	1.00	1.00	0.00
Parks & Rec Operations Supv	2.00	2.00	0.00
Recreation Coordinator	1.00	1.00	0.00
Recreation Leader II	23.03	1.00	22.03
Recreation Leader III	4.00	4.00	0.00
Secretary	1.00	1.00	0.00
Service Support Worker	1.00	1.00	0.00
Total	**77.98**	**54.00**	**23.98**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY SERVICES - LIBRARY SYSTEMS			
Account Specialist, Sr.	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	0.00
Customer Service Rep	1.00	1.00	0.00
Financial Specialist - Library	1.00	1.00	0.00
Graphics Designer	1.00	1.00	0.00
Librarian I	18.00	13.00	5.00
Librarian II	6.00	6.00	0.00
Librarian III	7.00	7.00	0.00
Librarian IV	2.00	2.00	0.00
Library Aide	19.72	9.00	10.72
Library Assistant	21.11	10.00	11.11
Library Courier	2.50	2.00	0.50
Library Director	1.00	1.00	0.00
Library Manager, Sr.	3.00	3.00	0.00
Library Monitor	4.25	0.00	4.25
Library Page	13.34	0.00	13.34
Library Supervisor	8.00	8.00	0.00
Systems Integrator	2.00	2.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Systems Integrator, Sr.	1.00	1.00	0.00
Technology Coordinator	4.00	4.00	0.00
Total	**118.92**	**74.00**	**44.92**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
COMMUNITY SERVICES - PARKS & RECREATION			
Administrative Secretary	1.00	1.00	0.00
Contracts Coordinator	1.00	1.00	0.00
Irrigation Systems Supervisor	1.00	1.00	0.00
Irrigation Technician	7.00	7.00	0.00
Lifeguard/Instructor/Cashier	22.00	0.00	22.00
Maintenance Supv, Aquatics	1.00	1.00	0.00
Maintenance Tech II - Horticul	2.00	2.00	0.00
Maintenance Tech II - Irgation	1.00	1.00	0.00
Maintenance Tech, Aquatics	2.00	2.00	0.00
Maintenance Technician I	4.00	4.00	0.00
Maintenance Worker I	24.50	23.00	1.50
Maintenance Worker II	36.00	36.00	0.00
Maintenance Worker II - CDL	4.00	4.00	0.00
Maintenance Worker III	8.00	8.00	0.00
Natural Resources Coordinator	1.00	1.00	0.00
Parks & Rec Operations Supv	9.00	9.00	0.00
Parks & Recreation Director	1.00	1.00	0.00
Parks & Recreation Manager	7.00	7.00	0.00
Personnel Specialist	1.00	1.00	0.00
Pool Manager	4.22	4.00	0.22
Pool Manager, Assistant	11.17	0.00	11.17
Railroad & Mechanical Ops Spec	2.00	2.00	0.00
Railroad Mechanic	1.00	1.00	0.00
Recreation Coordinator	5.00	5.00	0.00
Recreation Leader I	14.59	0.00	14.59
Recreation Leader II	55.59	1.00	54.59
Recreation Leader III	20.00	20.00	0.00
Recreation Specialist	17.64	0.00	17.64
Stadium Supervisor	1.00	1.00	0.00
Total	**265.71**	**144.00**	**121.71**
COMMUNITY SERVICES - PRESERVE MANAGEMENT			
Natural Resources Coordinator	2.00	2.00	0.00
Planner, Sr.	1.00	1.00	0.00
Total	**3.00**	**3.00**	**0.00**
TOTAL COMMUNITY SERVICES	**471.55**	**280.00**	**191.55**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - FIRE - FIRE & LIFE SAFETY			
Administrative Secretary	1.00	1.00	0.00
Fire Chief, Deputy - (Sworn)	1.00	1.00	0.00
Fire Division Chief - (Sworn)	1.00	1.00	0.00
Fire Inspector II	4.00	4.00	0.00
Fire Marshal, Deputy (40) - (Sworn)	1.00	1.00	0.00
Fire Marshal, Deputy (56) - (Sworn)	2.00	2.00	0.00
Fire Marshal, Sr Deputy (40) - (Sworn)	1.00	1.00	0.00
Fire Marshal, Sr Deputy (56) - (Sworn)	1.00	1.00	0.00
Fire Plans Review Coordinator	1.00	1.00	0.00
Plans Examiner, Sr.	2.00	2.00	0.00
Total	**15.00**	**15.00**	**0.00**
PUBLIC SAFETY - FIRE - OFFICE OF THE FIRE CHIEF			
Administrative Secretary	1.00	1.00	0.00
Fire Chief - (Sworn)	1.00	1.00	0.00
Fire Chief, Exec Asst - (Sworn)	1.00	1.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Office Manager	1.00	1.00	0.00
Total	**5.00**	**5.00**	**0.00**
PUBLIC SAFETY - FIRE - OPERATIONS			
Administrative Secretary	1.00	1.00	0.00
Fire Battalion Chief (56) - (Sworn)	6.00	6.00	0.00
Fire Captain (56) - (Sworn)	57.00	57.00	0.00
Fire Chief, Deputy - (Sworn)	1.00	1.00	0.00
Fire Division Chief - (Sworn)	2.00	2.00	0.00
Fire Engineer (56) - (Sworn)	58.00	58.00	0.00
Firefighter (56) - (Sworn)	118.00	118.00	0.00
Firefighter, Pipeline	0.40	0.00	0.40
Public Education Officer	1.00	1.00	0.00
Total	**244.40**	**244.00**	**0.40**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - FIRE - PROFESSIONAL SERVICES			
Administrative Secretary	2.00	2.00	0.00
Equipment Coordinator - Fire	1.00	1.00	0.00
Facilities Management Coord	1.00	1.00	0.00
Fire Captain Day Asgn - (Sworn)	3.00	3.00	0.00
Fire Chief, Assistant - (Sworn)	1.00	1.00	0.00
Fire Division Chief - (Sworn)	3.00	3.00	0.00
Safety Fitness Wellness Coord	1.00	1.00	0.00
Systems Integrator	2.00	2.00	0.00
Total	**14.00**	**14.00**	**0.00**
TOTAL PUBLIC SAFETY - FIRE	**278.40**	**278.00**	**0.40**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - POLICE - INVESTIGATIVE SERVICES			
Administrative Secretary	3.00	3.00	0.00
Crime Analysis Unit Supervisor	1.00	1.00	0.00
Crime Scene Manager	1.00	1.00	0.00
Crime Scene Specialist	8.00	8.00	0.00
Crime Scene Specialist, Lead	2.00	2.00	0.00
Crisis Intervention Specialist	6.00	6.00	0.00
Crisis Intervention Supervisor	1.00	1.00	0.00
Evidence Control Mgr	1.00	1.00	0.00
Fingerprint Technician	4.00	4.00	0.00
Forensic Accountant	1.00	1.00	0.00
Forensic Laboratory Manager	1.00	1.00	0.00
Forensic Scientist I	1.00	1.00	0.00
Forensic Scientist II	2.00	2.00	0.00
Forensic Scientist III	7.00	7.00	0.00
Forensic Scientist Supervisor	2.00	2.00	0.00
Pawn Specialist	1.00	1.00	0.00
Photo Lab Technician	1.00	1.00	0.00
Photo Lab Technician, Sr.	1.00	1.00	0.00
Police Aide	2.00	2.00	0.00
Police Analyst	3.00	3.00	0.00
Police Analyst II	2.00	2.00	0.00
Police Commander - (Sworn)	1.00	1.00	0.00
Police Forensic Services Dir	1.00	1.00	0.00
Police Intelligence Specialist	1.00	1.00	0.00
Police Lieutenant - (Sworn)	4.00	4.00	0.00
Police Officer - (Sworn)	86.00	86.00	0.00
Police Sergeant - (Sworn)	15.00	15.00	0.00
Property / Evidence Tech, Lead	2.00	2.00	0.00
Property / Evidence Technician	4.00	4.00	0.00
Records Specialist	2.00	2.00	0.00
Total	**167.00**	**167.00**	**0.00**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - POLICE - OFFICE OF THE POLICE CHIEF			
Administrative Secretary	1.00	1.00	0.00
Executive Secretary	1.00	1.00	0.00
Police Analyst II	1.00	1.00	0.00
Police Budget Manager	1.00	1.00	0.00
Police Chief - (Sworn)	1.00	1.00	0.00
Police Chief, Asst	1.00	1.00	0.00
Police Chief, Asst - (Sworn)	2.00	2.00	0.00
Police Officer - (Sworn)	1.00	1.00	0.00
Police Sergeant - (Sworn)	3.00	3.00	0.00
Public Education Officer	1.00	1.00	0.00
Total	**13.00**	**13.00**	**0.00**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - POLICE - OPERATIONAL SUPPORT			
Account Specialist	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	0.00
Communications Dispatcher	40.00	39.00	1.00
Communications Supervisor	7.00	7.00	0.00
Communications Technician	2.00	2.00	0.00
Logistics Technician	4.00	4.00	0.00
Municipal Security Manager	1.00	1.00	0.00
Personnel Manager	1.00	1.00	0.00
Personnel Specialist	2.00	2.00	0.00
Police Analyst	3.00	3.00	0.00
Police Analyst II	1.00	1.00	0.00
Police Comm Systems Mgr	1.00	1.00	0.00
Police Communications Op Mgr	1.00	1.00	0.00
Police Op Support Dir	1.00	1.00	0.00
Police Plng Rsrch & Accred Dir	1.00	1.00	0.00
Police Records Supervisor	4.00	4.00	0.00
Police Resource Mgr	1.00	1.00	0.00
Police Tech & Records Director	1.00	1.00	0.00
Polygraph Examiner	1.00	1.00	0.00
Records Manager	1.00	1.00	0.00
Records Specialist	16.00	15.00	1.00
Records Specialist, Senior	8.00	8.00	0.00
Security Guard	2.00	2.00	0.00
Security Project Coordinator	1.00	1.00	0.00
Systems Integrator	5.00	5.00	0.00
Systems Integrator, Lead	2.00	2.00	0.00
Systems Integrator, Sr.	1.00	1.00	0.00
Total	**110.00**	**108.00**	**2.00**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC SAFETY - POLICE - POLICE UNIFORMED SERVICES			
Administrative Secretary	3.00	3.00	0.00
Detention Manager	1.00	1.00	0.00
Detention Officer	25.00	25.00	0.00
Detention Supervisor	6.00	6.00	0.00
Parking Control Checker	1.60	1.00	0.60
Photo Enforcement Program Mgr	1.00	1.00	0.00
Police Aide	35.00	35.00	0.00
Police Commander - (Sworn)	5.00	5.00	0.00
Police Lieutenant - (Sworn)	13.00	13.00	0.00
Police Officer - (Sworn)	229.00	229.00	0.00
Police Officer, Pipeline	2.63	0.00	2.63
Police Rangemaster	2.00	2.00	0.00
Police Sergeant - (Sworn)	41.00	41.00	0.00
Records Specialist	1.00	1.00	0.00
Wrangler	2.10	0.00	2.10
Total	**368.33**	**363.00**	**5.33**
TOTAL PUBLIC SAFETY - POLICE	**658.33**	**651.00**	**7.33**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC WORKS - CAPITAL PROJECT MANAGEMENT			
Asset Management Coordinator	1.00	1.00	0.00
Building Inspector I	1.00	1.00	0.00
Building Inspector II	2.00	2.00	0.00
City Engineer	1.00	1.00	0.00
Civil Engineer, Principal	1.00	1.00	0.00
Civil Engineer, Sr.	3.00	3.00	0.00
Construction Admin Supervisor	3.00	3.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Office Coordinator	1.00	1.00	0.00
Plans Examiner, Sr.	1.00	1.00	0.00
Project Management Assistant	3.00	3.00	0.00
Project Manager, Principal	1.00	1.00	0.00
Project Manager, Sr.	9.00	9.00	0.00
Public Information Officer	0.75	0.00	0.75
Public Works Director	1.00	1.00	0.00
Public Works Inspector I	1.00	1.00	0.00
Public Works Inspector II	5.00	5.00	0.00
Public Works Planner	1.00	1.00	0.00
Public Works Project Coord	1.00	1.00	0.00
Real Estate Manager, Sr	1.00	1.00	0.00
Real Estate Mgmt Specialist	3.00	3.00	0.00
Right-Of-Way Agent	1.00	1.00	0.00
Right-Of-Way Agent, Sr.	1.00	1.00	0.00
Secretary	1.00	1.00	0.00
Total	**44.75**	**44.00**	**0.75**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC WORKS - FACILITIES MANAGEMENT			
Citizen Services Rep	1.00	1.00	0.00
Contracts Coordinator	4.00	4.00	0.00
Dept Director - Public Works	1.00	1.00	0.00
Energy Management Control Spec	2.00	2.00	0.00
Facilities Supervisor	3.00	3.00	0.00
Maintenance Tech II - Building	9.00	9.00	0.00
Maintenance Tech II - Construc	7.00	7.00	0.00
Maintenance Tech II - Electric	8.00	8.00	0.00
Maintenance Tech II - HVAC	6.00	6.00	0.00
Maintenance Tech II - Painter	2.00	2.00	0.00
Maintenance Tech II - Plumber	4.00	4.00	0.00
Maintenance Tech II - Security	2.00	2.00	0.00
Management Analyst	1.00	1.00	0.00
Service Area Manager	2.00	2.00	0.00
Space Planning Analyst	1.00	1.00	0.00
Technology Specialist	1.00	1.00	0.00
Total	**54.00**	**54.00**	**0.00**
PUBLIC WORKS - FLEET MANAGEMENT			
Customer Support Rep, Sr.	1.00	1.00	0.00
Dept Director - Public Works	1.00	1.00	0.00
Equip Parts Supervisor	1.00	1.00	0.00
Equipment Coordinator - Fleet	1.00	1.00	0.00
Equipment Parts Technician	6.00	6.00	0.00
Equipment Service Writer	2.00	2.00	0.00
Fleet Maint Superintendent	1.00	1.00	0.00
Fleet Systems Coordinator	1.00	1.00	0.00
Fleet Technician Crew Chief	3.00	3.00	0.00
Fleet Technician I	3.00	3.00	0.00
Fleet Technician II	8.00	8.00	0.00
Fleet Technician III	15.00	15.00	0.00
Fleet Technician, Lead	3.00	3.00	0.00
Total	**46.00**	**46.00**	**0.00**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC WORKS - SOLID WASTE MANAGEMENT			
Citizen Services Rep	3.00	3.00	0.00
Container Repairer	5.00	5.00	0.00
Dept Director - Public Works	1.00	1.00	0.00
Equipment Operator I	12.84	12.00	0.84
Equipment Operator II	11.00	11.00	0.00
Equipment Operator III	47.00	47.00	0.00
Office Manager	1.00	1.00	0.00
Solid Waste Program Rep	5.00	5.00	0.00
Solid Waste Services Mgr	5.00	5.00	0.00
Solid Waste Systems Mgr	1.00	1.00	0.00
Systems Integrator	1.00	1.00	0.00
Total	**92.84**	**92.00**	**0.84**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
PUBLIC WORKS - STREET OPERATIONS			
Citizen Services Rep	2.00	2.00	0.00
Dept Director - Public Works	1.00	1.00	0.00
Equipment Operator II-FS	1.00	1.00	0.00
Equipment Operator III-FS	12.00	12.00	0.00
ITS Analyst	1.00	1.00	0.00
ITS Analyst, Assistant	1.00	1.00	0.00
ITS Engineer in Training	1.00	1.00	0.00
ITS Network Technician	1.00	1.00	0.00
ITS Signals Manager	1.00	1.00	0.00
ITS Signals Tech I	3.00	3.00	0.00
ITS Signals Tech II	4.00	4.00	0.00
ITS Signals Tech III	3.00	3.00	0.00
ITS Signals Tech, Lead	1.00	1.00	0.00
ITS Traffic Engineer	1.00	1.00	0.00
Maintenance Manager	1.00	1.00	0.00
Maintenance Supervisor	3.00	3.00	0.00
Maintenance Tech II - Streets	5.00	5.00	0.00
Maintenance Technician I	3.00	3.00	0.00
Maintenance Worker I	1.00	1.00	0.00
Maintenance Worker II	1.00	1.00	0.00
Maintenance Worker II - CDL	3.00	3.00	0.00
Public Works Inspector I	1.00	1.00	0.00
Public Works Inspector II	3.00	3.00	0.00
Sign Fabricator	1.00	1.00	0.00
Sign Technician	4.00	4.00	0.00
Street Operations Manager	1.00	1.00	0.00
Technology Coordinator	2.00	2.00	0.00
Total	**62.00**	**62.00**	**0.00**
TOTAL PUBLIC WORKS	**299.59**	**298.00**	**1.59**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
WATER RESOURCES - WATER PLANNING AND ENGINEERING			
Engineer In Training	1.00	1.00	0.00
Financial Specialist - Water	2.00	2.00	0.00
Management Analyst, Sr	1.00	1.00	0.00
Public Information Officer	1.00	1.00	0.00
Water Conservation Coordinator	1.00	1.00	0.00
Water Conservation Specialist	3.00	3.00	0.00
Water Resources Advisor	1.00	1.00	0.00
Water Resources Director	1.00	1.00	0.00
Water Resources Engineer	2.00	2.00	0.00
Water Resources Engineer, Sr.	2.00	2.00	0.00
Water Resources Plng & Eng Dir	1.00	1.00	0.00
Water Resources Principal Eng	3.00	3.00	0.00
Total	**19.00**	**19.00**	**0.00**
WATER RESOURCES - WATER QUALITY			
Quality Assurance Coordinator	1.00	1.00	0.00
Scientist	1.00	1.00	0.00
Scientist, Principal	3.00	3.00	0.00
Scientist, Senior	2.00	2.00	0.00
Water Quality Coordinator	3.00	3.00	0.00
Water Quality Director	1.00	1.00	0.00
Water Quality Laboratory Mgr	1.00	1.00	0.00
Water Quality Regulatory Mgr	1.00	1.00	0.00
Water Quality Specialist	6.00	6.00	0.00
Water Quality Specialist, Sr	2.00	2.00	0.00
Water Quality Technician	2.00	2.00	0.00
Total	**23.00**	**23.00**	**0.00**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
WATER RESOURCES - WATER RECLAMATION SERVICES			
W/WW Maintenance Tech III	3.00	3.00	0.00
W/WW Treatment Plant Op III	2.00	2.00	0.00
Wastewater Collections Manager	1.00	1.00	0.00
Wastewater Collections Oper	4.00	4.00	0.00
Wastewater Collections, Lead	1.00	1.00	0.00
Water Reclamation Svc Director	1.00	1.00	0.00
Water Wastewater Main Tech IV	1.00	1.00	0.00
Water/Wastewater Main Tech II	3.00	3.00	0.00
Water/Wastewater Ops Supervisr	1.00	1.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper II	10.00	10.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper IV	3.00	3.00	0.00
Total	**30.00**	**30.00**	**0.00**
WATER RESOURCES - WATER SERVICES			
W/WW Maintenance Tech III	1.00	1.00	0.00
W/WW Treatment Plant Op III	2.00	2.00	0.00
Water Audit Technician	2.00	2.00	0.00
Water Distribution Manager	1.00	1.00	0.00
Water Meter Reader	10.00	10.00	0.00
Water Meter Reader, Lead	1.00	1.00	0.00
Water Production Manager	1.00	1.00	0.00
Water Services Director	1.00	1.00	0.00
Water Services Worker I	4.00	4.00	0.00
Water Services Worker II	10.00	10.00	0.00
Water Services Worker III	6.00	6.00	0.00
Water Services Worker IV	8.00	8.00	0.00
Water Services Worker V	2.00	2.00	0.00
Water Wastewater Main Tech IV	1.00	1.00	0.00
Water/Wastewater Main Tech II	3.00	3.00	0.00
Water/Wastewater Ops Supervisr	3.00	3.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper II	17.00	17.00	0.00
Wtr/Wstwtr Trtmnt Plnt Oper IV	3.00	3.00	0.00
Total	**76.00**	**76.00**	**0.00**

Division/Department/Job Title	Total FTEs	Full-Time FTEs	Part-Time FTEs
WATER RESOURCES - WATER TECHNOLOGY & ADMIN			
Administrative Secretary	2.00	2.00	0.00
Citizen Services Rep	5.00	5.00	0.00
GIS Technician	2.00	2.00	0.00
HVAC Technician	1.00	1.00	0.00
Office Coordinator	1.00	1.00	0.00
Office Manager	1.00	1.00	0.00
SCADA Systems Specialist	3.00	3.00	0.00
SCADA Systems Specialist, Lead	1.00	1.00	0.00
SCADA Systems Specialist, Sr.	1.00	1.00	0.00
Systems Integrator	2.00	2.00	0.00
Systems Integrator, Lead	1.00	1.00	0.00
Technology Coordinator	2.00	2.00	0.00
Trng, Safety & Security Coord	2.00	2.00	0.00
Utility Technology Supervisor	1.00	1.00	0.00
W/WW Electronic Technician I	1.00	1.00	0.00
W/WW Electronic Technician II	9.00	9.00	0.00
W/WW Electronic Technician III	2.00	2.00	0.00
W/WW Maintenance Tech III	1.00	1.00	0.00
Water Asset Mgmt Tech II	1.00	1.00	0.00
Water Maintenance Manager	1.00	1.00	0.00
Water Res HVAC Contracts Coord	1.00	1.00	0.00
Water Resources Administrator	1.00	1.00	0.00
Water Resources Pipeline	6.28	4.00	2.28
Water Systems Advisor	1.00	1.00	0.00
Water Systems Analyst	5.00	5.00	0.00
Water Systems Supervisor	1.00	1.00	0.00
Water/Wastewater Main Tech II	9.00	9.00	0.00
Water/Wastewater Ops Supervisr	1.00	1.00	0.00
Total	**65.28**	**63.00**	**2.28**
TOTAL WATER RESOURCES	**213.28**	**211.00**	**2.28**
Grand Total:	**2,478.25**	**2,257.00**	**221.25**

Total Sworn FTE (included in above total): 659.00

Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
Account Specialist	4.00	$15.44	$22.39	$32,115.20	$46,571.20
Account Specialist, Lead	1.00	$20.70	$30.01	$43,056.00	$62,420.80
Account Specialist, Sr.	2.00	$16.22	$23.51	$33,737.60	$48,900.80
Accountant I	3.00	$20.70	$30.01	$43,056.00	$62,420.80
Accountant II	2.00	$26.41	$38.30	$54,932.80	$79,664.00
Accountant, Sr.	2.00	$30.58	$44.34	$63,606.40	$92,227.20
Accounting Director	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Accounting Manager	1.00	$33.71	$48.88	$70,116.80	$101,670.40
Accounting Technician, Sr.	2.00	$19.71	$28.58	$40,996.80	$59,446.40
Adapted Recreation Specialist	-	$12.10	$17.55	$25,168.00	$36,504.00
Administrative Assistant	7.00	$18.77	$27.22	$39,041.60	$56,617.60
Administrative Secretary	20.00	$17.03	$24.69	$35,422.40	$51,355.20
Adult Flag Football Official	-	$15.44	$22.39	$32,115.20	$46,571.20
Adult Kickball Official	-	$15.44	$22.39	$32,115.20	$46,571.20
Adult/Youth Sports Scorekeeper	-	$12.10	$17.55	$25,168.00	$36,504.00
Adult/Youth Sports Site Supv	-	$10.98	$15.91	$22,838.40	$33,092.80
Adult/Yth Basketball Official	-	$12.71	$18.42	$26,436.80	$38,313.60
After School Program Site Supr	-	$13.34	$19.34	$27,747.20	$40,227.20
Airport Operations Manager	1.00	$37.17	$53.89	$77,313.60	$112,091.20
Airport Operations Supervisor	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Airport Operations Tech, Sr.	2.00	$18.77	$27.22	$39,041.60	$56,617.60
Airport Operations Technician	5.00	$15.44	$22.39	$32,115.20	$46,571.20
Application Development Mgr	1.00	$40.98	$59.42	$85,238.40	$123,593.60
Aquatics Instructor	-	$11.52	$16.71	$23,961.60	$34,756.80
Area Director - Planning & Dev	3.00	$43.02	$62.39	$89,481.60	$129,771.20
Asset Management Coordinator	1.00	$33.71	$48.88	$70,116.80	$101,670.40
Assistant City Manager	1.00	$45.18	$65.51	$93,974.40	$136,260.80
Audit Associate	-	$17.03	$24.69	$35,422.40	$51,355.20
Auditor, Sr.	5.00	$32.11	$46.55	$66,788.80	$96,824.00
Aviation Director	1.00	$52.30	$75.83	$108,784.00	$157,726.40
Aviation Plan & Outreach Coord	1.00	$30.58	$44.34	$63,606.40	$92,227.20
Benefits Analyst, Sr.	1.00	$27.73	$40.21	$57,678.40	$83,636.80
Bid & Contract Assistant	1.00	$16.22	$23.51	$33,737.60	$48,900.80
Bid & Contract Specialist	4.00	$26.41	$38.30	$54,932.80	$79,664.00
Budget Analyst, Sr.	5.00	$30.58	$44.34	$63,606.40	$92,227.20
Budget Director	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Building Inspection Supervisor	1.00	$32.11	$46.55	$66,788.80	$96,824.00
Building Inspector I	1.00	$22.82	$33.08	$47,465.60	$68,806.40
Building Inspector II	2.00	$25.16	$36.48	$52,332.80	$75,878.40
Business Intelligence Manager	1.00	$40.98	$59.42	$85,238.40	$123,593.60
Business Services Director	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Business Services Manager	4.00	$30.58	$44.34	$63,606.40	$92,227.20
Buyer	3.00	$22.82	$33.08	$47,465.60	$68,806.40
Buyer Aide	1.00	$17.88	$25.92	$37,190.40	$53,913.60
Chief Info Security Officer	1.00	$40.98	$59.42	$85,238.40	$123,593.60
Chief Information Officer	1.00	$57.66	$83.60	$119,932.80	$173,888.00
Citizen Advisor	2.00	$26.41	$38.30	$54,932.80	$79,664.00
Citizen Liaison	3.00	$30.58	$44.34	$63,606.40	$92,227.20
Citizen Services Assistant	2.00	$15.44	$22.39	$32,115.20	$46,571.20

Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
Citizen Services Rep	11.00	$15.44	$22.39	$32,115.20	$46,571.20
Citizen Services Specialist	-	$15.44	$22.39	$32,115.20	$46,571.20
City Attorney	1.00	$96.92	$96.92	$201,593.60	$201,593.60
City Attorney, Assistant	3.50	$40.98	$59.42	$85,238.40	$123,593.60
City Attorney, Asst, Sr I	1.00	$43.02	$62.39	$89,481.60	$129,771.20
City Attorney, Asst, Sr II	5.00	$47.43	$68.78	$98,654.40	$143,062.40
City Attorney, Deputy	2.00	$49.81	$72.22	$103,604.80	$150,217.60
City Auditor	1.00	$71.08	$71.08	$147,846.40	$147,846.40
City Clerk	1.00	$70.14	$70.14	$145,891.20	$145,891.20
City Clerk Assistant	1.00	$17.88	$25.92	$37,190.40	$53,913.60
City Clerk, Deputy	1.00	$33.71	$48.88	$70,116.80	$101,670.40
City Councilman	6.00	$8.65	$8.65	$18,000.00	$18,000.00
City Engineer	1.00	$52.30	$75.83	$108,784.00	$157,726.40
City Judge	1.00	$81.62	$81.62	$169,769.60	$169,769.60
City Judge, Associate	3.00	$74.91	$74.91	$155,812.80	$155,812.80
City Manager	1.00	$101.52	$101.52	$211,161.60	$211,161.60
City Prosecutor	1.00	$49.81	$72.22	$103,604.80	$150,217.60
City Prosecutor, Assistant I	3.00	$35.40	$51.33	$73,632.00	$106,766.40
City Prosecutor, Assistant II	5.00	$39.02	$56.59	$81,161.60	$117,707.20
City Prosecutor, Assistant, Sr	3.00	$40.98	$59.42	$85,238.40	$123,593.60
City Records Manager	1.00	$25.16	$36.48	$52,332.80	$75,878.40
City Treasurer	1.00	$71.41	$71.41	$148,532.80	$148,532.80
City Volunteer Program Manager	1.00	$27.73	$40.21	$57,678.40	$83,636.80
Civil Engineer	-	$29.12	$42.23	$60,569.60	$87,838.40
Civil Engineer, Principal	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Civil Engineer, Sr.	7.00	$32.11	$46.55	$66,788.80	$96,824.00
Claims Adjuster	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Code Enforcement Specialist	2.00	$17.03	$24.69	$35,422.40	$51,355.20
Code Enforcement Supervisor	3.00	$30.58	$44.34	$63,606.40	$92,227.20
Code Inspector I	1.00	$21.73	$31.51	$45,198.40	$65,540.80
Code Inspector II	8.00	$23.96	$34.74	$49,836.80	$72,259.20
Code Inspector, Sr	1.00	$26.41	$38.30	$54,932.80	$79,664.00
Com Svcs Business Ops Manager	1.00	$30.58	$44.34	$63,606.40	$92,227.20
Communications Director	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Communications Dispatcher	40.00	$19.71	$28.58	$40,996.80	$59,446.40
Communications Supervisor	7.00	$25.16	$36.48	$52,332.80	$75,878.40
Communications Systems Analyst	1.00	$26.41	$38.30	$54,932.80	$79,664.00
Communications Technician	2.00	$21.73	$31.51	$45,198.40	$65,540.80
Communicatns & Pub Affairs Dir	1.00	$47.43	$68.78	$98,654.40	$143,062.40
Community Assistance Manager	1.00	$32.11	$46.55	$66,788.80	$96,824.00
Community Grants Specialist	2.00	$22.82	$33.08	$47,465.60	$68,806.40
Community Services Director	1.00	$60.54	$87.78	$125,923.20	$182,582.40
Construction Admin Supervisor	3.00	$30.58	$44.34	$63,606.40	$92,227.20
Container Repairer	5.00	$17.88	$25.92	$37,190.40	$53,913.60
Contracts Coordinator	5.00	$25.16	$36.48	$52,332.80	$75,878.40
Court Administrator	1.00	$40.98	$59.42	$85,238.40	$123,593.60
Court Administrator, Deputy	2.00	$32.11	$46.55	$66,788.80	$96,824.00
Court Clerk I	27.00	$16.22	$23.51	$33,737.60	$48,900.80
Court Clerk II	4.00	$17.88	$25.92	$37,190.40	$53,913.60

Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
Court Clerk III	4.00	$19.71	$28.58	$40,996.80	$59,446.40
Court Interpreter	1.00	$18.77	$27.22	$39,041.60	$56,617.60
Court Services Supervisor	3.00	$22.82	$33.08	$47,465.60	$68,806.40
Crime Analysis Technician	-	$22.82	$33.08	$47,465.60	$68,806.40
Crime Analysis Unit Supervisor	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Crime Scene Manager	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Crime Scene Specialist	8.00	$19.71	$28.58	$40,996.80	$59,446.40
Crime Scene Specialist, Lead	2.00	$22.82	$33.08	$47,465.60	$68,806.40
Crisis Intervention Specialist	6.00	$23.96	$34.74	$49,836.80	$72,259.20
Crisis Intervention Supervisor	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Custodial Worker	2.05	$13.34	$19.34	$27,747.20	$40,227.20
Customer Service Rep	17.00	$15.44	$22.39	$32,115.20	$46,571.20
Customer Service Rep, Lead	4.00	$20.70	$30.01	$43,056.00	$62,420.80
Customer Support Rep, Sr.	3.00	$18.77	$27.22	$39,041.60	$56,617.60
Data Entry Specialist	-	$12.10	$17.55	$25,168.00	$36,504.00
Database Administrator	1.00	$37.17	$53.89	$77,313.60	$112,091.20
Dept Director - Public Works	4.00	$40.98	$59.42	$85,238.40	$123,593.60
Detention Manager	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Detention Officer	25.00	$17.88	$25.92	$37,190.40	$53,913.60
Detention Supervisor	6.00	$23.96	$34.74	$49,836.80	$72,259.20
Development Engineering Mgr	1.00	$37.17	$53.89	$77,313.60	$112,091.20
Development Services Manager	1.00	$37.17	$53.89	$77,313.60	$112,091.20
Development Services Rep I	4.00	$16.22	$23.51	$33,737.60	$48,900.80
Development Services Rep II	6.00	$18.77	$27.22	$39,041.60	$56,617.60
Development Services Rep, Lead	2.00	$21.73	$31.51	$45,198.40	$65,540.80
Digital Media Designer	2.00	$26.41	$38.30	$54,932.80	$79,664.00
Digital Media Specialist	-	$19.71	$28.58	$40,996.80	$59,446.40
Drainage Inspector	1.00	$21.73	$31.51	$45,198.40	$65,540.80
Early Learning Prog Specialist	-	$19.71	$28.58	$40,996.80	$59,446.40
Economic Development Director	1.00	$52.30	$75.83	$108,784.00	$157,726.40
Economic Development Manager	4.00	$37.17	$53.89	$77,313.60	$112,091.20
Economic Develpmnt Specialist	2.00	$26.41	$38.30	$54,932.80	$79,664.00
Emergency Manager	1.00	$37.17	$53.89	$77,313.60	$112,091.20
Energy Management Control Spec	2.00	$25.16	$36.48	$52,332.80	$75,878.40
Engineer In Training	1.00	$23.96	$34.74	$49,836.80	$72,259.20
Engineering Associate	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Enterprise Communications Engr	4.00	$37.17	$53.89	$77,313.60	$112,091.20
Enterprise Communications Spec	3.00	$30.58	$44.34	$63,606.40	$92,227.20
Enterprise Finance Manager	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Enterprise Sys Engineering Mgr	1.00	$40.98	$59.42	$85,238.40	$123,593.60
Enterprise Sys Integrator, Ld	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Enterprise Systems Engineer	6.00	$37.17	$53.89	$77,313.60	$112,091.20
Enterprise Systems Integrator	6.00	$30.58	$44.34	$63,606.40	$92,227.20
Equip Parts Supervisor	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Equipment Coordinator - Fire	1.00	$18.77	$27.22	$39,041.60	$56,617.60
Equipment Coordinator - Fleet	1.00	$22.82	$33.08	$47,465.60	$68,806.40
Equipment Operator I	12.84	$15.44	$22.39	$32,115.20	$46,571.20
Equipment Operator II	11.00	$17.03	$24.69	$35,422.40	$51,355.20
Equipment Operator II-FS	1.00	$17.88	$25.92	$37,190.40	$53,913.60

Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
Equipment Operator III	47.00	$18.77	$27.22	$39,041.60	$56,617.60
Equipment Operator III-FS	12.00	$18.77	$27.22	$39,041.60	$56,617.60
Equipment Parts Technician	6.00	$18.77	$27.22	$39,041.60	$56,617.60
Equipment Service Writer	2.00	$20.70	$30.01	$43,056.00	$62,420.80
Events Contract Coordinator	1.00	$23.96	$34.74	$49,836.80	$72,259.20
Events Specialist	-	$9.03	$13.09	$18,782.40	$27,227.20
Evidence Control Mgr	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Exec Asst for Spec Projects	1.00	$54.91	$79.62	$114,212.80	$165,609.60
Exec Asst to City Manager	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Executive Secretary	5.00	$20.70	$30.01	$43,056.00	$62,420.80
Executive Secretary to Mayor	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Facilities Management Coord	1.00	$26.41	$38.30	$54,932.80	$79,664.00
Facilities Management Spec	-	$18.77	$27.22	$39,041.60	$56,617.60
Facilities Manager	1.00	$26.41	$38.30	$54,932.80	$79,664.00
Facilities Supervisor	3.00	$27.73	$40.21	$57,678.40	$83,636.80
Feed & Bedding Store Supervisr	1.00	$21.73	$31.51	$45,198.40	$65,540.80
Feed & Bedding Worker	2.46	$16.22	$23.51	$33,737.60	$48,900.80
Field Engineering Lead	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Field Engineering Supervisor	1.00	$32.11	$46.55	$66,788.80	$96,824.00
Finance & Acctg Technology Dir	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Finance Analyst, Sr.	1.00	$30.58	$44.34	$63,606.40	$92,227.20
Finance Director	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Financial Services Technician	1.00	$17.88	$25.92	$37,190.40	$53,913.60
Financial Specialist - Library	1.00	$20.70	$30.01	$43,056.00	$62,420.80
Financial Specialist - Water	2.00	$23.96	$34.74	$49,836.80	$72,259.20
Fingerprint Technician	4.00	$18.77	$27.22	$39,041.60	$56,617.60
Fire Battalion Chief (40) - (Sworn)	-	$42.16	$56.91	$87,692.80	$118,372.80
Fire Battalion Chief (56) - (Sworn)	6.00	$42.16	$56.91	$87,692.80	$118,372.80
Fire Captain (40) - (Sworn)	-	$33.03	$44.59	$68,702.40	$92,747.20
Fire Captain (56) - (Sworn)	57.00	$33.03	$44.59	$68,702.40	$92,747.20
Fire Captain Day Asgn - (Sworn)	3.00	$33.03	$44.59	$68,702.40	$92,747.20
Fire Chief - (Sworn)	1.00	$57.66	$83.60	$119,932.80	$173,888.00
Fire Chief, Assistant - (Sworn)	1.00	$51.24	$69.18	$106,579.20	$143,894.40
Fire Chief, Deputy - (Sworn)	2.00	$48.80	$65.88	$101,504.00	$137,030.40
Fire Chief, Exec Asst - (Sworn)	1.00	$53.80	$72.64	$111,904.00	$151,091.20
Fire Division Chief - (Sworn)	6.00	$44.26	$59.76	$92,060.80	$124,300.80
Fire Engineer (40) - (Sworn)	-	$29.96	$40.45	$62,316.80	$84,136.00
Fire Engineer (56) - (Sworn)	58.00	$29.96	$40.45	$62,316.80	$84,136.00
Fire Inspector II	4.00	$26.41	$38.30	$54,932.80	$79,664.00
Fire Marshal, Deputy (40) - (Sworn)	1.00	$29.96	$40.45	$62,316.80	$84,136.00
Fire Marshal, Deputy (56) - (Sworn)	2.00	$29.96	$40.45	$62,316.80	$84,136.00
Fire Marshal, Sr Deputy (40) - (Sworn)	1.00	$33.03	$44.59	$68,702.40	$92,747.20
Fire Marshal, Sr Deputy (56) - (Sworn)	1.00	$33.03	$44.59	$68,702.40	$92,747.20
Fire Plans Review Coordinator	1.00	$32.11	$46.55	$66,788.80	$96,824.00
Firefighter (40) - (Sworn)	-	$23.47	$31.69	$48,817.60	$65,915.20
Firefighter (56) - (Sworn)	118.00	$23.47	$31.69	$48,817.60	$65,915.20
Firefighter Recruit - (Sworn)	-	$23.47	$31.69	$48,817.60	$65,915.20
Firefighter, Pipeline	0.40	$0.00	$0.00	$0.00	$0.00
Fleet Maint Superintendent	1.00	$29.12	$42.23	$60,569.60	$87,838.40

Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
Fleet Systems Coordinator	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Fleet Technician Crew Chief	3.00	$25.16	$36.48	$52,332.80	$75,878.40
Fleet Technician I	3.00	$17.03	$24.69	$35,422.40	$51,355.20
Fleet Technician II	8.00	$18.77	$27.22	$39,041.60	$56,617.60
Fleet Technician III	15.00	$20.70	$30.01	$43,056.00	$62,420.80
Fleet Technician, Lead	3.00	$22.82	$33.08	$47,465.60	$68,806.40
Forensic Accountant	1.00	$26.41	$38.30	$54,932.80	$79,664.00
Forensic Laboratory Manager	1.00	$39.02	$56.59	$81,161.60	$117,707.20
Forensic Scientist I	1.00	$22.82	$33.08	$47,465.60	$68,806.40
Forensic Scientist II	2.00	$27.73	$40.21	$57,678.40	$83,636.80
Forensic Scientist III	7.00	$32.11	$46.55	$66,788.80	$96,824.00
Forensic Scientist Supervisor	2.00	$35.40	$51.33	$73,632.00	$106,766.40
GIS Analyst	2.00	$30.58	$44.34	$63,606.40	$92,227.20
GIS Director	1.00	$43.02	$62.39	$89,481.60	$129,771.20
GIS Manager	1.00	$39.02	$56.59	$81,161.60	$117,707.20
GIS Technician	5.00	$25.16	$36.48	$52,332.80	$75,878.40
GM WestWorld	1.00	$54.91	$79.62	$114,212.80	$165,609.60
Government Relations Director	1.00	$45.18	$65.51	$93,974.40	$136,260.80
Grant Program Specialist	3.00	$17.88	$25.92	$37,190.40	$53,913.60
Grant Program Specialist, Sr.	2.00	$19.71	$28.58	$40,996.80	$59,446.40
Grants Accountant	1.00	$23.96	$34.74	$49,836.80	$72,259.20
Graphics Designer	2.00	$22.82	$33.08	$47,465.60	$68,806.40
Graphics Technician, Sr.	1.00	$17.88	$25.92	$37,190.40	$53,913.60
Green Building Program Manager	1.00	$33.71	$48.88	$70,116.80	$101,670.40
Hearing Officer	2.00	$45.18	$65.51	$93,974.40	$136,260.80
Housing Coordinator	1.00	$26.41	$38.30	$54,932.80	$79,664.00
Housing Rehab Specialist	1.00	$22.82	$33.08	$47,465.60	$68,806.40
Human Resources Analyst	5.00	$22.82	$33.08	$47,465.60	$68,806.40
Human Resources Analyst, Lead	2.00	$29.12	$42.23	$60,569.60	$87,838.40
Human Resources Analyst, Sr.	7.00	$27.73	$40.21	$57,678.40	$83,636.80
Human Resources Director	1.00	$57.66	$83.60	$119,932.80	$173,888.00
Human Resources Manager	2.00	$43.02	$62.39	$89,481.60	$129,771.20
Human Resources Rep	1.00	$15.44	$22.39	$32,115.20	$46,571.20
Human Services Coordinator	5.00	$26.41	$38.30	$54,932.80	$79,664.00
Human Services Director	1.00	$40.98	$59.42	$85,238.40	$123,593.60
Human Services Manager	3.00	$30.58	$44.34	$63,606.40	$92,227.20
Human Services Rep	9.00	$14.71	$21.33	$30,596.80	$44,366.40
Human Services Specialist	12.95	$22.82	$33.08	$47,465.60	$68,806.40
HVAC Technician	1.00	$22.82	$33.08	$47,465.60	$68,806.40
Information Technology Dir	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Inspections Manager	1.00	$37.17	$53.89	$77,313.60	$112,091.20
Inspector I	1.00	$21.73	$31.51	$45,198.40	$65,540.80
Inspector II	12.00	$23.96	$34.74	$49,836.80	$72,259.20
Intern	0.62	$15.44	$22.39	$32,115.20	$46,571.20
Internal Auditor	-	$25.16	$36.48	$52,332.80	$75,878.40
Irrigation Systems Supervisor	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Irrigation Technician	7.00	$17.88	$25.92	$37,190.40	$53,913.60
IT Network Technician	1.00	$26.41	$38.30	$54,932.80	$79,664.00
IT Project Manager	1.00	$35.40	$51.33	$73,632.00	$106,766.40

Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
IT Support Manager	1.00	$39.02	$56.59	$81,161.60	$117,707.20
IT Technician	6.00	$21.73	$31.51	$45,198.40	$65,540.80
IT Technician, Sr.	4.00	$25.16	$36.48	$52,332.80	$75,878.40
ITS Analyst	1.00	$27.73	$40.21	$57,678.40	$83,636.80
ITS Analyst, Assistant	1.00	$23.96	$34.74	$49,836.80	$72,259.20
ITS Engineer in Training	1.00	$23.96	$34.74	$49,836.80	$72,259.20
ITS Network Technician	1.00	$25.16	$36.48	$52,332.80	$75,878.40
ITS Signals Manager	1.00	$30.58	$44.34	$63,606.40	$92,227.20
ITS Signals Tech I	3.00	$17.88	$25.92	$37,190.40	$53,913.60
ITS Signals Tech II	4.00	$21.73	$31.51	$45,198.40	$65,540.80
ITS Signals Tech III	3.00	$22.82	$33.08	$47,465.60	$68,806.40
ITS Signals Tech, Lead	1.00	$23.96	$34.74	$49,836.80	$72,259.20
ITS Traffic Engineer	1.00	$32.11	$46.55	$66,788.80	$96,824.00
Legal Assistant	3.00	$18.77	$27.22	$39,041.60	$56,617.60
Legal Secretary	1.00	$17.88	$25.92	$37,190.40	$53,913.60
Librarian I	18.00	$21.73	$31.51	$45,198.40	$65,540.80
Librarian II	6.00	$23.96	$34.74	$49,836.80	$72,259.20
Librarian III	7.00	$26.41	$38.30	$54,932.80	$79,664.00
Librarian IV	2.00	$29.12	$42.23	$60,569.60	$87,838.40
Library Aide	19.72	$12.10	$17.55	$25,168.00	$36,504.00
Library Assistant	21.11	$16.22	$23.51	$33,737.60	$48,900.80
Library Courier	2.50	$12.71	$18.42	$26,436.80	$38,313.60
Library Director	1.00	$40.98	$59.42	$85,238.40	$123,593.60
Library Manager, Sr.	3.00	$32.11	$46.55	$66,788.80	$96,824.00
Library Monitor	4.25	$10.98	$15.91	$22,838.40	$33,092.80
Library Page	13.34	$10.45	$15.16	$21,736.00	$31,532.80
Library Page, Assistant	-	$8.60	$12.47	$17,888.00	$25,937.60
Library Supervisor	8.00	$18.77	$27.22	$39,041.60	$56,617.60
License Inspector	2.00	$18.77	$27.22	$39,041.60	$56,617.60
Lifeguard, Head - Aquatics	-	$12.10	$17.55	$25,168.00	$36,504.00
Lifeguard/Instructor/Cashier	22.00	$10.98	$15.91	$22,838.40	$33,092.80
Logistics Technician	4.00	$18.77	$27.22	$39,041.60	$56,617.60
Mail Services Courier	1.00	$12.10	$17.55	$25,168.00	$36,504.00
Maintenance Helper	4.10	$13.34	$19.34	$27,747.20	$40,227.20
Maintenance Manager	1.00	$26.41	$38.30	$54,932.80	$79,664.00
Maintenance Supervisor	3.00	$25.16	$36.48	$52,332.80	$75,878.40
Maintenance Supv, Aquatics	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Maintenance Tech II - Aviation	1.00	$21.73	$31.51	$45,198.40	$65,540.80
Maintenance Tech II - Building	9.00	$21.73	$31.51	$45,198.40	$65,540.80
Maintenance Tech II - Construc	7.00	$21.73	$31.51	$45,198.40	$65,540.80
Maintenance Tech II - Electric	8.00	$22.82	$33.08	$47,465.60	$68,806.40
Maintenance Tech II - Horticul	2.00	$21.73	$31.51	$45,198.40	$65,540.80
Maintenance Tech II - HVAC	6.00	$22.82	$33.08	$47,465.60	$68,806.40
Maintenance Tech II - Irgation	1.00	$21.73	$31.51	$45,198.40	$65,540.80
Maintenance Tech II - Painter	2.00	$21.73	$31.51	$45,198.40	$65,540.80
Maintenance Tech II - Plumber	4.00	$22.82	$33.08	$47,465.60	$68,806.40
Maintenance Tech II - Security	2.00	$21.73	$31.51	$45,198.40	$65,540.80
Maintenance Tech II - Streets	5.00	$21.73	$31.51	$45,198.40	$65,540.80
Maintenance Tech, Aquatics	2.00	$22.82	$33.08	$47,465.60	$68,806.40

Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
Maintenance Technician I	7.00	$17.88	$25.92	$37,190.40	$53,913.60
Maintenance Worker I	25.50	$14.01	$20.31	$29,140.80	$42,244.80
Maintenance Worker II	37.00	$17.03	$24.69	$35,422.40	$51,355.20
Maintenance Worker II - CDL	9.00	$17.88	$25.92	$37,190.40	$53,913.60
Maintenance Worker III	18.00	$19.71	$28.58	$40,996.80	$59,446.40
Management Analyst	6.00	$26.41	$38.30	$54,932.80	$79,664.00
Management Analyst, Sr	6.00	$30.58	$44.34	$63,606.40	$92,227.20
Management Assistant to Mayor	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Management Asst to City Clerk	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Mayor	1.00	$17.31	$17.31	$36,000.00	$36,000.00
Mayor's Chief of Staff	1.00	$39.02	$56.59	$81,161.60	$117,707.20
Municipal Security Guard, Lead	1.00	$17.88	$25.92	$37,190.40	$53,913.60
Municipal Security Manager	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Museum Attendant	-	$9.03	$13.09	$18,782.40	$27,227.20
Natural Resources Coordinator	3.00	$22.82	$33.08	$47,465.60	$68,806.40
Neighborhood Resource Supv	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Network Security Engineer	2.00	$32.11	$46.55	$66,788.80	$96,824.00
Occupancy Specialist	1.00	$17.88	$25.92	$37,190.40	$53,913.60
Office Assistant	0.50	$15.44	$22.39	$32,115.20	$46,571.20
Office Coordinator	4.00	$19.71	$28.58	$40,996.80	$59,446.40
Office Manager	6.00	$22.82	$33.08	$47,465.60	$68,806.40
Office Manager - Legal	1.00	$26.41	$38.30	$54,932.80	$79,664.00
Paralegal	7.00	$21.73	$31.51	$45,198.40	$65,540.80
Paralegal, Senior	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Parking Control Checker	1.60	$15.44	$22.39	$32,115.20	$46,571.20
Parks & Rec Operations Supv	12.00	$25.16	$36.48	$52,332.80	$75,878.40
Parks & Recreation Director	1.00	$45.18	$65.51	$93,974.40	$136,260.80
Parks & Recreation Manager	7.00	$30.58	$44.34	$63,606.40	$92,227.20
Pawn Specialist	1.00	$17.88	$25.92	$37,190.40	$53,913.60
Payroll Specialist	4.00	$17.03	$24.69	$35,422.40	$51,355.20
Payroll Specialist, Lead	1.00	$20.70	$30.01	$43,056.00	$62,420.80
Personnel Manager	1.00	$37.17	$53.89	$77,313.60	$112,091.20
Personnel Specialist	3.00	$18.77	$27.22	$39,041.60	$56,617.60
Photo Enforcement Program Mgr	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Photo Lab Technician	1.00	$18.77	$27.22	$39,041.60	$56,617.60
Photo Lab Technician, Sr.	1.00	$21.73	$31.51	$45,198.40	$65,540.80
Planner	5.00	$25.16	$36.48	$52,332.80	$75,878.40
Planner, Associate	3.00	$21.73	$31.51	$45,198.40	$65,540.80
Planner, Environment	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Planner, Principal	-	$35.40	$51.33	$73,632.00	$106,766.40
Planner, Sr.	11.00	$29.12	$42.23	$60,569.60	$87,838.40
Planning & Development Dir	1.00	$49.81	$72.22	$103,604.80	$150,217.60
Planning Administration Managr	1.00	$33.71	$48.88	$70,116.80	$101,670.40
Planning Assistant	2.00	$17.03	$24.69	$35,422.40	$51,355.20
Planning Specialist	3.50	$18.77	$27.22	$39,041.60	$56,617.60
Plans Examiner	3.00	$25.16	$36.48	$52,332.80	$75,878.40
Plans Examiner, Sr.	8.00	$27.73	$40.21	$57,678.40	$83,636.80
PNT Manager	4.00	$37.17	$53.89	$77,313.60	$112,091.20
Police Aide	37.00	$18.77	$27.22	$39,041.60	$56,617.60

Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
Police Analyst	6.00	$25.16	$36.48	$52,332.80	$75,878.40
Police Analyst II	4.00	$27.73	$40.21	$57,678.40	$83,636.80
Police Budget Manager	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Police Chief - (Sworn)	1.00	$63.57	$92.17	$132,225.60	$191,713.60
Police Chief, Asst	1.00	$54.91	$79.62	$114,212.80	$165,609.60
Police Chief, Asst - (Sworn)	2.00	$54.91	$79.62	$114,212.80	$165,609.60
Police Comm Systems Mgr	1.00	$30.58	$44.34	$63,606.40	$92,227.20
Police Commander - (Sworn)	6.00	$47.43	$68.78	$98,654.40	$143,062.40
Police Communications Op Mgr	1.00	$30.58	$44.34	$63,606.40	$92,227.20
Police Forensic Services Dir	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Police Intelligence Analyst	-	$25.16	$36.48	$52,332.80	$75,878.40
Police Intelligence Specialist	1.00	$18.77	$27.22	$39,041.60	$56,617.60
Police Lieutenant - (Sworn)	17.00	$39.02	$56.59	$81,161.60	$117,707.20
Police Officer - (Sworn)	316.00	$26.41	$38.30	$54,932.80	$79,664.00
Police Officer Trainee - (Sworn)	-	$26.41	$38.30	$54,932.80	$79,664.00
Police Officer, Pipeline	2.63	$0.00	$0.00	$0.00	$0.00
Police Op Support Dir	1.00	$40.98	$59.42	$85,238.40	$123,593.60
Police Plng Rsrch & Accred Dir	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Police Rangemaster	2.00	$20.70	$30.01	$43,056.00	$62,420.80
Police Records Supervisor	4.00	$21.73	$31.51	$45,198.40	$65,540.80
Police Resource Mgr	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Police Sergeant - (Sworn) Police	59.00	$35.40	$51.33	$73,632.00	$106,766.40
Tech & Records Director	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Polygraph Examiner	1.00	$27.73	$40.21	$57,678.40	$83,636.80
Pool Manager	4.22	$17.88	$25.92	$37,190.40	$53,913.60
Pool Manager, Assistant	11.17	$13.34	$19.34	$27,747.20	$40,227.20
Pro-Tem Judge	0.64	$52.30	$75.83	$108,784.00	$157,726.40
Project Coordination Liaison	3.00	$30.58	$44.34	$63,606.40	$92,227.20
Project Management Assistant	3.00	$21.73	$31.51	$45,198.40	$65,540.80
Project Manager	-	$29.12	$42.23	$60,569.60	$87,838.40
Project Manager, Principal	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Project Manager, Sr.	9.00	$32.11	$46.55	$66,788.80	$96,824.00
Property / Evidence Tech, Lead	2.00	$18.77	$27.22	$39,041.60	$56,617.60
Property / Evidence Technician	4.00	$17.03	$24.69	$35,422.40	$51,355.20
Prosecution Specialist	6.00	$15.44	$22.39	$32,115.20	$46,571.20
Public Affairs Manager	1.00	$32.11	$46.55	$66,788.80	$96,824.00
Public Education Officer	2.00	$25.16	$36.48	$52,332.80	$75,878.40
Public Information Officer	3.75	$29.12	$42.23	$60,569.60	$87,838.40
Public Records Request Admin	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Public Works Director	1.00	$60.54	$87.78	$125,923.20	$182,582.40
Public Works Inspector I	2.00	$22.82	$33.08	$47,465.60	$68,806.40
Public Works Inspector II	8.00	$26.41	$38.30	$54,932.80	$79,664.00
Public Works Planner	1.00	$27.73	$40.21	$57,678.40	$83,636.80
Public Works Project Coord	1.00	$26.41	$38.30	$54,932.80	$79,664.00
Purchasing Director Purchasing	1.00	$40.98	$59.42	$85,238.40	$123,593.60
Operations Manager Quality	2.00	$29.12	$42.23	$60,569.60	$87,838.40
Assurance Coordinator Radio	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Communictions Tech, Sr Radio	-	$23.96	$34.74	$49,836.80	$72,259.20
Engineering Manager	1.00	$40.98	$59.42	$85,238.40	$123,593.60

Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
Radio Systems Integrator	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Radio Systms Netwrk Integrator	2.00	$30.58	$44.34	$63,606.40	$92,227.20
Railroad & Mechanical Ops Spec	2.00	$22.82	$33.08	$47,465.60	$68,806.40
Railroad Engineer	-	$12.10	$17.55	$25,168.00	$36,504.00
Railroad Mechanic	1.00	$18.77	$27.22	$39,041.60	$56,617.60
Real Estate Manager, Sr	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Real Estate Mgmt Specialist	3.00	$27.73	$40.21	$57,678.40	$83,636.80
Records Manager	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Records Specialist	19.00	$16.22	$23.51	$33,737.60	$48,900.80
Records Specialist, Senior	8.00	$17.88	$25.92	$37,190.40	$53,913.60
Recreation Coordinator	6.00	$22.82	$33.08	$47,465.60	$68,806.40
Recreation Leader I	14.59	$8.60	$12.47	$17,888.00	$25,937.60
Recreation Leader II	79.56	$13.34	$19.34	$27,747.20	$40,227.20
Recreation Leader III	24.00	$17.88	$25.92	$37,190.40	$53,913.60
Recreation Specialist	17.64	$0.00	$0.00	$0.00	$0.00
Revenue Collector	5.00	$18.77	$27.22	$39,041.60	$56,617.60
Revenue Collector, Sr.	1.00	$20.70	$30.01	$43,056.00	$62,420.80
Right of Way Supervisor	1.00	$30.58	$44.34	$63,606.40	$92,227.20
Right-Of-Way Agent	1.00	$23.96	$34.74	$49,836.80	$72,259.20
Right-Of-Way Agent, Sr.	1.00	$27.73	$40.21	$57,678.40	$83,636.80
Risk Coordinator	1.00	$18.77	$27.22	$39,041.60	$56,617.60
Risk Management Director	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Safety Coordinator	1.00	$18.77	$27.22	$39,041.60	$56,617.60
Safety Fitness Wellness Coord	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Safety Manager	1.00	$33.71	$48.88	$70,116.80	$101,670.40
SCADA Systems Apprentice	-	$24.26	$27.04	$50,460.80	$56,243.20
SCADA Systems Specialist	3.00	$27.73	$40.21	$57,678.40	$83,636.80
SCADA Systems Specialist, Lead	1.00	$33.71	$48.88	$70,116.80	$101,670.40
SCADA Systems Specialist, Sr.	1.00	$30.58	$44.34	$63,606.40	$92,227.20
Scientist	1.00	$23.96	$34.74	$49,836.80	$72,259.20
Scientist, Principal	3.00	$32.11	$46.55	$66,788.80	$96,824.00
Scientist, Senior	2.00	$27.73	$40.21	$57,678.40	$83,636.80
Seasonal Assistant Pool Mgr	-	$13.34	$19.34	$27,747.20	$40,227.20
Seasonal Instructor	-	$11.52	$16.71	$23,961.60	$34,756.80
Seasonal Lifeguard	-	$10.98	$15.91	$22,838.40	$33,092.80
Seasonal Rec Leader I	-	$8.60	$12.47	$17,888.00	$25,937.60
Seasonal Rec Leader II	-	$13.34	$19.34	$27,747.20	$40,227.20
Secretary	5.50	$15.44	$22.39	$32,115.20	$46,571.20
Security Guard	3.88	$15.44	$22.39	$32,115.20	$46,571.20
Security Project Coordinator	1.00	$22.82	$33.08	$47,465.60	$68,806.40
Security Screener	-	$15.44	$22.39	$32,115.20	$46,571.20
Service Area Manager	2.00	$32.11	$46.55	$66,788.80	$96,824.00
Service Support Worker	1.00	$12.71	$18.42	$26,436.80	$38,313.60
Sign Fabricator	1.00	$18.77	$27.22	$39,041.60	$56,617.60
Sign Technician	4.00	$17.03	$24.69	$35,422.40	$51,355.20
Software Engineer	6.00	$30.58	$44.34	$63,606.40	$92,227.20
Software Engineer, Sr	4.00	$37.17	$53.89	$77,313.60	$112,091.20
Solid Waste Program Rep	5.00	$19.71	$28.58	$40,996.80	$59,446.40
Solid Waste Services Mgr	5.00	$26.41	$38.30	$54,932.80	$79,664.00

Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
Solid Waste Systems Mgr	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Space Planning Analyst	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Specialty Class Instructor I	-	$9.48	$13.75	$19,718.40	$28,600.00
Specialty Class Instructor II	-	$14.71	$21.33	$30,596.80	$44,366.40
Stadium Supervisor	1.00	$26.41	$38.30	$54,932.80	$79,664.00
Stock Clerk, Lead	2.00	$16.22	$23.51	$33,737.60	$48,900.80
Storm Water Planner, Sr.	-	$30.58	$44.34	$63,606.40	$92,227.20
Stormwater Engineer	-	$29.12	$42.23	$60,569.60	$87,838.40
Stormwater Engineer, Sr	2.00	$32.11	$46.55	$66,788.80	$96,824.00
Stormwater Project Manager	1.00	$37.17	$53.89	$77,313.60	$112,091.20
Stormwater Review Manager	1.00	$37.17	$53.89	$77,313.60	$112,091.20
Street Operations Manager	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Structural Engineer, Sr.	1.00	$32.11	$46.55	$66,788.80	$96,824.00
Structural Plans Examiner	2.00	$29.12	$42.23	$60,569.60	$87,838.40
Student Worker	-	$8.05	$11.31	$16,744.00	$23,524.80
Support Assistant	2.00	$8.05	$11.31	$16,744.00	$23,524.80
Systems Integrator	23.75	$29.12	$42.23	$60,569.60	$87,838.40
Systems Integrator, Lead	7.00	$35.40	$51.33	$73,632.00	$106,766.40
Systems Integrator, Sr.	2.00	$33.71	$48.88	$70,116.80	$101,670.40
Tax Auditor	1.00	$21.73	$31.51	$45,198.40	$65,540.80
Tax Auditor, Sr.	3.00	$25.16	$36.48	$52,332.80	$75,878.40
Technology Coordinator	11.00	$22.82	$33.08	$47,465.60	$68,806.40
Technology Specialist	6.00	$20.70	$30.01	$43,056.00	$62,420.80
Telecom Policy Coordinator	1.00	$30.58	$44.34	$63,606.40	$92,227.20
Temporary Worker	-	$0.00	$0.00	$0.00	$0.00
Tourism & Events Director	1.00	$40.98	$59.42	$85,238.40	$123,593.60
Traffic Engineer, Principal	2.00	$37.17	$53.89	$77,313.60	$112,091.20
Traffic Engineer, Sr.	1.00	$32.11	$46.55	$66,788.80	$96,824.00
Traffic Engineering & Ops Mgr	1.00	$39.02	$56.59	$81,161.60	$117,707.20
Traffic Engineering Analyst	2.00	$23.96	$34.74	$49,836.80	$72,259.20
Traffic Engineering Tech, Sr.	2.00	$22.82	$33.08	$47,465.60	$68,806.40
Traffic Engineering Technician	1.00	$19.71	$28.58	$40,996.80	$59,446.40
Traffic Engnrg Technician Lead	1.00	$27.73	$40.21	$57,678.40	$83,636.80
Trans Plan & Transit Prog Mgr	1.00	$39.02	$56.59	$81,161.60	$117,707.20
Transit Operations Coordinator	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Transit Planner, Principal	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Transportation Director	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Transportation Planner	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Transportation Planner, Sr.	2.00	$29.12	$42.23	$60,569.60	$87,838.40
Transportation Plnr, Principal	-	$35.40	$51.33	$73,632.00	$106,766.40
Transportation Rep	-	$17.88	$25.92	$37,190.40	$53,913.60
Transportation Rep, Sr.	2.00	$20.70	$30.01	$43,056.00	$62,420.80
Trng, Safety & Security Coord	2.00	$25.16	$36.48	$52,332.80	$75,878.40
Utility Technology Supervisor	1.00	$27.73	$40.21	$57,678.40	$83,636.80
Victim Advocate	2.50	$22.82	$33.08	$47,465.60	$68,806.40
Victim Advocate, Sr.	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Victim Assistance Notif Spec	0.50	$12.71	$18.42	$26,436.80	$38,313.60
Victim Services Manager	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Video Engineer	0.60	$27.73	$40.21	$57,678.40	$83,636.80

Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
Video Production Specialist	2.00	$26.41	$38.30	$54,932.80	$79,664.00
Video Production Supervisor	1.00	$29.12	$42.23	$60,569.60	$87,838.40
W/WW Electronic Technician I	1.00	$20.70	$30.01	$43,056.00	$62,420.80
W/WW Electronic Technician II	9.00	$22.82	$33.08	$47,465.60	$68,806.40
W/WW Electronic Technician III	2.00	$25.16	$36.48	$52,332.80	$75,878.40
W/WW Maintenance Tech III	5.00	$20.70	$30.01	$43,056.00	$62,420.80
W/WW Treat Plant Op Apprentice	-	$15.20	$17.60	$31,616.00	$36,608.00
W/WW Treatment Plant Op I	-	$17.88	$25.92	$37,190.40	$53,913.60
W/WW Treatment Plant Op III	4.00	$21.73	$31.51	$45,198.40	$65,540.80
Warehouse Mail Technician	4.00	$14.01	$20.31	$29,140.80	$42,244.80
Wastewater Collections Manager	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Wastewater Collections Oper	4.00	$22.82	$33.08	$47,465.60	$68,806.40
Wastewater Collections, Lead	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Water Asset Mgmt Tech II	1.00	$22.82	$33.08	$47,465.60	$68,806.40
Water Audit Technician	2.00	$17.88	$25.92	$37,190.40	$53,913.60
Water Conservation Coordinator	1.00	$26.41	$38.30	$54,932.80	$79,664.00
Water Conservation Specialist	3.00	$23.96	$34.74	$49,836.80	$72,259.20
Water Distribution Manager	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Water Maintenance Manager	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Water Maintenance Technician	-	$18.77	$27.22	$39,041.60	$56,617.60
Water Meter Reader	10.00	$14.71	$21.33	$30,596.80	$44,366.40
Water Meter Reader, Lead	1.00	$18.77	$27.22	$39,041.60	$56,617.60
Water Production Manager	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Water Quality Coordinator	3.00	$27.73	$40.21	$57,678.40	$83,636.80
Water Quality Director	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Water Quality Laboratory Mgr	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Water Quality Regulatory Mgr	1.00	$35.40	$51.33	$73,632.00	$106,766.40
Water Quality Specialist	6.00	$21.73	$31.51	$45,198.40	$65,540.80
Water Quality Specialist, Sr	2.00	$23.96	$34.74	$49,836.80	$72,259.20
Water Quality Technician	2.00	$19.71	$28.58	$40,996.80	$59,446.40
Water Reclamation Svc Director	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Water Res HVAC Contracts Coord	1.00	$25.16	$36.48	$52,332.80	$75,878.40
Water Resources Administrator	1.00	$54.91	$79.62	$114,212.80	$165,609.60
Water Resources Advisor	1.00	$37.17	$53.89	$77,313.60	$112,091.20
Water Resources Director	1.00	$60.54	$87.78	$125,923.20	$182,582.40
Water Resources Engineer	2.00	$29.12	$42.23	$60,569.60	$87,838.40
Water Resources Engineer, Sr.	2.00	$32.11	$46.55	$66,788.80	$96,824.00
Water Resources Pipeline	6.28	$0.00	$0.00	$0.00	$0.00
Water Resources Plng & Eng Dir	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Water Resources Principal Eng	3.00	$35.40	$51.33	$73,632.00	$106,766.40
Water Services Director	1.00	$43.02	$62.39	$89,481.60	$129,771.20
Water Services Worker I	4.00	$14.71	$21.33	$30,596.80	$44,366.40
Water Services Worker II	10.00	$16.22	$23.51	$33,737.60	$48,900.80
Water Services Worker III	6.00	$17.88	$25.92	$37,190.40	$53,913.60
Water Services Worker IV	8.00	$20.70	$30.01	$43,056.00	$62,420.80
Water Services Worker V	2.00	$22.82	$33.08	$47,465.60	$68,806.40
Water Systems Advisor	1.00	$37.17	$53.89	$77,313.60	$112,091.20
Water Systems Analyst	5.00	$26.41	$38.30	$54,932.80	$79,664.00
Water Systems Supervisor	1.00	$29.12	$42.23	$60,569.60	$87,838.40

Job Title	FTE	Hourly Minimum	Hourly Maximum	Annual Minimum	Annual Maximum
Water Wastewater Main Tech IV	2.00	$22.82	$33.08	$47,465.60	$68,806.40
Water/Wastewater Main Tech I	-	$17.03	$24.69	$35,422.40	$51,355.20
Water/Wastewater Main Tech II	15.00	$18.77	$27.22	$39,041.60	$56,617.60
Water/Wastewater Ops Supervisr	5.00	$27.73	$40.21	$57,678.40	$83,636.80
Web & Design Services Manager	1.00	$39.02	$56.59	$81,161.60	$117,707.20
Web Services Engineer	2.00	$33.71	$48.88	$70,116.80	$101,670.40
WestWorld Business Manager	1.00	$27.73	$40.21	$57,678.40	$83,636.80
WestWorld Director	1.00	$37.17	$53.89	$77,313.60	$112,091.20
Worker's Comp Claims Adjuster	1.00	$29.12	$42.23	$60,569.60	$87,838.40
Worker's Comp Adjuster, Sr	1.00	$30.58	$44.34	$63,606.40	$92,227.20
Wrangler	2.10	$11.52	$16.71	$23,961.60	$34,756.80
Wtr/Wstwtr Trtmnt Plnt Oper II	27.00	$19.71	$28.58	$40,996.80	$59,446.40
Wtr/Wstwtr Trtmnt Plnt Oper IV	6.00	$26.41	$38.30	$54,932.80	$79,664.00
Youth Sports Coach	-	$9.48	$13.75	$19,718.40	$28,600.00
Youth Sports Official	-	$10.45	$15.16	$21,736.00	$31,532.80
Total	**2478.25**				

FY 2016/17 Adopted Budget

Operating Budget by Division, Department and Account Category

The following matrix provides a summary of the total adopted FY 2016/17 operating budget by division and highlights each division's specific departments by account category. Additionally, the report includes the applicable number of full-time equivalent employees (FTE) by department and division.

Division/Department	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2016/17 Total
MAYOR AND CITY COUNCIL							
MAYOR AND CITY COUNCIL	10.00	554,222	297,938	19,300	0	0	871,460
TOTAL MAYOR AND CITY COUNCIL	**10.00**	**554,222**	**297,938**	**19,300**	**0**	**0**	**871,460**
CITY ATTORNEY							
CIVIL	21.50	3,005,980	576,447	60,700	101,500	0	3,744,627
PROSECUTION	27.00	2,670,879	167,768	18,017	1,500	0	2,858,164
VICTIM SERVICES	5.00	442,814	24,604	3,994	0	0	471,412
TOTAL CITY ATTORNEY	**53.50**	**6,119,673**	**768,819**	**82,711**	**103,000**	**0**	**7,074,203**
CITY AUDITOR							
CITY AUDITOR	6.00	675,741	235,464	2,250	0	0	913,455
TOTAL CITY AUDITOR	**6.00**	**675,741**	**235,464**	**2,250**	**0**	**0**	**913,455**
CITY CLERK							
CITY CLERK	7.00	658,410	373,116	2,075	0	0	1,033,601
TOTAL CITY CLERK	**7.00**	**658,410**	**373,116**	**2,075**	**0**	**0**	**1,033,601**
CITY COURT							
CITY COURT	58.52	4,762,534	1,002,941	82,888	0	0	5,848,363
TOTAL CITY COURT	**58.52**	**4,762,534**	**1,002,941**	**82,888**	**0**	**0**	**5,848,363**
CITY MANAGER							
CITY MANAGER	7.15	988,377	279,963	35,250	0	0	1,303,590
TOTAL CITY MANAGER	**7.15**	**988,377**	**279,963**	**35,250**	**0**	**0**	**1,303,590**
CITY TREASURER							
ACCOUNTING	25.00	1,999,913	533,572	11,824	0	0	2,545,309
BUDGET	6.75	638,990	38,740	0	0	0	677,730
BUSINESS SERVICES	44.00	3,389,415	1,977,570	31,376	0	0	5,398,361
CITY TREASURER AND FINANCE	5.00	597,715	267,672	1,638	0	0	867,025
RISK MANAGEMENT	8.00	750,401	8,130,735	87,300	0	0	8,968,436
TOTAL CITY TREASURER	**88.75**	**7,376,434**	**10,948,289**	**132,138**	**0**	**0**	**18,456,861**
ADMINISTRATIVE SERVICES							
COMMUNICATIONS	7.10	763,417	55,309	33,972	0	0	852,698
HUMAN RESOURCES	23.00	2,253,318	31,129,607	269,746	0	0	33,652,671
INFORMATION TECHNOLOGY	73.00	8,385,623	2,231,312	107,610	1,329,151	228,854	12,282,550
PURCHASING	23.00	1,695,020	518,960	174,144	0	0	2,388,124
TOTAL ADMINISTRATIVE SERVICES	**126.10**	**13,097,378**	**33,935,188**	**585,472**	**1,329,151**	**228,854**	**49,176,043**
COMMUNITY AND ECONOMIC DEVELOPMENT							
AVIATION	14.47	1,184,564	925,226	76,550	900,000	0	3,086,340
ECONOMIC DEVELOPMENT	6.00	761,645	343,238	11,030	0	0	1,115,913
PLANNING AND DEVELOPMENT	121.50	11,804,807	1,686,450	311,722	15,874	0	13,818,853
TOURISM AND EVENTS	6.50	696,205	18,287,396	8,215	520,354	560,091	20,072,261
TRANSPORTATION	22.50	1,884,152	7,360,001	26,135	0	200,000	9,470,288
WESTWORLD	29.11	2,018,661	1,970,812	709,770	0	0	4,699,243
TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT	**200.08**	**18,350,034**	**30,573,123**	**1,143,422**	**1,436,228**	**760,091**	**52,262,898**

Division/Department	FTE	Personnel Services	Contractual Services	Commodities	Capital Outlays	Operating Projects	Adopted FY 2016/17 Total
COMMUNITY SERVICES							
COMMUNITY SERVICES PLANNING AND ADMIN	5.94	674,464	354,968	5,000	0	0	1,034,432
HUMAN SERVICES	77.98	5,266,515	9,486,322	209,011	0	0	14,961,848
LIBRARY SYSTEMS	118.92	7,767,797	910,424	1,245,829	0	0	9,924,050
PARKS & RECREATION	265.71	14,050,281	6,863,597	2,197,017	97,000	310,000	23,517,895
PRESERVE MANAGEMENT	3.00	209,454	87,466	22,180	0	0	319,100
TOTAL COMMUNITY SERVICES	**471.55**	**27,968,511**	**17,702,777**	**3,679,037**	**97,000**	**310,000**	**49,757,325**
PUBLIC SAFETY - FIRE							
FIRE & LIFE SAFETY	15.00	1,599,733	116,606	3,598	0	0	1,719,937
OFFICE OF THE FIRE CHIEF	5.00	650,771	59,425	2,920	0	0	713,116
OPERATIONS	244.40	24,518,872	3,754,116	58,669	0	0	28,331,657
PROFESSIONAL SERVICES	14.00	1,887,024	2,159,801	1,064,276	0	0	5,111,101
TOTAL PUBLIC SAFETY - FIRE	**278.40**	**28,656,400**	**6,089,948**	**1,129,463**	**0**	**0**	**35,875,811**
PUBLIC SAFETY - POLICE							
INVESTIGATIVE SERVICES	167.00	21,553,173	3,179,815	604,605	98,475	0	25,436,068
OFFICE OF THE POLICE CHIEF	13.00	2,091,166	127,897	28,185	0	0	2,247,248
OPERATIONAL SUPPORT	110.00	9,064,396	4,184,715	701,039	0	0	13,950,150
POLICE UNIFORMED SERVICES	368.33	47,246,710	9,304,529	631,783	41,950	0	57,224,972
TOTAL PUBLIC SAFETY - POLICE	**658.33**	**79,955,445**	**16,796,956**	**1,965,612**	**140,425**	**0**	**98,858,438**
PUBLIC WORKS							
CAPITAL PROJECT MANAGEMENT	44.75	579,335	388,869	6,657	0	0	974,861
FACILITIES MANAGEMENT	54.00	4,716,436	12,327,012	1,123,311	0	2,793,304	20,960,063
FLEET MANAGEMENT	46.00	3,788,811	1,575,124	6,779,188	7,527,000	0	19,670,123
SOLID WASTE MANAGEMENT	92.84	6,642,988	10,990,656	744,090	442,555	0	18,820,289
STREET OPERATIONS	62.00	4,815,713	8,205,093	1,031,768	40,300	0	14,092,874
TOTAL PUBLIC WORKS	**299.59**	**20,543,283**	**33,486,754**	**9,685,014**	**8,009,855**	**2,793,304**	**74,518,210**
WATER RESOURCES							
WATER PLANNING AND ENGINEERING	19.00	1,131,097	1,175,776	612,300	0	0	2,919,173
WATER QUALITY	23.00	2,274,332	694,844	415,990	0	0	3,385,166
WATER RECLAMATION SERVICES	30.00	3,181,281	12,675,930	8,026,730	240,000	0	24,123,941
WATER SERVICES	76.00	6,429,922	12,445,252	18,951,045	9,500	0	37,835,719
WATER TECHNOLOGY & ADMIN	65.28	5,878,517	2,200,606	691,700	45,000	0	8,815,823
TOTAL WATER RESOURCES	**213.28**	**18,895,149**	**29,192,408**	**28,697,765**	**294,500**	**0**	**77,079,822**
TOTAL	**2,478.25**	**228,601,591**	**181,683,684**	**47,242,397**	**11,410,159**	**4,092,249**	**473,030,080**
NON-DIVISIONAL							
**FUTURE GRANTS		0	5,523,038	0	0	0	5,523,038
CITYWIDE PAY PROGRAM		5,698,541	0	0	0	0	5,698,541
ESTIMATED PERSONNEL SAVINGS FROM VACANT POSITIONS		-4,234,900	0	0	0	0	-4,234,900
INDIRECT/DIRECT COST ALLOCATION		4,882,273	0	0	2,979,680	0	7,861,953
LEAVE ACCRUAL PAYMENTS		2,031,800	0	0	0	0	2,031,800
LESS INTERNAL SERVICE FUND OFFSETS		0	-50,379,888	0	0	0	-50,379,888
SPECIAL DISTRICTS		0	623,566	0	0	0	623,566
GRAND TOTAL		**236,979,305**	**137,450,400**	**47,242,397**	**14,389,839**	**4,092,249**	**440,154,190**

** These are for future grants and have not been applied to a program at this time. This funding is included to give the maximum, legal flexibility. When and if a grant is awarded, it will be assigned to a specific division and program.

Operating Budget by Division, Department and Funding Source

The following matrix provides a summary of the total adopted FY 2016/17 operating budget by division and highlights each division's specific departments. The matrix includes the source(s) of funding for each department by governmental fund accounting type plus it includes the applicable number of full-time equivalent employees (FTE) by division and department.

Division/Department	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2016/17 Total
MAYOR AND CITY COUNCIL							
MAYOR AND CITY COUNCIL	10.00	789,960	75,500	0	0	6,000	871,460
TOTAL MAYOR AND CITY COUNCIL	**10.00**	**789,960**	**75,500**	**0**	**0**	**6,000**	**871,460**
CITY ATTORNEY							
CIVIL	21.50	3,744,627	0	0	0	0	3,744,627
PROSECUTION	27.00	2,858,164	0	0	0	0	2,858,164
VICTIM SERVICES	5.00	471,412	0	0	0	0	471,412
TOTAL CITY ATTORNEY	**53.50**	**7,074,203**	**0**	**0**	**0**	**0**	**7,074,203**
CITY AUDITOR							
CITY AUDITOR	6.00	913,455	0	0	0	0	913,455
TOTAL CITY AUDITOR	**6.00**	**913,455**	**0**	**0**	**0**	**0**	**913,455**
CITY CLERK							
CITY CLERK	7.00	1,033,601	0	0	0	0	1,033,601
TOTAL CITY CLERK	**7.00**	**1,033,601**	**0**	**0**	**0**	**0**	**1,033,601**
CITY COURT							
CITY COURT	58.52	4,742,649	1,105,714	0	0	0	5,848,363
TOTAL CITY COURT	**58.52**	**4,742,649**	**1,105,714**	**0**	**0**	**0**	**5,848,363**
CITY MANAGER							
CITY MANAGER	7.15	1,303,590	0	0	0	0	1,303,590
TOTAL CITY MANAGER	**7.15**	**1,303,590**	**0**	**0**	**0**	**0**	**1,303,590**
CITY TREASURER							
ACCOUNTING	25.00	2,545,309	0	0	0	0	2,545,309
BUDGET	6.75	677,730	0	0	0	0	677,730
BUSINESS SERVICES	44.00	2,503,487	0	2,894,874	0	0	5,398,361
CITY TREASURER AND FINANCE	5.00	558,548	0	288,360	20,117	0	867,025
RISK MANAGEMENT	8.00	0	0	0	8,968,436	0	8,968,436
TOTAL CITY TREASURER	**88.75**	**6,285,074**	**0**	**3,183,234**	**8,988,553**	**0**	**18,456,861**
ADMINISTRATIVE SERVICES							
COMMUNICATIONS	7.10	852,698	0	0	0	0	852,698
HUMAN RESOURCES	23.00	2,824,190	0	0	30,828,481	0	33,652,671
INFORMATION TECHNOLOGY	73.00	11,001,150	0	0	1,281,400	0	12,282,550
PURCHASING	23.00	2,388,124	0	0	0	0	2,388,124
TOTAL ADMINISTRATIVE SERVICES	**126.10**	**17,066,162**	**0**	**0**	**32,109,881**	**0**	**49,176,043**
COMMUNITY AND ECONOMIC DEVELOPMENT							
AVIATION	14.47	0	0	3,086,340	0	0	3,086,340
ECONOMIC DEVELOPMENT	6.00	1,095,913	20,000	0	0	0	1,115,913
PLANNING AND DEVELOPMENT	121.50	13,713,046	105,807	0	0	0	13,818,853
TOURISM AND EVENTS	6.50	6,340,725	13,731,536	0	0	0	20,072,261
TRANSPORTATION	22.50	0	9,470,288	0	0	0	9,470,288
WESTWORLD	29.11	4,629,243	70,000	0	0	0	4,699,243
TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT	**200.08**	**25,778,927**	**23,397,631**	**3,086,340**	**0**	**0**	**52,262,898**

Operating Budget by Division, Department and Funding Source

Division/Department	FTE	General Fund	Special Revenue	Enterprise	Internal Service	Grants Trusts Special Districts	Adopted FY 2016/17 Total
COMMUNITY SERVICES							
COMMUNITY SERVICES PLANNING AND ADMIN	5.94	1,034,432	0	0	0	0	1,034,432
HUMAN SERVICES	77.98	5,284,595	356,829	0	0	9,320,424	14,961,848
LIBRARY SYSTEMS	118.92	9,439,347	342,953	0	0	141,750	9,924,050
PARKS & RECREATION	265.71	19,722,690	3,512,230	0	0	282,975	23,517,895
PRESERVE MANAGEMENT	3.00	308,406	0	0	0	10,694	319,100
TOTAL COMMUNITY SERVICES	**471.55**	**35,789,470**	**4,212,012**	**0**	**0**	**9,755,843**	**49,757,325**
PUBLIC SAFETY - FIRE							
FIRE & LIFE SAFETY	15.00	1,719,937	0	0	0	0	1,719,937
OFFICE OF THE FIRE CHIEF	5.00	710,816	2,300	0	0	0	713,116
OPERATIONS	244.40	28,331,657	0	0	0	0	28,331,657
PROFESSIONAL SERVICES	14.00	5,111,101	0	0	0	0	5,111,101
TOTAL PUBLIC SAFETY - FIRE	**278.40**	**35,873,511**	**2,300**	**0**	**0**	**0**	**35,875,811**
PUBLIC SAFETY - POLICE							
INVESTIGATIVE SERVICES	167.00	23,624,932	1,420,464	0	0	390,672	25,436,068
OFFICE OF THE POLICE CHIEF	13.00	2,225,343	21,905	0	0	0	2,247,248
OPERATIONAL SUPPORT	110.00	13,950,150	0	0	0	0	13,950,150
POLICE UNIFORMED SERVICES	368.33	56,727,226	497,746	0	0	0	57,224,972
TOTAL PUBLIC SAFETY - POLICE	**658.33**	**96,527,651**	**1,940,115**	**0**	**0**	**390,672**	**98,858,438**
PUBLIC WORKS							
CAPITAL PROJECT MANAGEMENT	44.75	724,861	250,000	0	0	0	974,861
FACILITIES MANAGEMENT	54.00	20,367,763	592,300	0	0	0	20,960,063
FLEET MANAGEMENT	46.00	0	0	0	19,670,123	0	19,670,123
SOLID WASTE MANAGEMENT	92.84	0	0	18,820,289	0	0	18,820,289
STREET OPERATIONS	62.00	0	14,092,874	0	0	0	14,092,874
TOTAL PUBLIC WORKS	**299.59**	**21,092,624**	**14,935,174**	**18,820,289**	**19,670,123**	**0**	**74,518,210**
WATER RESOURCES							
WATER PLANNING AND ENGINEERING	19.00	0	0	2,919,173	0	0	2,919,173
WATER QUALITY	23.00	0	0	3,385,166	0	0	3,385,166
WATER RECLAMATION SERVICES	30.00	0	0	24,123,941	0	0	24,123,941
WATER SERVICES	76.00	0	0	37,835,719	0	0	37,835,719
WATER TECHNOLOGY & ADMIN	65.28	0	0	8,815,823	0	0	8,815,823
TOTAL WATER RESOURCES	**213.28**	**0**	**0**	**77,079,822**	**0**	**0**	**77,079,822**
TOTAL	**2,478.25**	**254,270,877**	**45,668,446**	**102,169,685**	**60,768,557**	**10,152,515**	**473,030,080**
NON-DIVISIONAL							
**FUTURE GRANTS		0	0	0	0	5,523,038	5,523,038
CITYWIDE PAY PROGRAM		4,723,481	197,652	652,005	104,400	21,003	5,698,541
ESTIMATED PERSONNEL SAVINGS FROM VACANT POSITIONS		-3,876,000	-159,400	0	-199,500	0	-4,234,900
LEAVE ACCRUAL PAYMENTS		1,947,500	51,100	0	33,200	0	2,031,800
INDIRECT/DIRECT COST ALLOCATION		0	0	7,861,953	0	0	7,861,953
SPECIAL DISTRICTS		0	0	0	0	623,566	623,566
LESS INTERNAL SERVICE FUND OFFSETS		0	0	0	-50,379,888	0	-50,379,888
GRAND TOTAL		**257,065,858**	**45,757,798**	**110,683,643**	**10,326,769**	**16,320,122**	**440,154,190**

** These are for future grants and have not been applied to a program at this time. This funding is included to give the maximum, legal flexibility. When and if a grant is awarded, it will be assigned to a specific division and program.

Division/Department Relationship with Strategic Goals

Strategic Goals (consistent with General Plan and CityShape 2020)

Support Economic Vitality: Scottsdale is committed to the goal of supporting its existing economic strengths by: targeting new opportunities which can diversify our economic base; providing for the fiscal health of the city; and forming partnerships with the community which strengthen our ability to meet this goal.

Enhance Neighborhoods: Scottsdale's residential and commercial neighborhoods are a major defining element of this community. The quality of our experience as a Scottsdale citizen is expressed first and foremost in the individual neighborhoods where we live, work, and play. Scottsdale is committed to maintaining and enhancing our existing and future neighborhoods. Development, revitalization, and redevelopment decisions, including rezoning and infrastructure planning, must meet the needs of our neighborhoods in the context of broader community goals.

Preserve Meaningful Open Space: The City of Scottsdale is committed to promoting the acquisition, dedication, and setting aside of open space as a community amenity and in support of the tourism industry in Scottsdale.

Seek Sustainability: Scottsdale is committed to the effective management of its finite and renewable environmental, economic, social, and technological resources to ensure that they serve future needs.

Advance Transportation: The transportation system must be the backbone of Scottsdale, supporting its economy and serving and influencing its land use patterns in a positive way.

Value Scottsdale's Unique Lifestyle and Character: Scottsdale offers a superior and desirable Sonoran Desert lifestyle for its citizens and visitors. The preservation of this unique lifestyle and character will be achieved through a respect for our natural and man-made environment, while providing for the needs of our citizens.

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

Divisions — Division/Department Relationship with Strategic Goals

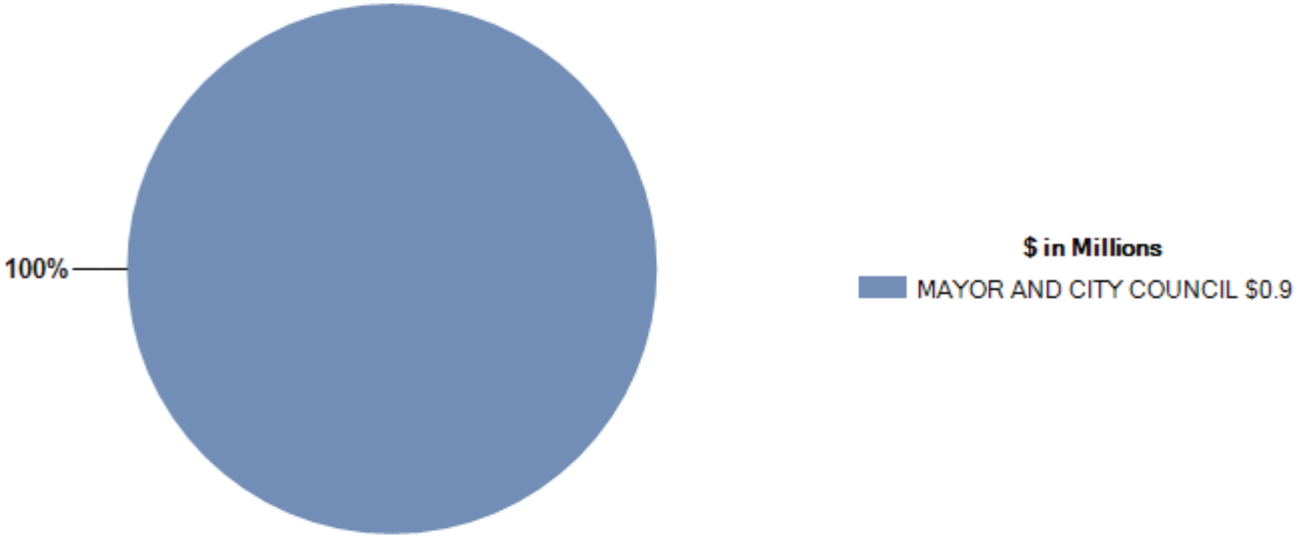
	Economic Vitality	Neighborhoods	Open Space	Sustainability	Transportation	Unique Lifestyle
CITY COURT						
CITY COURT		X				
CITY MANAGER						
CITY MANAGER	X	X	X	X	X	X
CITY TREASURER						
CITY TREASURER AND FINANCE	X			X		
ACCOUNTING	X			X		
BUDGET	X			X		
BUSINESS SERVICES	X			X		
RISK MANAGEMENT	X			X		
ADMINISTRATIVE SERVICES						
COMMUNICATIONS	X	X	X	X	X	X
HUMAN RESOURCES				X		
INFORMATION TECHNOLOGY				X		
PURCHASING				X		
COMMUNITY AND ECONOMIC DEVELOPMENT						
AVIATION	X				X	
ECONOMIC DEVELOPMENT	X					
PLANNING AND DEVELOPMENT		X	X	X		X
TOURISM AND EVENTS	X					X
TRANSPORTATION					X	
WESTWORLD	X					
COMMUNITY SERVICES						
COMMUNITY SERVICES PLANNING AND ADMIN	X	X	X			X
HUMAN SERVICES		X				X
LIBRARY SYSTEMS	X	X		X		
PARKS & RECREATION		X	X			X
PRESERVE MANAGEMENT			X			X
PUBLIC SAFETY - FIRE						
OFFICE OF THE FIRE CHIEF		X				
OPERATIONS		X				
PROFESSIONAL SERVICES		X				
FIRE & LIFE SAFETY		X				

Divisions | Division/Department Relationship with Strategic Goals

	Economic Vitality	Neighborhoods	Open Space	Sustainability	Transportation	Unique Lifestyle
PUBLIC SAFETY - POLICE						
OFFICE OF THE POLICE CHIEF		X				
POLICE UNIFORMED SERVICES		X				
INVESTIGATIVE SERVICES		X				
OPERATIONAL SUPPORT		X		X		
PUBLIC WORKS						
CAPITAL PROJECT MANAGEMENT	X		X	X	X	
FACILITIES MANAGEMENT				X		
FLEET MANAGEMENT				X		
SOLID WASTE MANAGEMENT		X		X		
STREET OPERATIONS				X	X	X
WATER RESOURCES						
WATER PLANNING AND ENGINEERING	X	X		X		
WATER QUALITY	X	X		X		
WATER RECLAMATION SERVICES	X	X		X		
WATER SERVICES	X	X		X		
WATER TECHNOLOGY & ADMIN	X	X		X		

MAYOR AND CITY COUNCIL

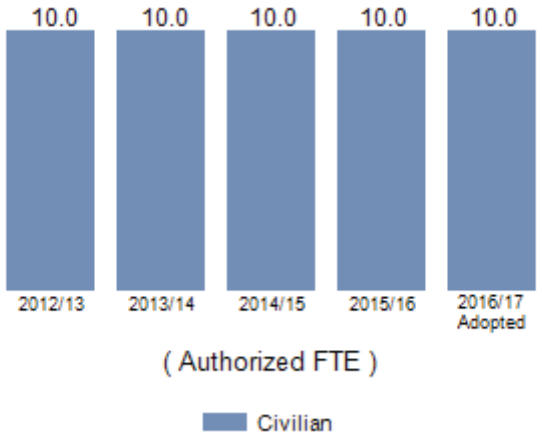
FY 2016/17 Adopted Budget

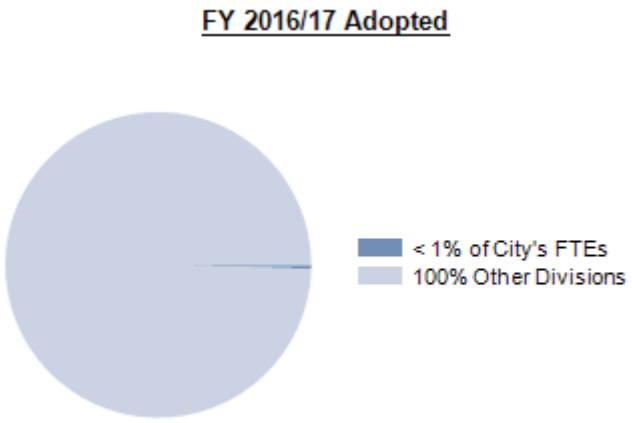


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
MAYOR AND CITY COUNCIL	888,456	944,283	871,460	-72,823
Total Budget	**888,456**	**944,283**	**871,460**	**-72,823**

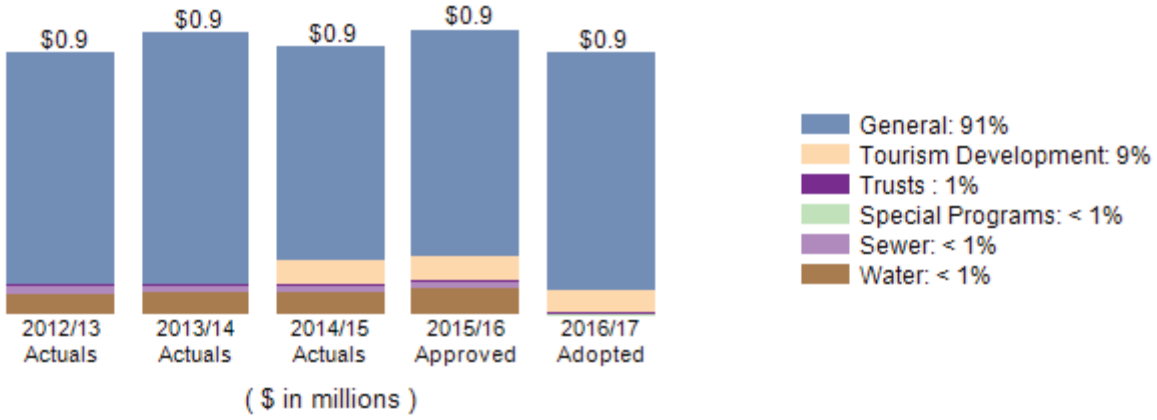
FY 2016/17 Adopted Budget

Staff Summary



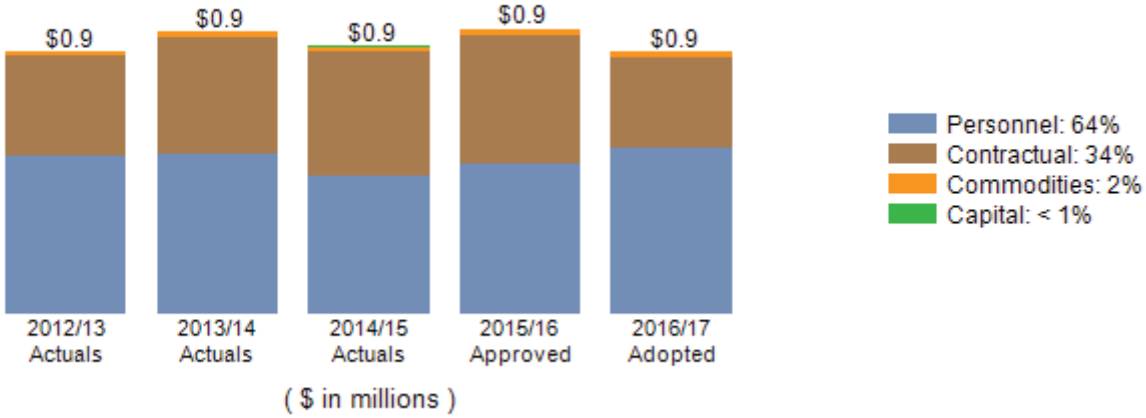


Expenditures By Fund



Percents represent FY 2016/17 Adopted

Expenditures By Type



Percents represent FY 2016/17 Adopted

Division Summary — Mayor and City Council

Strategic Goal(s)

Advance Transportation | Enhance Neighborhoods | Preserve Meaningful Open Space | Seek Sustainability | Support Economic Vitality | Value Scottsdale's Unique Lifestyle and Character

Description

The voters elect the mayor and six councilmembers to enact local legislation, adopt budgets and determine policies. The City Council appoints six officers to advise them on policy issues and run day-to-day operations. The City Council establishes the city's mission, goals, programs and policies to serve the needs of the citizens of Scottsdale.

Services Provided

- Enact local legislation and determine policies.
- Appoint charter officers and board and commission members.
- Represent constituents and respond to citizen issues.

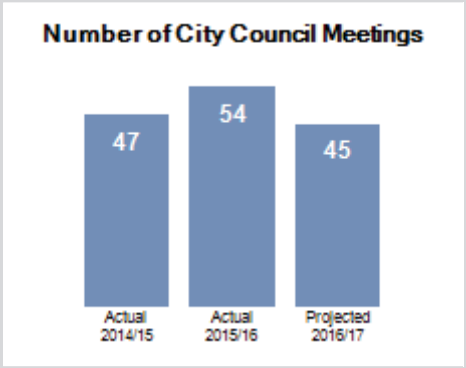
FY 2015/16 Achievements

- Devoted 56 percent more time in discussions and deliberations in City Council meetings in Fiscal Year 2015/16 compared to Fiscal Year 2014/15.
- Established Citizen's Bond Oversight Committee in response to bond approval for street pavement replacement and public safety-fire.
- Discussed and approved the Transportation Master Plan
- Mayor's Office and Economic Development were able to retain the international corporation JDA headquarters which was founded and now remains in Scottsdale.
- Evaluated Scottsdale Airport and approved funding mechanisms for Scottsdale Airport Operations Center and terminal remodel.

FY 2016/17 Objectives

- Provide strategic support for tourism and visitor events.
- Develop a transportation strategy that anticipates future needs.
- Prepare and adopt fiscally sustainable operating and capital budgets.
- Reinvest in a high performance organization and work culture.

Charted Performance Measures



24 annually are statutorily required

Workload

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	10.00	10.00	10.00	0.00
% of City's FTEs			0.40 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	711,026	753,283	789,960	36,677
Sewer Fund	23,164	23,500	0	-23,500
Special Programs Fund	383	0	500	500
Tourism Development Fund	75,000	75,000	75,000	0
Trusts	4,237	6,000	6,000	0
Water Funds	74,645	86,500	0	-86,500
Total Budget	**888,456**	**944,283**	**871,460**	**-72,823**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	460,587	496,178	554,222	58,044
Contractual Services	411,306	426,305	297,938	-128,367
Commodities	16,476	21,800	19,300	-2,500
Capital Outlays	86	0	0	0
Subtotal Operating Budget	**888,456**	**944,283**	**871,460**	**-72,823**
Operating Projects	0	0	0	0
Total Budget	**888,456**	**944,283**	**871,460**	**-72,823**

Budget Notes and Significant Changes

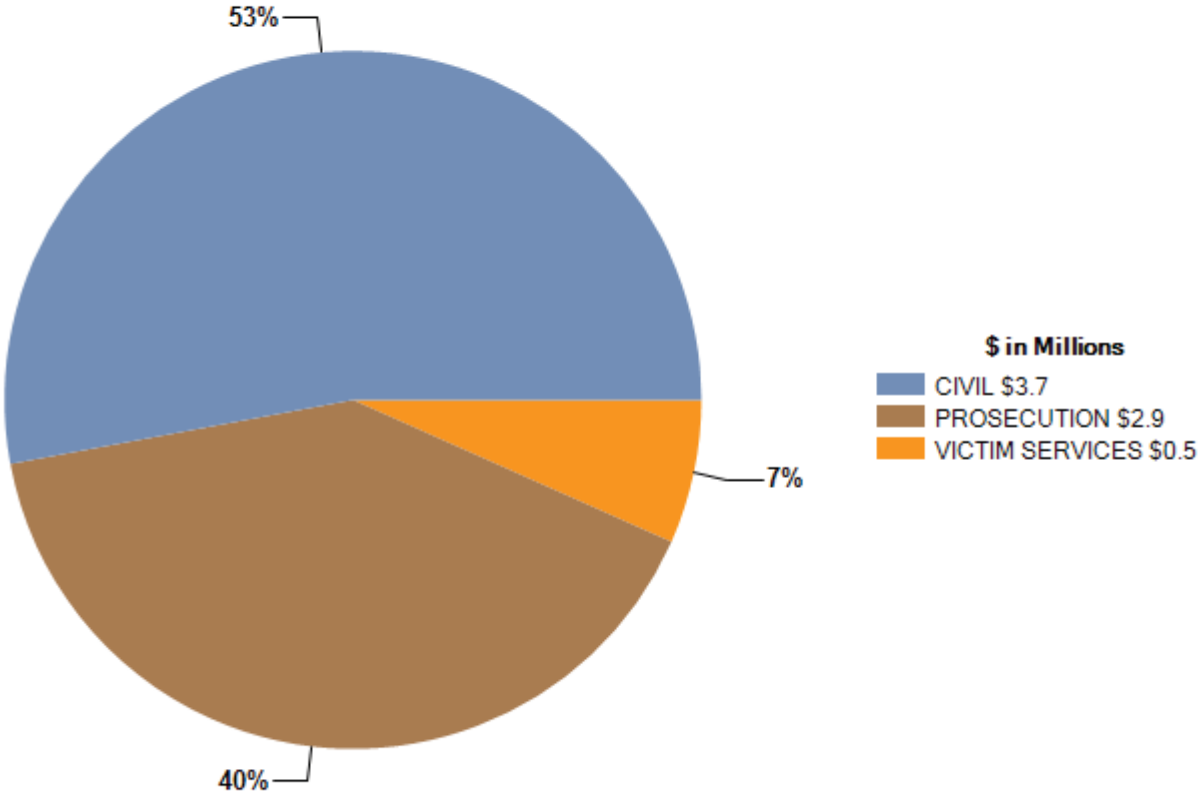
- The decrease in the Sewer Fund, Water Funds and Contractual Services is related to the City's membership in Arizona Municipal Water Users Association (AMWUA) now being budgeted in Water Resources Division.
- The decrease in Contractual Services is also due to the reclassification of mileage reimbursement and car allowance to Personnel Services.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar, as well as the reclassification of mileage reimbursement and car allowance from Contractual Services in FY 2016/17.

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Mayor's Office volunteers support Mayor and Council staff with administrative tasks.	1	30	$685	0.0
Total	**1**	**30**	**$685**	**0.0**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

CITY ATTORNEY

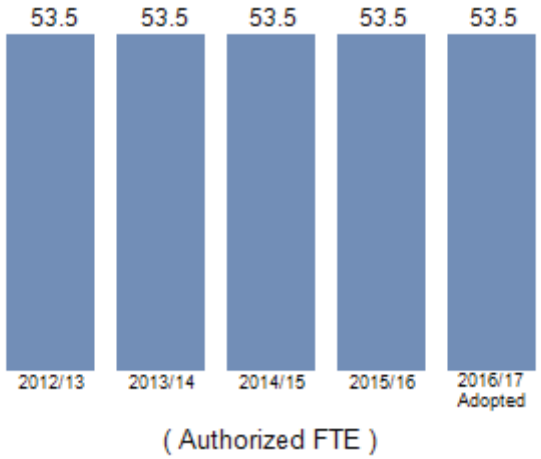
FY 2016/17 Adopted Budget

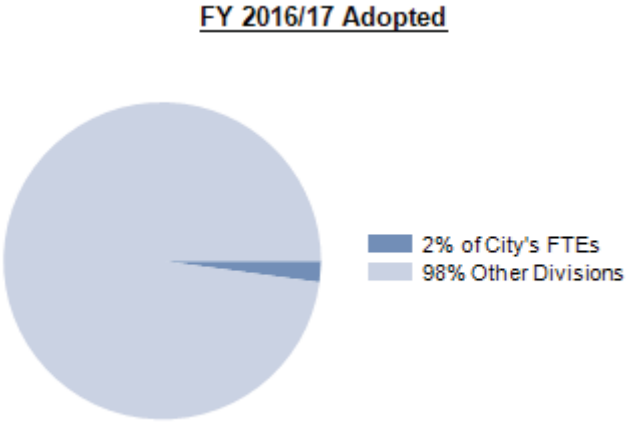


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
CIVIL	3,037,876	3,468,781	3,744,627	275,846
PROSECUTION	2,522,891	2,663,988	2,858,164	194,176
VICTIM SERVICES	436,246	460,319	471,412	11,093
Total Budget	**5,997,012**	**6,593,088**	**7,074,203**	**481,115**

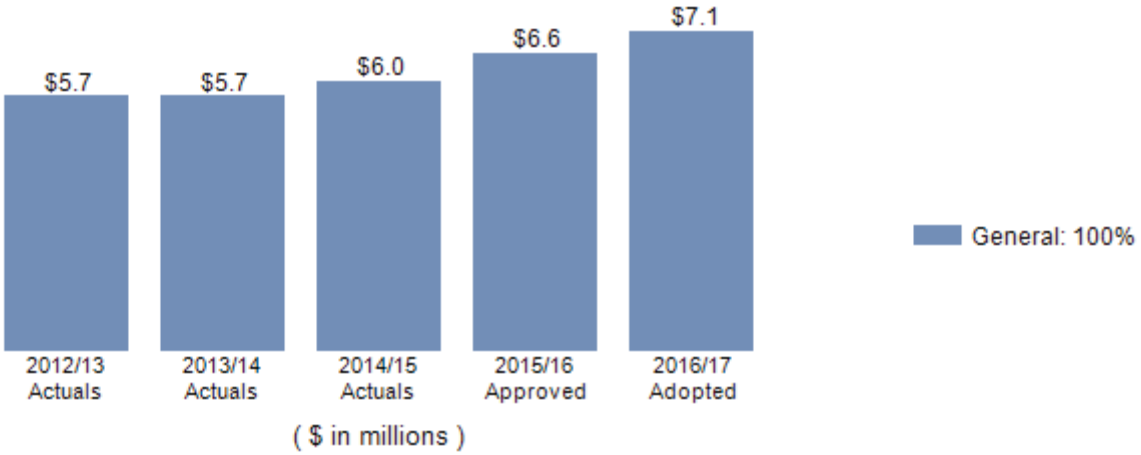
FY 2016/17 Adopted Budget

Staff Summary



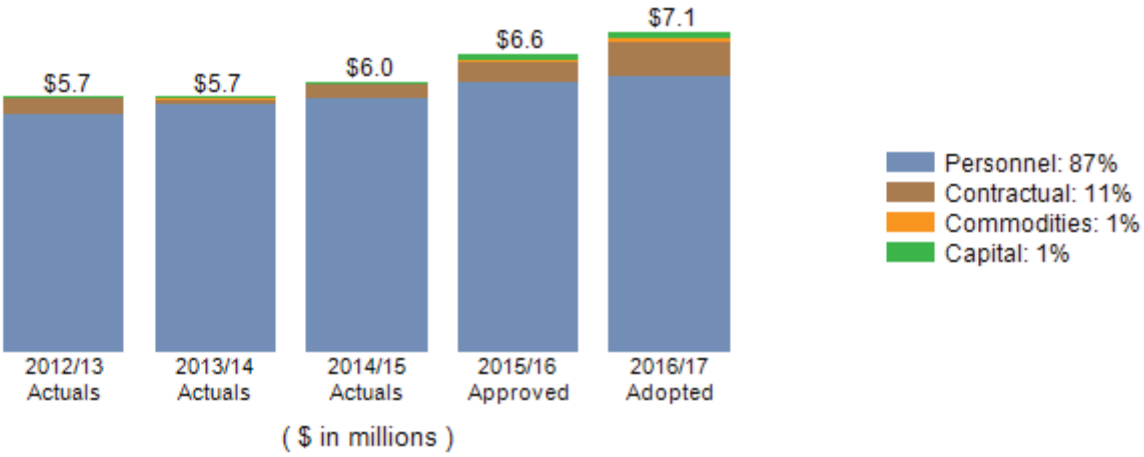


Expenditures By Fund



Percents represent FY 2016/17 Adopted

Expenditures By Type



Percents represent FY 2016/17 Adopted

Strategic Goal(s)

Seek Sustainability

Description

The City Attorney is the chief legal advisor of all offices, divisions and agencies and of all officers and employees in matters relating to their official powers and duties and serves at the pleasure of the City Council.

Services Provided

- Provides legal advice to the Mayor and City Council, to all city offices, divisions and departments and to all city officers and employees in matters relating to their official powers and duties.
- Litigates civil claims and lawsuits filed on behalf of, or against, the City of Scottsdale.
- Prosecutes misdemeanor offenses in the city, including driving under the influence, domestic violence, juvenile status offenses, minor traffic and other misdemeanor offenses.
- Represents the city in all court proceedings required to prosecute offenders.
- Provides legally mandated victim notification services as well as professional-level victim advocacy to misdemeanor crime victims in Scottsdale.

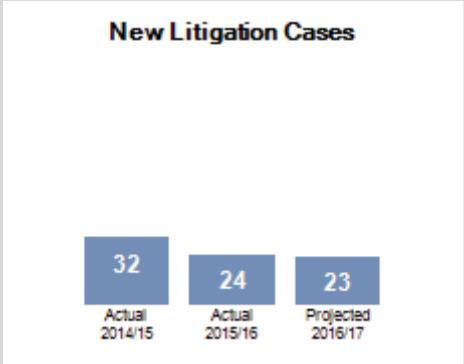
FY 2015/16 Achievements

- Resolved several major legal matters resulting in significant financial savings for the taxpayers.
- Continued the expedited Jail Court process in Prosecution to save city resources, improve efficiency and improve resolutions for victims and defendants.
- Processed 14,634 public records requests citywide, of which the City Attorney's office processed 433 requests.
- Contacted approximately 6,248 victims directly either by phone or in person.

FY 2016/17 Objectives

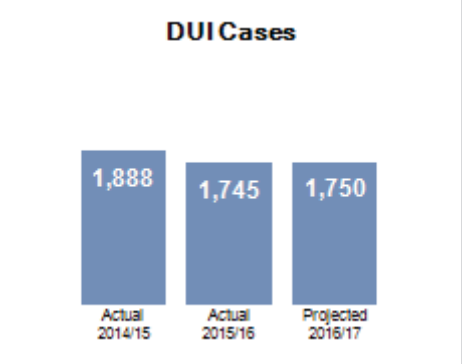
- Conduct training classes for city staff in support of the City Attorney's goal of seeking to prevent legal claims against the city.
- Limit the use of outside counsel for civil legal matters.
- Resolve criminal matters in a competent and timely manner through effective prosecution processes.
- Maintain the highest level of service for victims and citizens and meet legally mandated timelines for notification to victims.

Charted Performance Measures



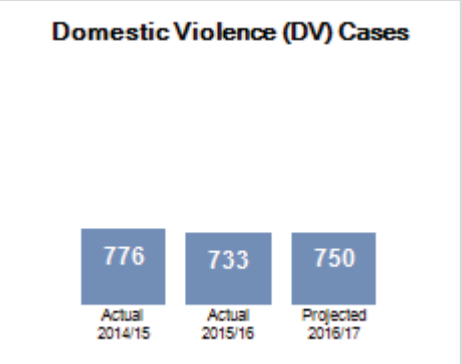
Number of new civil litigation cases

Workload



Number of driving under the influence (DUI) cases.

Workload



Number of domestic violence cases

Workload

Division Summary — City Attorney

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	53.50	53.50	53.50	0.00
% of city's FTEs			2.16 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	5,997,012	6,593,088	7,074,203	481,115
Total Budget	**5,997,012**	**6,593,088**	**7,074,203**	**481,115**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	5,628,335	5,969,022	6,119,673	150,651
Contractual Services	304,604	442,127	768,819	326,692
Commodities	62,605	77,439	82,711	5,272
Capital Outlays	1,468	104,500	103,000	-1,500
Subtotal Operating Budget	**5,997,012**	**6,593,088**	**7,074,203**	**481,115**
Operating Projects	0	0	0	0
Total Budget	**5,997,012**	**6,593,088**	**7,074,203**	**481,115**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar, offset by significant vacation/medical leave payoffs which happened in FY 2015/16 that are not forecasted to occur in FY 2016/17.
- The increase in Contractual Services reflects an increase in the City Attorney's proportionate share of Property, Liability and Worker's Compensation liability insurance as a result of increases in citywide claims paid.

City Attorney | Civil

Strategic Goal(s)

Seek Sustainability

Description

The Civil Department of the City Attorney's Office provides legal advice to all offices, divisions and agencies and to all officers and employees in matters relating to their official powers and duties.

Services Provided

- Litigates civil claims and lawsuits filed on behalf of, or against, the City of Scottsdale.
- Provides clients with legal advice to assist in preventing or limiting legal risks.
- Drafts contracts for all city departments.
- Reviews and approves all ordinances and resolutions submitted for the city.
- Coordinates responses to public records requests.

FY 2015/16 Achievements

- Resolved several major legal matters resulting in significant financial savings for the taxpayers.
- Represented the city in 51 litigation cases, with 2 new cases sent to outside counsel.
- Worked with divisions to ensure they were aware of public records requests responsibilities and to promptly and fully respond to public records requests. Provided public records request training for 14 employees from 5 different departments.
- Continued efforts to reduce claims against the city by conducting staff training about legal obligations. The office hosted more than a dozen different training sessions to include over 150 employees.
- Negotiated settlements in the amount of $14,681. Total payments received for current and previous fiscal year settlements amount to $87,044.

FY 2016/17 Objectives

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

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	22.50	22.50	21.50	-1.00
% of city's FTEs			0.87 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	3,037,876	3,468,781	3,744,627	275,846
Total Budget	**3,037,876**	**3,468,781**	**3,744,627**	**275,846**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	2,852,887	3,055,902	3,005,980	-49,922
Contractual Services	129,468	254,722	576,447	321,725
Commodities	54,186	55,157	60,700	5,543
Capital Outlays	1,334	103,000	101,500	-1,500
Subtotal Operating Budget	**3,037,876**	**3,468,781**	**3,744,627**	**275,846**
Operating Projects	0	0	0	0
Total Budget	**3,037,876**	**3,468,781**	**3,744,627**	**275,846**

Budget Notes and Significant Changes

- The division reclassified various positions and subsequently moved one position from Civil to Prosecution resulting in a decrease in Personnel Services. There were also a significant amount of vacation/medical leave payoffs which happened in FY 2015/16 that are not forecasted to occur in FY 2016/17 but contributed further to the net decrease this fiscal year. These decreases were slightly offset by an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.
- The increase in Contractual Services reflects an increase in the City Attorney's proportionate share of Property, Liability and Worker's Compensation liability insurance as a result of increases in citywide claims paid.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Number of new civil litigation cases Note: This is a 4% decrease in new cases from last fiscal year.	32	24	23
Effectiveness			
Percentage of clients with an overall satisfaction rate of "Very Good" or better as indicated by the annual survey. Note: At the beginning of each calendar year, a survey is distributed to employees in the city departments with whom the attorneys work. The responses are confidential and clients rate City Attorney's Office staff on professionalism and attitude, response time, effective communication, requisite knowledge and expertise and overall satisfaction. The goal of the division is to achieve a client satisfaction level of "Very Good" or better from 98% of the clients. In January of 2015, the survey was sent to 279 individuals and 137 responded (about a 49% response rate). 99% of the respondents rated their overall satisfaction level at "Very Good" or better.	100%	99%	98%
Number of new cases sent to outside counsel	2	2	1
Percentage of responses to public records requests which occurred within 15 days Note: Arizona State law requires that public records requests (PRRs) be responded to promptly. On all requests, the city promptly assigns a staff member to research and respond. If the nature of a request requires a response that will take more than 15 days, notice of that fact is promptly provided to the requestor. The stated percentage here reflects PRRs handled by the City Attorney's Office that were fully completed and closed within 15 days.	99%	86%	90%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Legal interns perform essential research and prepare legal memoranda on legal issues. They may also assist the attorney in discovery, drafting pleadings, and preparing for trial.	9	1,205	$27,510	0.6
Total	**9**	**1,205**	**$27,510**	**0.6**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

FY 2016/17 Adopted Budget

City Attorney | Prosecution

Strategic Goal(s)

Seek Sustainability

Description

The Prosecution Department of the City Attorney's Office prosecutes misdemeanor offenses in the City of Scottsdale and represents the city in all court proceedings required to prosecute offenders and to support the mission and goals of the City Council.

Services Provided

- Prosecutes misdemeanor offenses in the city including driving under the influence, domestic violence, juvenile status offenses, minor traffic and other misdemeanor offenses.
- Supports the Fire and Police departments.

FY 2015/16 Achievements

- Continued with expedited Jail Court process to save city resources, improve efficiency and improve resolutions for victims and defendants.
- Maintained a strong cooperative team atmosphere working with other city divisions within the Criminal Justice Team, including members of the Police Department and City Court.
- Partnered closely with members of the city's Domestic Violence Action Team to address issues that arise in highly emotional and dangerous domestic violence cases. Worked closely with Police, Victim Services and Probation to provide the safest environment possible and secure the best outcome in extremely difficult cases.
- Reviewed all available police reports prior to the first court date and when possible made offers of resolution at first court appearance. This allowed for approximately 39 percent of the cases to be resolved at the first contact. This provides defendants a quick resolution and avoids unnecessary and repeated trips to court.
- Continued with new E-Discovery process to improve efficiency and service to defendants. Continued the use of electronics to post items to the city's website to allow easier access to the defense and make the process more efficient.

FY 2016/17 Objectives

- Resolve criminal matters in a competent and timely manner through effective prosecution processes including the new Jail Court process and the new E-Discovery process.
- Be consistent and fair to all participants in Scottsdale's court system.
- Maintain open and effective communication to ensure an atmosphere of cooperation and teamwork with all city divisions and team members.
- Consistently look for better ways to use technology to improve services to citizens and efficiency for all involved.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	26.00	26.00	27.00	1.00
% of city's FTEs			1.09 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	2,522,891	2,663,988	2,858,164	194,176
Total Budget	**2,522,891**	**2,663,988**	**2,858,164**	**194,176**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	2,360,337	2,479,820	2,670,879	191,059
Contractual Services	156,045	164,380	167,768	3,388
Commodities	6,374	18,288	18,017	-271
Capital Outlays	134	1,500	1,500	0
Subtotal Operating Budget	**2,522,891**	**2,663,988**	**2,858,164**	**194,176**
Operating Projects	0	0	0	0
Total Budget	**2,522,891**	**2,663,988**	**2,858,164**	**194,176**

Budget Notes and Significant Changes

- The division reclassified various positions and subsequently moved one position from Civil to Prosecution resulting in an increase in Personnel Services. There was also an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar which contributed further to the increase.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Effectiveness			
Number of driving under the influence (DUI) cases	1,888	1,745	1,750
Note: The number of DUI cases is projected to increase by <1% from last year.			

City Attorney | Victim Services

Strategic Goal(s)

Seek Sustainability

Description

Victim Services provides legally mandated victim notification services as well as professional level victim advocacy to misdemeanor crime victims in Scottsdale.

Services Provided

- Delivers professional level victim advocacy services to misdemeanor crime victims in Scottsdale.
- Assists walk-in and call-in citizens with criminal justice information, community referrals and protective orders.
- Provides legally mandated victim notification.

FY 2015/16 Achievements

- Contacted approximately 6,248 victims directly either by phone or in person.
- Created and sent approximately 5,387 victim notifications.
- Continued to participate in the expedited Jail Court process which provides more efficient services to victims.
- Worked with members of Prosecution, Police, Police Crisis, City Court and various community agencies to meet the needs of victims in our community.

FY 2016/17 Objectives

- Provide the highest level of service for victims and citizens.
- Meet legally mandated timelines for notification to victims.
- Maintain relationships with criminal justice partners to ensure a seamless response to crime victims.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	5.00	5.00	5.00	0.00
% of city's FTEs			0.20 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	436,246	460,319	471,412	11,093
Total Budget	**436,246**	**460,319**	**471,412**	**11,093**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	415,110	433,300	442,814	9,514
Contractual Services	19,091	23,025	24,604	1,579
Commodities	2,045	3,994	3,994	0
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**436,246**	**460,319**	**471,412**	**11,093**
Operating Projects	0	0	0	0
Total Budget	**436,246**	**460,319**	**471,412**	**11,093**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

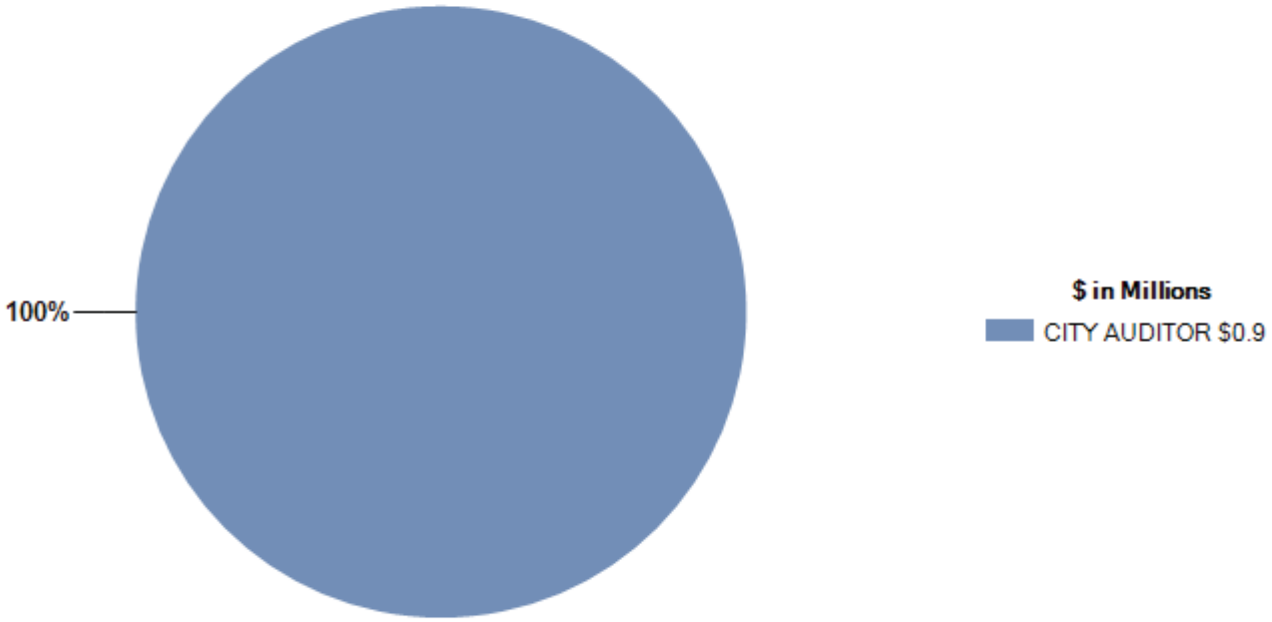
Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Efficiency			
Number of domestic violence (DV) cases Note: This is a 2% increase from last year.	776	733	750
Effectiveness			
Percentage of clients satisfied with Victim Services as indicated by a survey distributed at the disposition of each criminal case. Note: FY 2015/16 survey response rate was 10% and is the most recent year for which actuals are available.	99%	96%	96%

FY 2016/17 Adopted Budget

LOVE

CITY AUDITOR

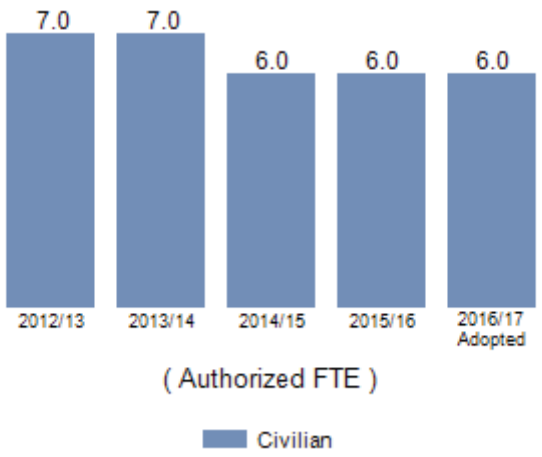
FY 2016/17 Adopted Budget

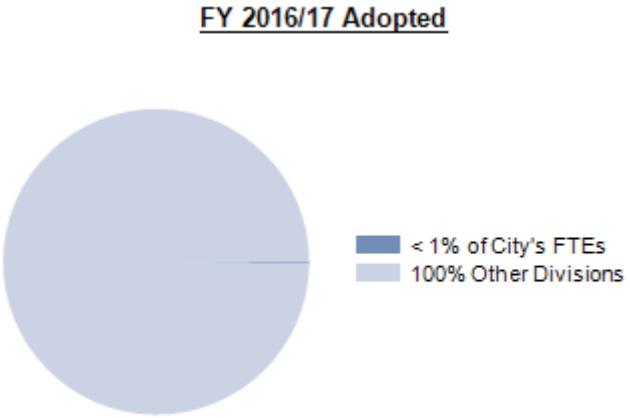


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
CITY AUDITOR	778,717	883,814	913,455	29,641
Total Budget	**778,717**	**883,814**	**913,455**	**29,641**

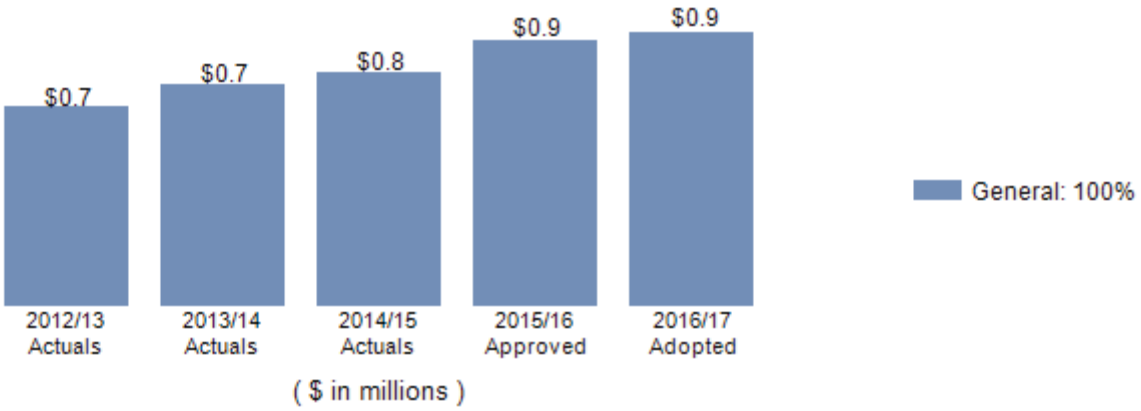
FY 2016/17 Adopted Budget

Staff Summary



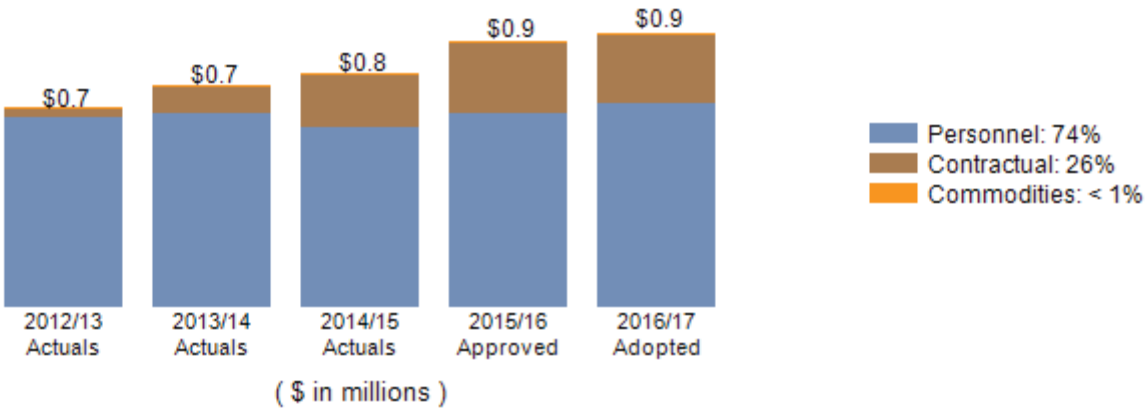


Expenditures By Fund



Percents represent FY 2016/17 Adopted

Expenditures By Type



Percents represent FY 2016/17 Adopted

Strategic Goal(s)

Seek Sustainability

Description

The City Auditor conducts audits to independently evaluate the operational efficiency and effectiveness, compliance and accountability of city divisions, offices, boards, activities and agencies. The office performs its audits in accordance with generally accepted government auditing standards, which provide a framework for conducting high quality audits with competence, integrity, objectivity and independence.

Services Provided

- Provides public audit reports evaluating the efficiency, effectiveness, compliance and accountability of city operations.
- Serves as taxpayer problem resolution officer, addressing taxpayer concerns and reporting on customer surveys for the city's tax services.
- Supports the Audit Committee's sunset reviews of the city's boards and commissions.

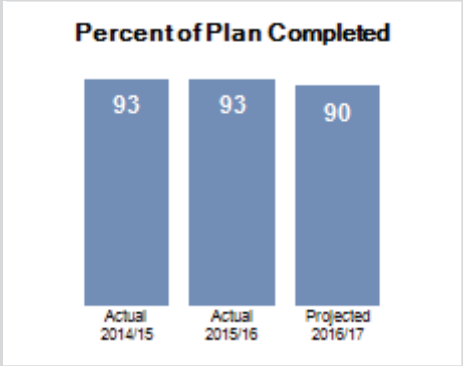
FY 2015/16 Achievements

- Achieved highest rating of full compliance in triennial review of City Auditor's office adherence to government auditing standards.
- Identified approximately $1.6 million in financial enhancements, while making 69 recommendations for improved controls and/or operational efficiencies or effectiveness.
- Maintained Integrity Line for employees or the public to report potential fraud, waste or abuse.
- Completed 13 reports, and 93 percent of FY 2015/16 original audit plan.
- Maintained audit follow-up program providing quarterly reports on the status of audit recommendations issued during the past three years, which encompassed 311 recommendations.

FY 2016/17 Objectives

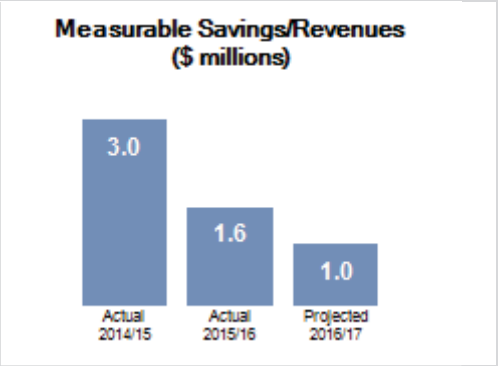
- Develop meaningful recommendations to help city divisions, offices, boards and agencies identify cost savings, revenue enhancements and operational efficiencies.
- Maintain an Integrity Line to receive and evaluate reported fraud, waste and abuse concerns.
- Complete at least 90 percent of audits on the approved audit plan, which allows flexibility for unplanned changes or needs that may arise during the year.
- Support the Audit Committee's sunset review process timely and effectively.
- Address taxpayer concerns and report on tax services' customer surveys timely.

Charted Performance Measures



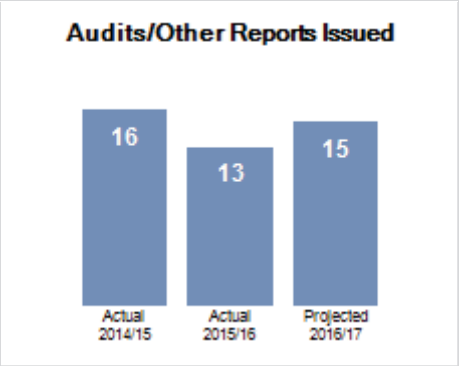
Percentage of planned audits and other reports completed

Efficiency



Measurable financial impact identified through audits

Effectiveness



Number of audits and other reports issued

Workload

Division Summary — City Auditor

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	6.00	6.00	6.00	0.00
% of City's FTEs			0.24 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	778,717	883,814	913,455	29,641
Total Budget	**778,717**	**883,814**	**913,455**	**29,641**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	601,378	647,249	675,741	28,492
Contractual Services	176,319	234,315	235,464	1,149
Commodities	1,020	2,250	2,250	0
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**778,717**	**883,814**	**913,455**	**29,641**
Operating Projects	0	0	0	0
Total Budget	**778,717**	**883,814**	**913,455**	**29,641**

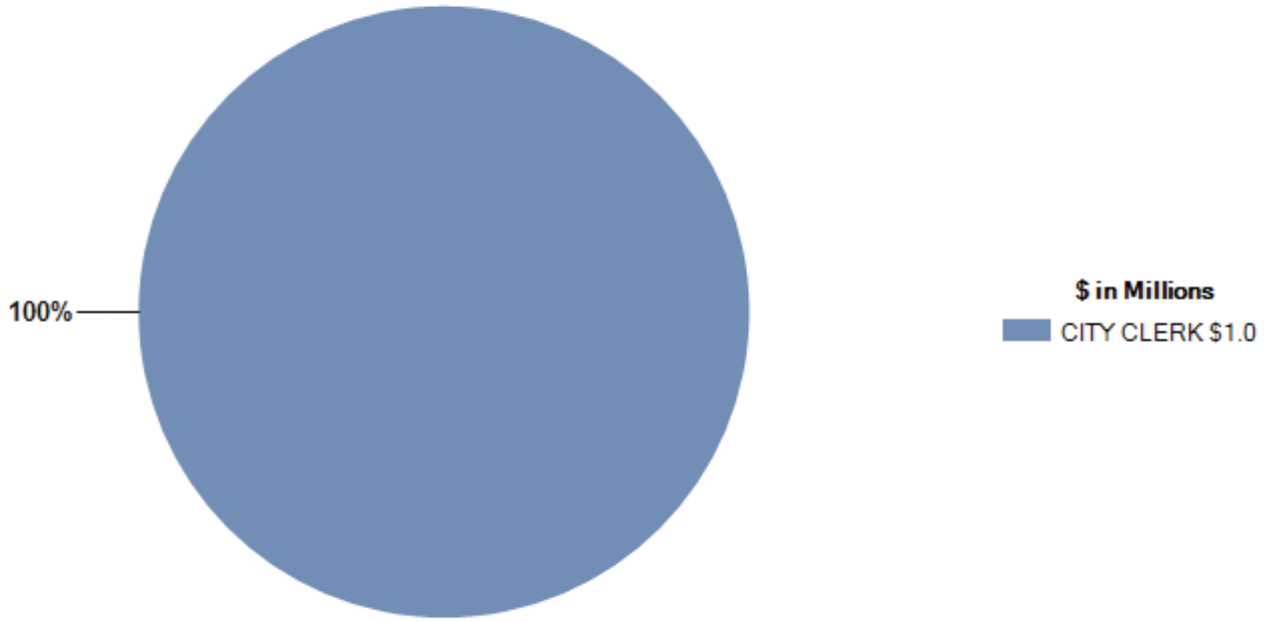
Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Number of audits and other reports issued	16	13	15
Efficiency			
Percent of reports on the approved audit plan completed	93%	93%	90%
Percent of scheduled sunset reviews completed	100%	100%	100%
Effectiveness			
Cost savings/revenue enhancements identified through audits (in millions)	$3.0	$1.6	$1.0
Note: Identified financial impact varies from year to year depending on the types of audits that are conducted.			
Three year audit recommendation implementation rate	91%	92%	90%
Note: The implementation rate reflects the 3 most recent years for the follow up program. FY 2014/15 measure covers 5 years. FY 2015/16 reports on 311 recommendations and 300 are estimated for FY 2016/17.			

CITY CLERK

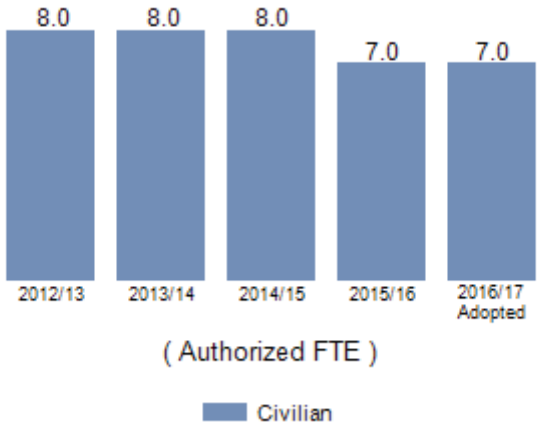
FY 2016/17 Adopted Budget

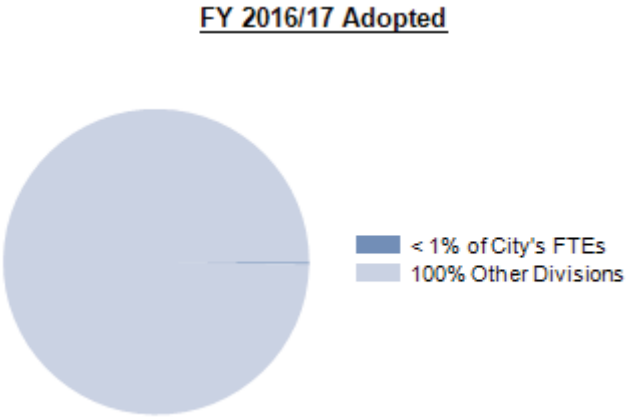


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
CITY CLERK	915,944	729,110	1,033,601	304,491
Total Budget	**915,944**	**729,110**	**1,033,601**	**304,491**

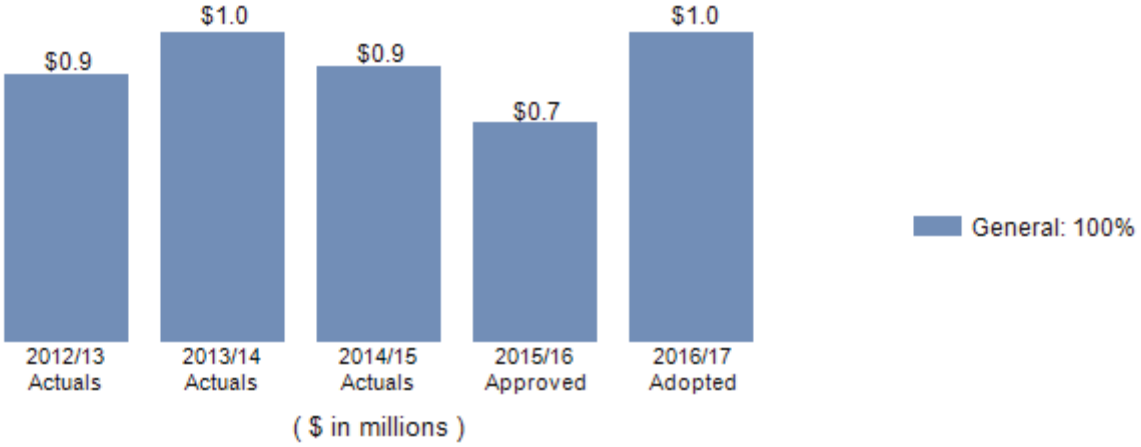
FY 2016/17 Adopted Budget

Staff Summary



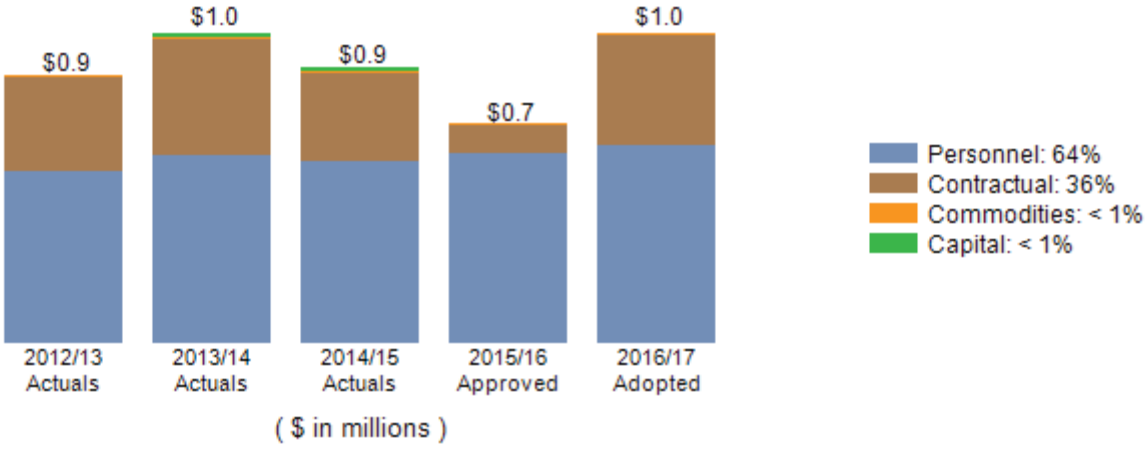


Expenditures By Fund



Percents represent FY 2016/17 Adopted

Expenditures By Type



Percents represent FY 2016/17 Adopted

Strategic Goal(s)

Seek Sustainability

Description

The City Clerk conducts all local elections, gives notice of all City Council meetings, keeps the records of Council proceedings, administers the city's records management program, authenticates ordinances and resolutions, and provides administrative support to the Council. The Clerk's Office prepares and distributes Council meeting agendas, produces Council meeting minutes, preserves the permanent records of the city, ensures that legal requirements for the publication of ordinances and resolutions are met, and accepts legal filings on behalf of the City of Scottsdale.

Services Provided

- Provides timely notice of public meetings in compliance with the requirements of state law and city policy.
- Prepares, distributes, and posts Council Meeting agendas.
- Maintains the official records of all Council proceedings.
- Posts legal notices in compliance with state law and city policy.
- Oversees the Council meeting agenda planner and issues the annual Council meeting calendar.
- Oversees the city's records management program.
- Accumulates, authenticates, and preserves the city's official documents and makes them available to the public.
- Coordinates the city’s 30 public bodies (boards, commissions, committees, and task forces).
- Oversees administrative support to six councilmembers.
- Accepts legal filings on behalf of the City of Scottsdale.
- Oversees City of Scottsdale municipal elections.
- Processes candidate, referendum, initiative, and recall petitions.
- Ensures official actions, ordinances, resolutions, contracts, bonds, and other formal agreements are attested to and countersigned as required by the City Charter.

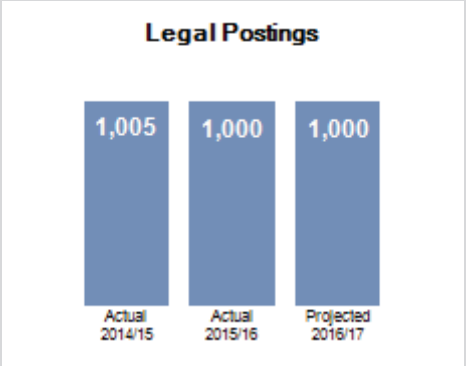
FY 2015/16 Achievements

- Met all statutory requirements for posting and providing meeting notices.
- Implemented enhancements to the Records Management Program: (1) Established a full-time City Records Manager position to provide additional assistance and training to the records coordinators and the divisions, departments, and offices they support. This was accomplished by reorganizing the Clerk's Office and splitting the position of Deputy City Clerk/Records Manager into two full-time positions and filling the positions with existing Clerk's Office staff. (2) Implemented new procedures and a tracking and reporting system to monitor records stored at the offsite storage facility with the goal of reducing costs associated with records storage. (3) Implemented a formal records inspection program.
- Increased records management, board and commission, council report, posting, and mobile recording training opportunities by 47 percent (from 27 classes in FY 2014/15 to 51 classes in FY 2015/16).
- Converted 156 historic Council Meeting VHS tapes (January 1998 through July 2006) to a digital format and posted them on the city's website.
- Posted historic board and commission meeting minutes online in a searchable database.
- Implemented procedures for posting board and commission packets online and providing for the long-term retention of these materials.
- Worked with Communications and Information Technology to acquire new audio equipment to assist board and commission representatives meet the "high-quality" recording standard for board and commission meetings.
- Conducted without challenge, the November 3, 2015 Special Bond Election.
- Added a new "Question and Answer" section to the Special Bond Election publicity pamphlet.
- Cancelled the August 30, 2016 Primary Election and moved the proposed Charter amendment to the November 8, 2016 General Election ballot, as allowed by the City Charter.
- Began work on the November 8, 2016 General and Special elections.
- Developed an Early Ballot Alternate Request form to help voters register an alternate mailing address with the County

FY 2016/17 Objectives

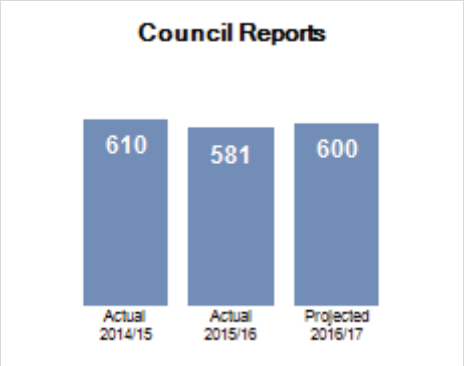
- Support open and responsive government by ensuring: (1) Timely notice of all public meetings; (2) All required legal postings, including agendas, minutes, and marked agendas, are posted in compliance with state law and city policy; (3) Accurate accumulation, preservation, and accessibility of official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

Charted Performance Measures



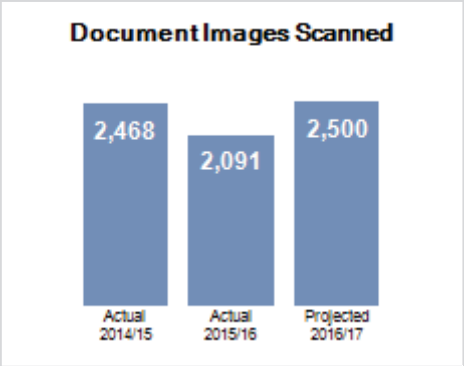
Number of legal documents accepted, filed and posted

Workload



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

Workload



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

Workload

Division Summary — City Clerk

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	8.00	7.00	7.00	0.00
% of City's FTEs			0.28 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	915,944	729,110	1,033,601	304,491
Total Budget	**915,944**	**729,110**	**1,033,601**	**304,491**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	605,395	629,647	658,410	28,763
Contractual Services	298,292	97,688	373,116	275,428
Commodities	2,424	1,775	2,075	300
Capital Outlays	9,834	0	0	0
Subtotal Operating Budget	**915,944**	**729,110**	**1,033,601**	**304,491**
Operating Projects	0	0	0	0
Total Budget	**915,944**	**729,110**	**1,033,601**	**304,491**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.
- The increase in Contractual Services is due to the general election that will occur in November 2016 for the purpose of electing a Mayor and three Councilmembers.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Legal postings	1,005	1,000	1,000
City Council minutes prepared	57	61	60
City Council reports collected, reviewed, distributed and posted	610	581	600
Documents scanned	2,468	2,091	2,500
Legal filings accepted	314	302	300
Appointed public bodies	29	29	30
Board and commission applications processed	102	78	100
Board, commission and task force appointments	49	44	50
Scottsdale registered voters	148,273	151,572	148,000
Publicity pamphlets/sample ballots mailed to registered voter households	188,500	91,000	90,000

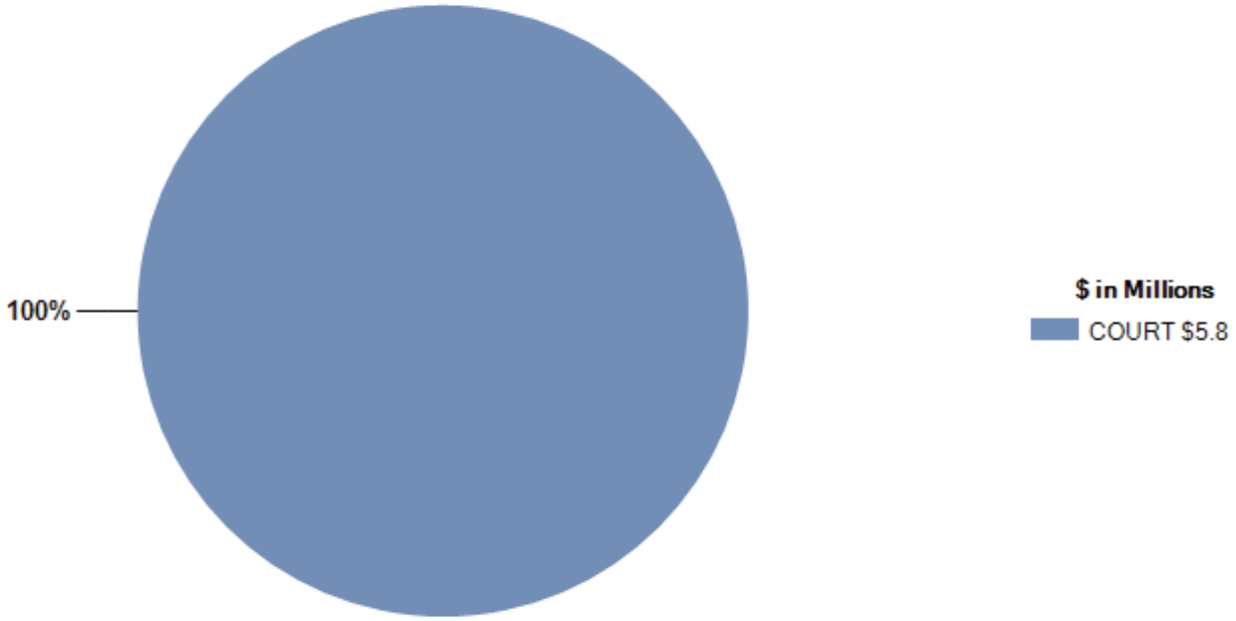
Note: During FY 2014/15 two elections were held and in FY 2015/16, one election was held. In FY 2016/17, one election will be held.

FY 2016/17 Adopted Budget

SCOTTSDALE JUSTICE CENTER
COURTS

CITY COURT

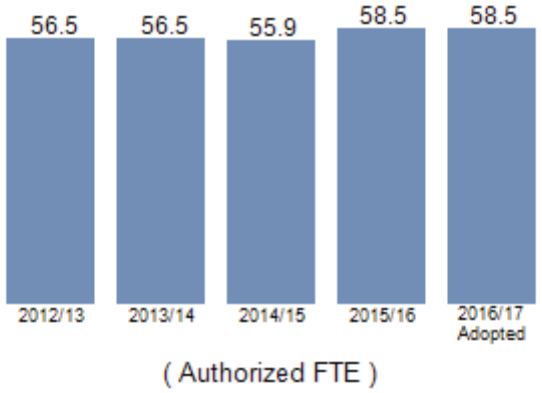
FY 2016/17 Adopted Budget

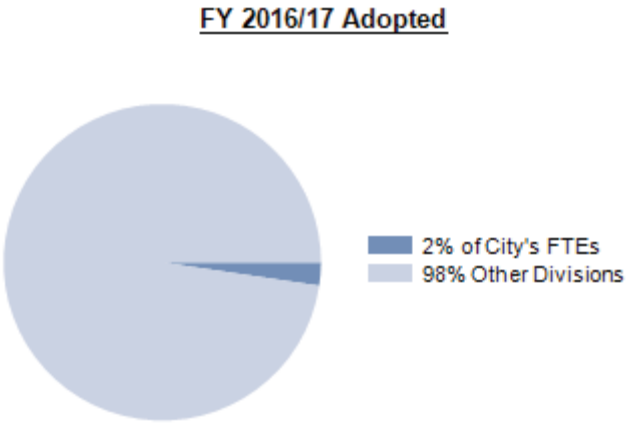


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
COURT	5,578,599	6,010,258	5,848,363	-161,895
Total Budget	**5,578,599**	**6,010,258**	**5,848,363**	**-161,895**

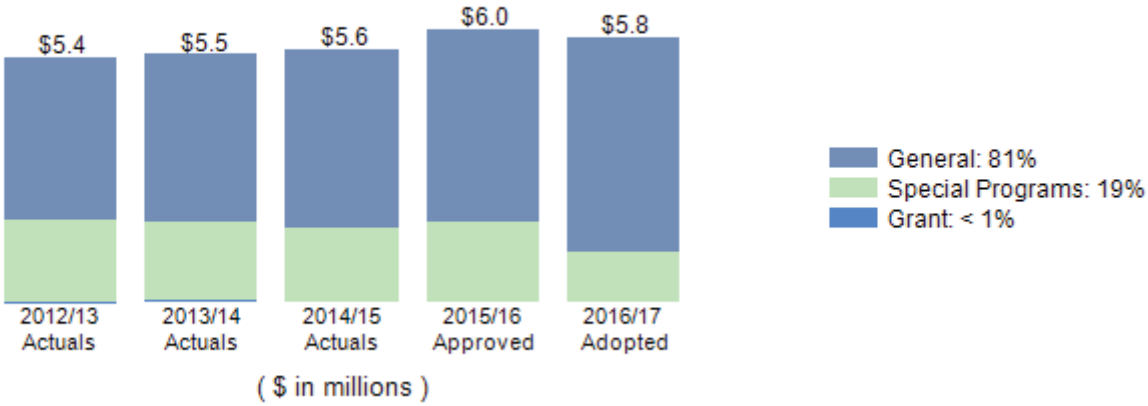
FY 2016/17 Adopted Budget

Staff Summary



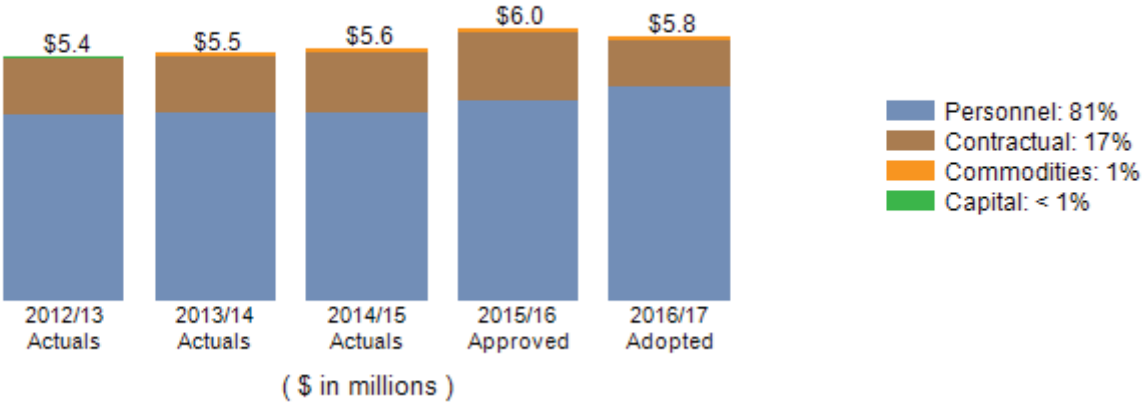


Expenditures By Fund



Percents represent FY 2016/17 Adopted

Expenditures By Type



Percents represent FY 2016/17 Adopted

Strategic Goal(s)

Enhance Neighborhoods

Description

Scottsdale City Court is part of the integrated judicial system for Arizona, and is the judicial branch for the city. It serves the community by providing a dignified professional forum for the efficient resolution of cases. The court hears civil traffic and misdemeanor violations, petty offenses, city ordinance and code violations, and the issuance of protective orders.

Services Provided

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

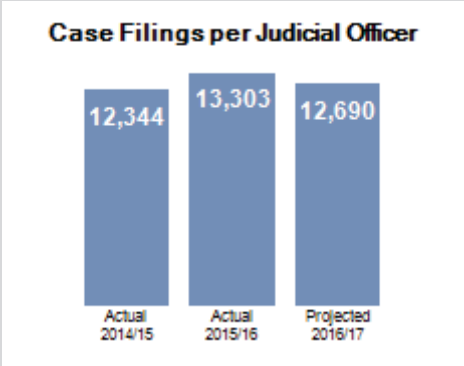
FY 2015/16 Achievements

- Partnered with Arizona Department of Transportation – Service Arizona to install a self-service MVD Kiosk, offering services to the public such as but not limited to real-time registration renewal including real time registration tab prints, licenses reinstatements, driving history reports, voter registration, and address changes.
- Reorganized the court's training program to incorporate a comprehensive curriculum and recognized for excellence by the Arizona Supreme Court.
- Established the ability to conduct jail court proceedings via interactive audio-visual technology.
- Developed a Community Restitution in Lieu of Fines/Fees program to assist the financially disadvantage litigants.
- Revised the court's payment plan model including standardizing the income to debt matrix used to enhance collection practices.
- Provided recurring training to internal staff on violence in the workplace awareness and response to active shooters.
- Provided training during new employee orientation regarding emergency evacuation process and safety equipment locations.
- Developed and published multiple online videos to enhance public education of court process and how to's.
- Ensured community restitution ordered defendants completed 5,608 hours of community service, of which 4,676 hours were performed in Scottsdale, translating to the equivalent of 2.25 FTE.
- Continued to offer defendants an automated recurring billing option for any outstanding fines, which secured $88,695 with a total of 158 participants.
- Enhanced the court's case management system that eased the creation and modification of protective order cases, and allowed for online motions to be directly integrated for faster rulings.
- Repurposed staff workstations to function as a centralized training center equipped with computers and presentation boards.

FY 2016/17 Objectives

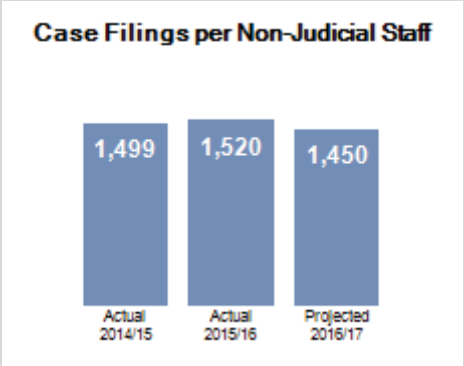
- Improve customer service through self-help centers and litigant assistance.
- Increase access to justice through enhanced technology services.
- Provide a safe environment to the public and staff by replacing court surveillance equipment.
- Adjust employee work stations through ergonomics, collaboration, and efficiencies.

Charted Performance Measures



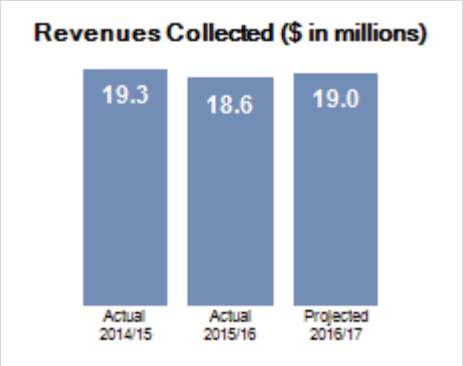
Total number of case filings per judicial officer on staff.

Efficiency



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

Efficiency



Total revenues collected by the court.

Workload

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	55.88	58.52	58.52	0.00
% of city's FTEs			2.36 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	3,934,672	4,242,427	4,742,649	500,222
Special Programs Fund	1,643,927	1,767,831	1,105,714	-662,117
Total Budget	**5,578,599**	**6,010,258**	**5,848,363**	**-161,895**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	4,170,527	4,418,811	4,762,534	343,723
Contractual Services	1,323,117	1,521,550	1,002,941	-518,609
Commodities	84,954	69,897	82,888	12,991
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**5,578,599**	**6,010,258**	**5,848,363**	**-161,895**
Operating Projects	0	0	0	0
Total Budget	**5,578,599**	**6,010,258**	**5,848,363**	**-161,895**

Budget Notes and Significant Changes

- Part of the change in 'Expenditures By Fund' is driven by 2.00 FTE (Court Interpreter and Management Analyst) positions transferring from Special Programs Fund to General Fund.
- The remaining decrease in the Special Programs Fund relates to a reduction in Contractual Services due to the reclassification of the collection agency fees paid to the State of Arizona as a pass through from an expense to a liability.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar. Additionally, the 'Approved FY 2015/16' budget was reduced for vacant positions in City Court but added back in FY 2016/17.

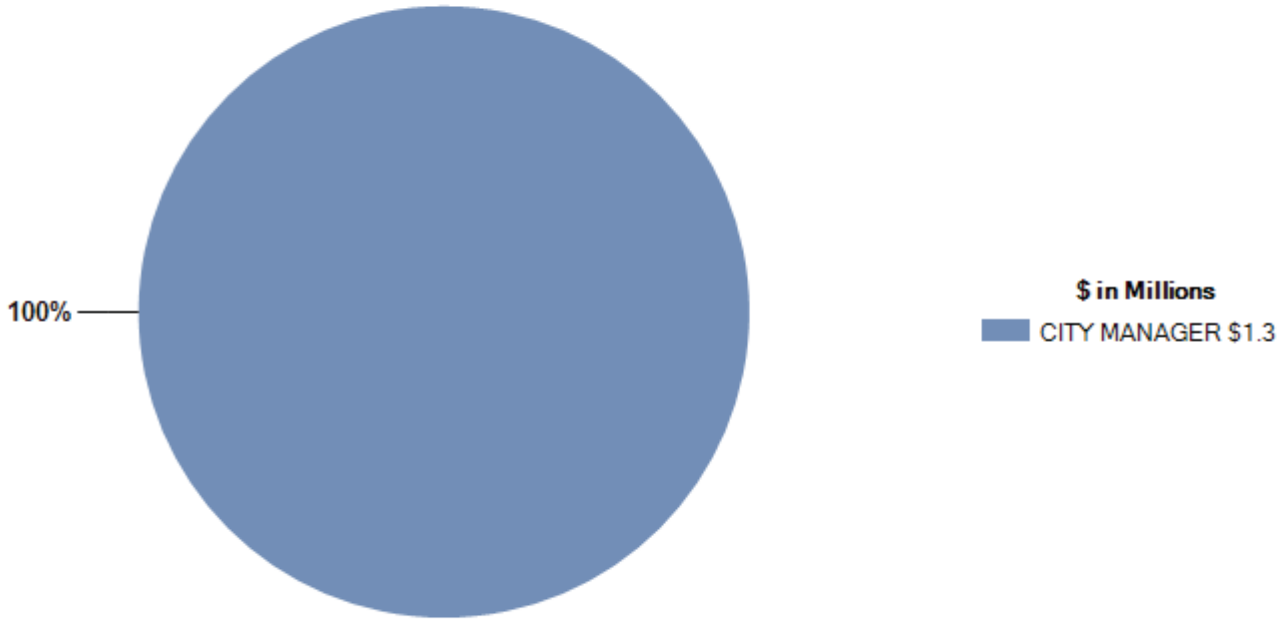
Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Efficiency			
Cost per case	$65.47	$61.48	$64.48
Note: This measure is calculated by taking expenditures (less collections expenses) and dividing by cases filed.			
Effectiveness			
Access and fairness survey	86%	n/a	88%
Note: This measure indicates the ratings of court users on the court's accessibility and its treatment of customers in terms of fairness, equality, and respect. This survey is performed every other year and was last administered in FY 2014/15.			
Clearance rates for all cases	113%	117%	114%
Note: This measure indicates the number of outgoing cases as a percentage of the number of incoming cases. The rate may exceed 100% due to the timing of filing and disposition.			
Time to disposition for all cases	99%	99%	99%
Note: This measure indicates the percentage of cases disposed or otherwise resolved within established time frames. The goal is 93% for all criminal and civil cases to be processed within 180 days from date of filing.			
Age of active pending caseload	97%	98%	98%
Note: This measure indicates the age of the active cases pending before the court, measured as the number of days from filing until the time of measurement. The standard is 93% of all cases to have an active pending date that is less than 180 days. In FY 2015/16, the median age of pending cases is 53 days.			
Trial date certainty	78%	89%	89%
Note: This measure indicates the number of times cases disposed by trial are scheduled for trial. In FY 2015/16, there were 293 trials (Bench and Jury) held.			
Collection monetary penalties	60%	57%	60%
Note: This measure indicates payments collected and distributed within established timelines, expressed as a percentage of total monetary penalties ordered in specific cases. In FY 2015/16, the court collected over $18.6 million dollars including fines, fees, bonds, and restitution.			
Effective use of jurors	40%	46%	48%
Note: This measure indicates the number of citizens selected for jury duty who are qualified and report to serve, expressed as a percentage of the total number of prospective jurors available. Juror Utilization is the rate at which jurors summoned will be available for service. In FY 2015/16, there were a total of 13,781 jurors summoned and 6,249 were available to serve.			
Court employee satisfaction	74%	76%	80%
Note: This measure indicates the ratings of court employees assessing the quality of the work environment and relations between staff and management.			

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

WM
WASTE MANAGEMENT

CITY MANAGER

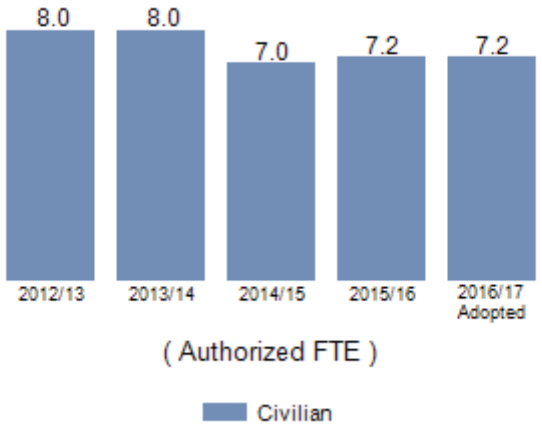
FY 2016/17 Adopted Budget

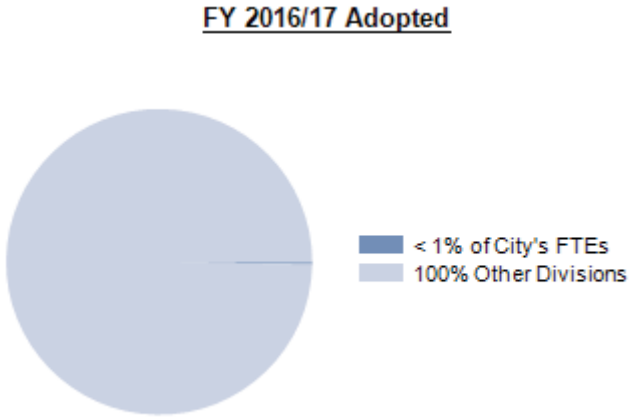


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
CITY MANAGER	1,932,662	1,302,465	1,303,590	1,125
Total Budget	**1,932,662**	**1,302,465**	**1,303,590**	**1,125**

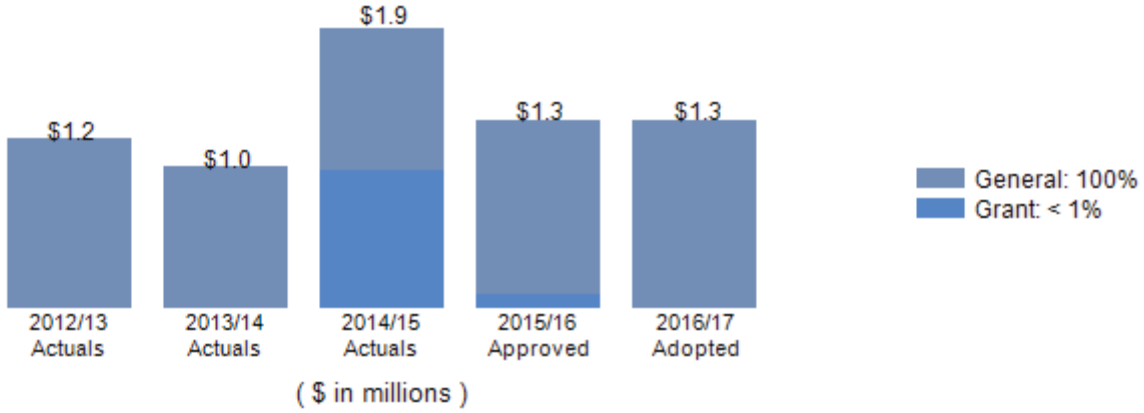
FY 2016/17 Adopted Budget

Staff Summary



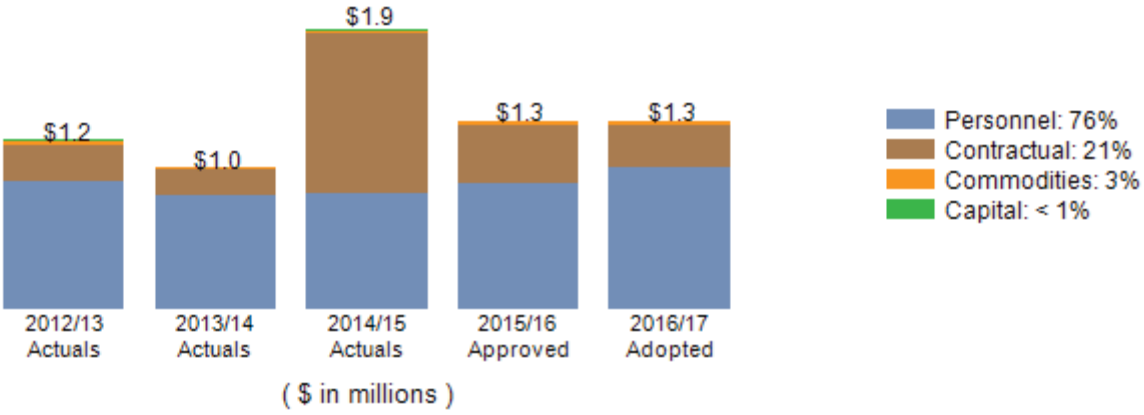


Expenditures By Fund



Percents represent FY 2016/17 Adopted

Expenditures By Type



Percents represent FY 2016/17 Adopted

Division Summary — City Manager

Strategic Goal(s)

Advance Transportation | Enhance Neighborhoods | Preserve Meaningful Open Space | Seek Sustainability | Support Economic Vitality | Value Scottsdale's Unique Lifestyle and Character

Description

The City Manager's Office provides the organizational leadership necessary to successfully implement the policy direction of the City Council, communicate that direction to the organization, ensure the efficient, effective and economical delivery of city services to Scottsdale's citizens, build and maintain effective working relationships with other governments, foster a diverse, inclusive organization and community and coordinate the citywide preparation and response to local disaster.

Services Provided

- The city manager and assistant city manager provide executive leadership and supervision to division and department directors. The city manager leads the executive team comprised of appointed city officials and division and department directors.
- The office supports regional efforts with the Maricopa Association of Governments, the League of Arizona Cities and Towns, as well as relationships with state and federal elected officials, neighboring cities, towns and tribal communities.
- The office works to foster a diverse and inclusive organization and community through employee relations, community outreach and education.
- The office coordinates organization-wide strategic planning and performance management efforts.
- The office coordinates the citywide effort to reduce vulnerability to hazards and cope with local disasters.

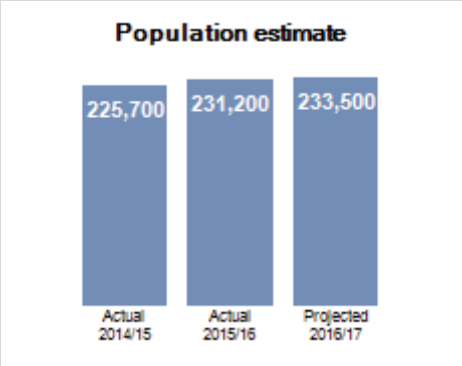
FY 2015/16 Achievements

- Raised $100,000 from 717 city employees in 2015, an increase in overall giving and participation over the prior year, for the Scottsdale Employee Charitable Choices campaign with Valley of the Sun United Way.
- Provided diversity and inclusion training to more than 1,000 employees.
- Hosted community and employee diversity events covering a variety of diversity topics, including Peace Advocacy, Interfaith, LGBT, Marriage Equality, Hispanic Heritage, Asian-Pacific Islanders, Sikh and Vegan.
- Coordinated the city's UNITY Pledge summer outreach efforts reaching 66,000 people with 281 Scottsdale businesses signing.
- Completed comprehensive update of the city's Emergency Operations Plan.
- Earned a Certificate of Excellence from the International City/County Management Association's Center for Performance Measurement in recognition of Scottsdale's use of performance measurement in local government management for the fourth straight year. Recognized for a sixth year in a row by the Association of Government Accountants with a Certificate of Excellence in Citizen-Centric Reporting.

FY 2016/17 Objectives

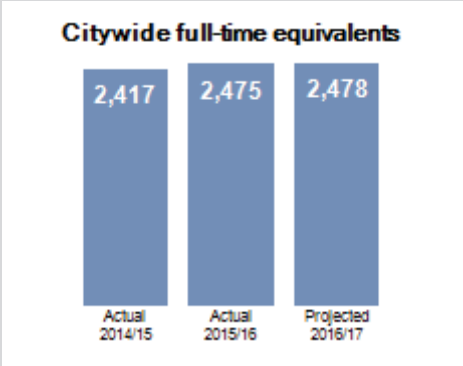
- Work with each division to identify diversity needs and develop and implement the diversity action plan.
- Implement additional implementation phases of customer service standards based on respect, accuracy and responsiveness.
- Continue use of process improvement methods to map and improve several key processes.
- Participate in regional and national performance consortiums, and release benchmark reports on a timely basis.
- Coordinate the update and implementation of citywide emergency operations and business continuity plans.
- Continue diversity and inclusion training for the remainder of full-time employees with expected completion by December 2016.
- Implement training program to increase potential of employment of people living with disabilities.
- Improve coordination of the city's compliance with ADA and Title VI Civil Rights laws.

Charted Performance Measures



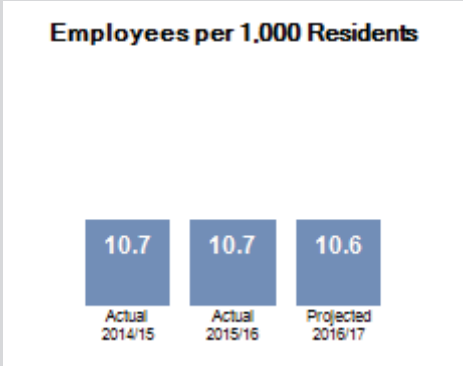
Population estimates are provided by the State of Arizona Office of Employment and Population Statistics and forecasts are provided by the Maricopa Association of Governments.

Workload



This reflects the authorized full-time equivalent counts for all employees in the city. The count is derived by taking the total budgeted hours and dividing by 2,080 to get a "full-time" equivalent. Beginning in FY 2015/16, short-term or seasonal positions are included, which had not previously been included in FTE position counts.

Workload



This measures city employment relative to the total resident population. Other things to consider include business activity, tourism and seasonal residents, which may influence city service delivery.

Efficiency

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	7.00	7.15	7.15	0.00
% of City's FTEs			0.29 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	977,662	1,202,465	1,303,590	101,125
Grant Funds	955,000	100,000	0	-100,000
Total Budget	**1,932,662**	**1,302,465**	**1,303,590**	**1,125**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	798,776	878,693	988,377	109,684
Contractual Services	1,118,326	391,435	279,963	-111,472
Commodities	15,328	32,337	35,250	2,913
Capital Outlays	233	0	0	0
Subtotal Operating Budget	**1,932,662**	**1,302,465**	**1,303,590**	**1,125**
Operating Projects	0	0	0	0
Total Budget	**1,932,662**	**1,302,465**	**1,303,590**	**1,125**

Budget Notes and Significant Changes

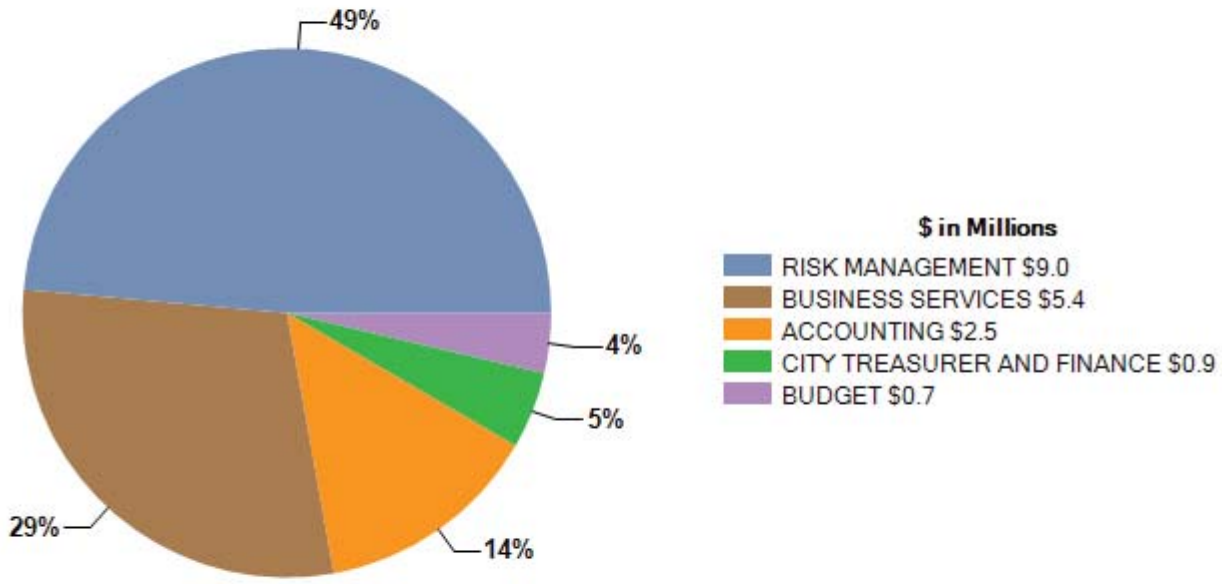
- The decrease in Grant Funds and Contractual Services is due to the Tribal Gaming Grant from the Fort McDowell Yavapai Nation for the Scottsdale Convention and Visitors Bureau – Event Marketing that was received in FY 2015/16 and at the time of the proposed budget is unknown for FY 2016/17 and therefore not forecasted.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar. Additionally, the 'Approved FY 2015/16' budget was reduced for vacant position(s) in the City Manager's office but added back in FY 2016/17.

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The Human Relations Commission advocates and promotes all dimensions of diversity. The Commission acts as an advisory body to the Mayor, City Council and staff to make recommendations on ways to encourage mutual respect and understanding among people, to discourage prejudice and discrimination, and to work towards cultural awareness and unity. The Commission may also make recommendations regarding special events that will further its purpose as well as collaborate with the City's Diversity Advisory Committee in carrying out Citywide diversity initiatives. This will include developing educational programs and training for celebrating cultural programs and assisting with community outreach efforts.	7	374	$8,538	0.2
Volunteers				
Research, analyze and consult on performance measures and process improvement methodologies.	1	280	$6,392	0.1
Total	**8**	**654**	**$14,930**	**0.3**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

CITY TREASURER

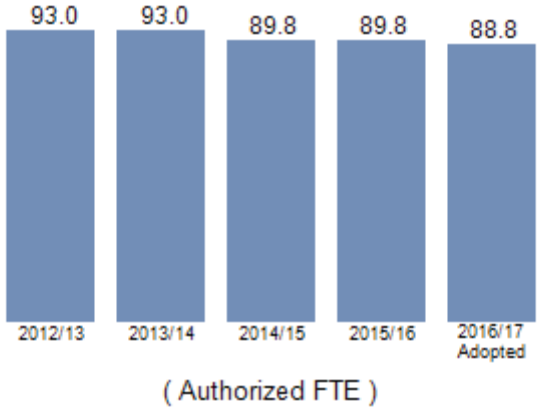
FY 2016/17 Adopted Budget

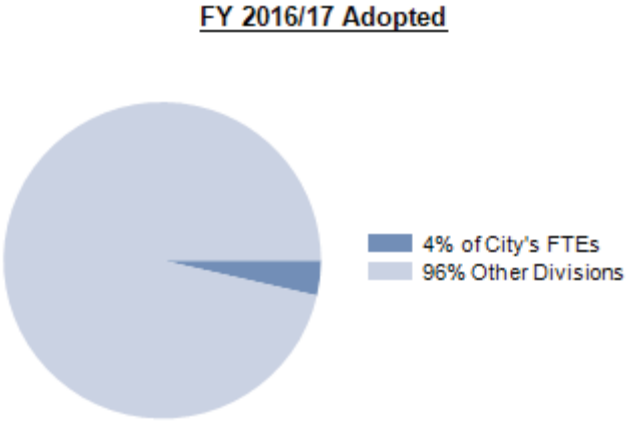


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
RISK MANAGEMENT	9,779,068	8,776,039	8,968,436	192,397
BUSINESS SERVICES	4,306,702	5,291,130	5,398,361	107,231
ACCOUNTING	2,037,569	2,264,535	2,545,309	280,774
CITY TREASURER AND FINANCE	801,024	880,168	867,025	-13,143
BUDGET	477,511	551,195	677,730	126,535
Total Budget	**17,401,874**	**17,763,067**	**18,456,861**	**693,794**

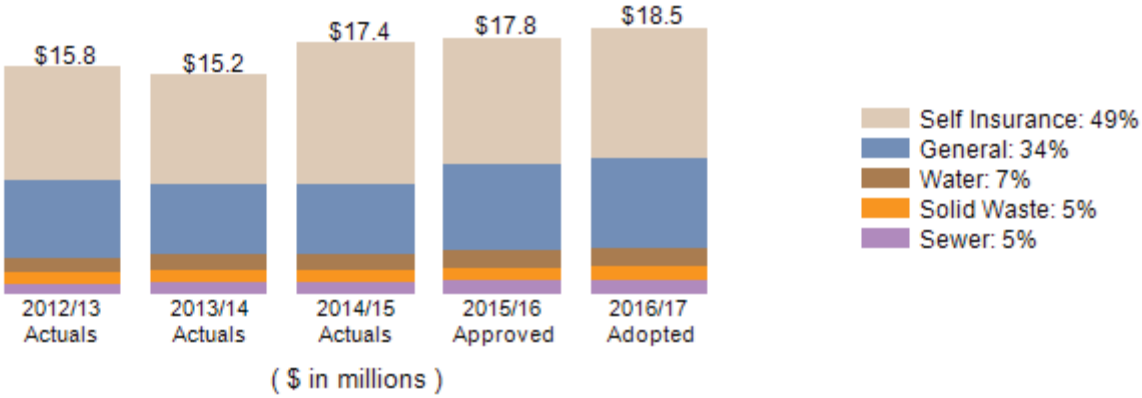
FY 2016/17 Adopted Budget

Staff Summary



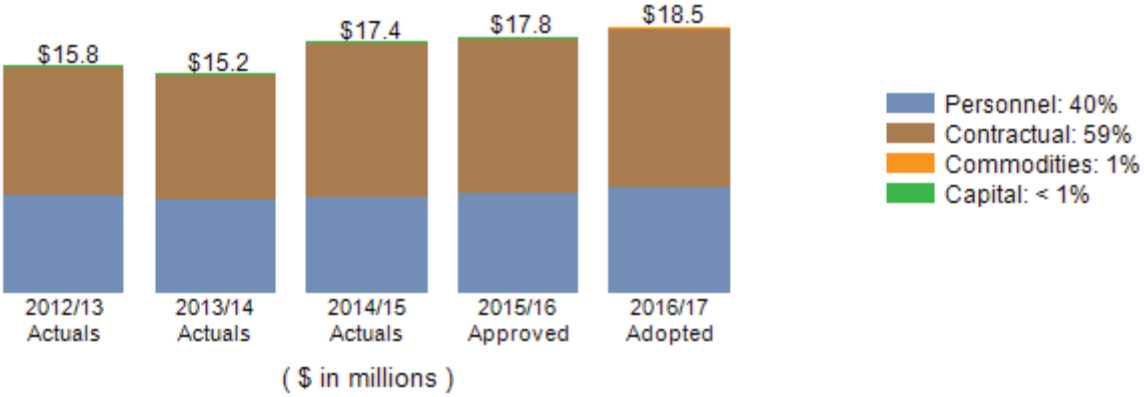


Expenditures By Fund



Percents represent FY 2016/17 Adopted

Expenditures By Type



Percents represent FY 2016/17 Adopted

Strategic Goal(s)

Seek Sustainability

Support Economic Vitality

Description

The City Treasurer, the city's chief financial officer, is responsible for providing City Council and city management with timely financial reports and analysis and current information about economic conditions and their potential fiscal impact on the city.

Services Provided

- Maintains the city's accounting and financial reporting systems in conformance with state and federal laws, generally accepted accounting principles and standards of the Governmental Accounting Standards Board and the Government Finance Officers Association.
- Professionally serves citizens, businesses and guests in the collection of taxes or fees due for city offered enterprise and/or general funded services.
- Provides financial advice and analysis of key city initiatives.
- Works collaboratively with the City Manager to provide a fiscally sound budget that preserves the city's long-term fiscal stability.
- Manages and administers the city's safety, loss prevention, insurance, contractual risk transfer and claims programs. Also provides loss control consulting for all departments and events upon request.

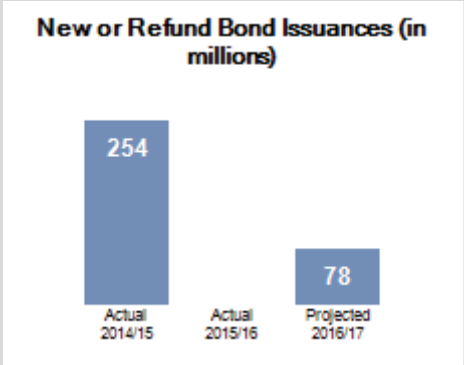
FY 2015/16 Achievements

- Reinforced the city’s solid standing with credit rating agencies and maintained Scottsdale's excellent bond ratings.
- Received an unmodified opinion from an independent audit firm for the city's FY 2014/15 comprehensive annual financial report and the Government Finance Officers Association certificate of achievement for excellence in financial reporting.
- Supported the City Council's budget development process, providing citizens with several opportunities and methods of communicating their feedback and priorities to City Council.
- Maintained certification as a Passport Acceptance facility. Annual recertification requires an on-site visit/audit by the U.S. Department of State.
- Completed Phase I of the Job Safety Analysis (JSA) revision project.

FY 2016/17 Objectives

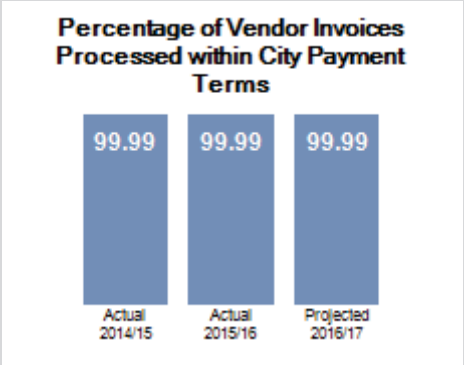
- Prepare strategic forecasts and assist other divisions in developing long-term financial models to prudently manage assets and identify the city’s capacity to fund future service and capital needs.
- Provide accurate and meaningful reporting of the city’s financial condition in conformance with state and federal laws, generally accepted accounting principles and standards of the Governmental Accounting Standards Board and the Government Finance Officers Association.
- Work with the City Manager to develop a balanced operating and capital budget that effectively addresses City Council's broad goals, reflects citizens' priorities and complies with all applicable federal, state, local and Government Finance Officers Association requirements.
- Continue the development, testing and implementation elements of the Arizona State Transaction Privilege Tax Simplification Bill (HB 2111). The original implementation of this bill was planned for January 1, 2015, however, due largely to the complexity, implementation was rescheduled for January 1, 2017.
- Complete a Request for Proposal (RFP) process for selection of an insurance broker for the property casualty insurance program.

Charted Performance Measures



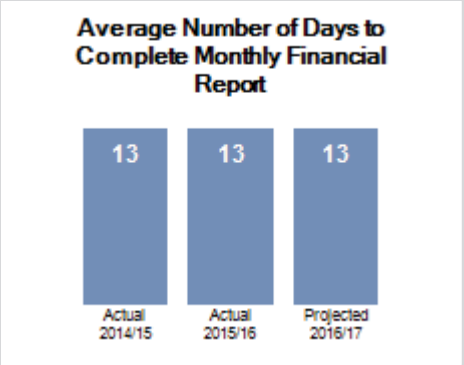
This is the principal amount of bonds issued or planned to be issued.

Effectiveness



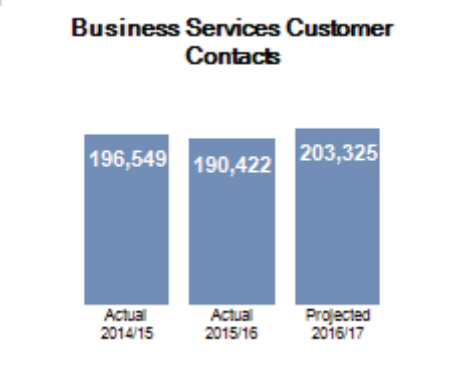
Accounts Payable processes an average of 44,000 invoices annually. City payment terms are 25 days from date of invoice.

Effectiveness



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

Efficiency



The decrease in customer contacts for FY 2015/16 is attributed to a fewer number of transaction privilege tax (TPT) transactions and Passport application submittals. The projected increase number of customer contacts for FY 2016/17 includes: 1) an expected higher volume of TPT inquiries from local businesses as the State implements HB 2111; 2) a significant increase in Passport renewals resulting from a 2007 US Department of State requirement.

Workload

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

Effectiveness

Division Summary — City Treasurer

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	89.75	89.75	88.75	-1.00
% of city's FTEs			3.58 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	4,820,437	5,860,403	6,285,074	424,671
Self Insurance Funds	9,797,998	8,795,318	8,988,553	193,235
Sewer Fund	819,612	935,159	954,777	19,618
Solid Waste Fund	816,526	922,346	941,154	18,808
Water Funds	1,147,302	1,249,841	1,287,303	37,462
Total Budget	**17,401,874**	**17,763,067**	**18,456,861**	**693,794**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	6,626,041	6,964,446	7,376,434	411,988
Contractual Services	10,684,258	10,665,101	10,948,289	283,188
Commodities	89,327	132,899	132,138	-761
Capital Outlays	2,249	621	0	-621
Subtotal Operating Budget	**17,401,874**	**17,763,067**	**18,456,861**	**693,794**
Operating Projects	0	0	0	0
Total Budget	**17,401,874**	**17,763,067**	**18,456,861**	**693,794**

Budget Notes and Significant Changes

- The decrease of 1.00 FTE is due to the reduction of a Customer Service Representative position in the Business Services Department. While the FTE count will see a reduction, the budget authority will be repurposed to fund a Contract Worker. Tax Audit (within Business Services) workload demands continue to shift to the State of Arizona due to the implementation of certain tax audit legislation. However, there is still a temporary need for maintaining staff until the shift is complete and the desire is to reduce the FTE count through attrition.
- The change in FTE also includes a transfer and reclassification of a 1.00 FTE Senior Finance Analyst position in the City Treasurer and Finance Department to a 1.00 FTE Senior Budget Analyst position in the Budget Department to better align with the workload demands of the division. There is a net zero impact to the FTE as a result of this transfer/reclassification.
- The increase in the Self Insurance Funds (Risk Management Fund) and Contractual Services is primarily due to increases in insurance premiums. Similar to previous years the premiums will increase across all lines of insurance in FY 2016/17.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Number of Tax & License transactions per full-time equivalent	15,570	11,067	7,675
Note: The decrease in Tax & License transactions is attributed to change in licensing requirements for residential rental property management companies located outside of the city and the reduction of construction contracting licenses. FY 2016/17 projection includes a decrease of 31% as a result of full implementation of HB 2111.			
Effectiveness			
Investment portfolio earnings rate	0.49%	0.73%	0.79%
Note: The earnings rate for invested cash.			
Number of consecutive years awarded Certificate of Achievement for Excellence in Financial Reporting	42	43	44
Note: This certificate is presented by the Government Finance Officers Association to governments whose comprehensive annual financial reports (CAFR) achieve the highest standards in government accounting and financial reporting.			
Budget meets or exceeds all requirements and Government Finance Officers Association (GFOA) reporting excellence benchmarks	Yes	Yes	Yes
Note: The GFOA established the Distinguished Budget Presentation Awards Program to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.			
OSHA rate	6.10	6.18	5.40
Note: The OSHA rate is standard for industry measurement and benchmarking of work related injury experience. It measures the citywide total injury incident rate per 200,000 hours worked.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions*				
Municipal Property Corporation (MPC) Board is governed by a board of directors consisting of citizens from the community approved by the City Council.	5	3	$68	0.0
Required by State Statute, the Loss Trust Fund Board makes recommendations to the City Council regarding the administration of the loss trust fund. The trustees meet at least once a year and submit a report to the City Council regarding the status of the trust fund. The report includes recommendations the trustees deem necessary.	5	27	$616	0.0
Volunteers				
Business Services Department enlisted Summer Youth Corps volunteers to survey 'staff satisfaction' in the workplace. This six week project required participants to create survey questions, utilize an on-line survey application to collect individual data, analyze and present findings to division leadership. The project was a huge success not only producing excellent information but also offering volunteers a real-life experience serving the workplace.	2	186	$4,246	0.1
Total	**12**	**216**	**$4,930**	**0.1**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

*The number of volunteers on Boards/Commissions reflects appointed seats but more citizens may have actually served as appointees, due to terms of service.

FY 2016/17 Adopted Budget

City Treasurer | City Treasurer & Finance

Strategic Goal(s)

Seek Sustainability

Support Economic Vitality

Description

The municipal finance group manages the city's debt and investment portfolios, coordinates the financing of city projects, provides current information concerning economic conditions and their potential fiscal impact to Scottsdale and oversees the enterprise accounting function.

Services Provided

- Provides financial information to stakeholders and serves as a consultant to division customers and the City Council.
- Issues new debt to finance new projects.
- Oversees the city's investment portfolio.
- Coordinates accounting functions for the enterprise divisions, the Municipal Property Corporation, the Scottsdale Preserve Authority and the community facility districts.

FY 2015/16 Achievements

- Reinforced the city's solid standing with credit rating agencies and maintained Scottsdale's excellent bond ratings.

FY 2016/17 Objectives

- Prepare strategic forecasts and assist other divisions in developing long-term financial models to prudently manage assets and identify the city's capacity to fund future service and capital needs.
- Seek optimum financing structure to mitigate debt service costs, while reinforcing Scottsdale's solid standing with credit rating agencies to maintain or improve the city's excellent bond ratings.
- Reduce expenses and debt service costs, evaluate cash flow and issue bonds when necessary to fund the city's capital program.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	5.00	6.00	5.00	-1.00
% of city's FTEs			0.20 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	517,581	584,161	558,548	-25,613
Self Insurance Funds	18,930	19,279	20,117	838
Sewer Fund	0	9,640	10,060	420
Water Funds	264,514	267,088	278,300	11,212
Total Budget	**801,024**	**880,168**	**867,025**	**-13,143**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	574,348	612,164	597,715	-14,449
Contractual Services	226,299	266,418	267,672	1,254
Commodities	0	1,586	1,638	52
Capital Outlays	377	0	0	0
Subtotal Operating Budget	**801,024**	**880,168**	**867,025**	**-13,143**
Operating Projects	0	0	0	0
Total Budget	**801,024**	**880,168**	**867,025**	**-13,143**

Budget Notes and Significant Changes

- The decrease of 1.00 FTE and Personnel Services is due to the transferring of a Senior Financial Analyst in the City Treasurer and Finance Department to a Senior Budget Analyst in the Budget Department to better align with the workload demands of the division, offset by an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Efficiency			
New or refund bond issuances ($ in millions)	$254	$0	$78
Note: This is the principal amount of bonds issued or planned to be issued.			
Effectiveness			
Investment portfolio earnings rate	0.49%	0.73%	0.79%
Note: The earnings rate for invested cash.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions*				
Municipal Property Corporation (MPC) Board is governed by a board of directors consisting of citizens from the community approved by the City Council.	5	3	$68	0.0
Total	**5**	**3**	**$68**	**0.0**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

*The number of volunteers on Boards/Commissions reflects appointed seats but more citizens may have actually served as appointees, due to terms of service.

FY 2016/17 Adopted Budget

City Treasurer | Accounting

Strategic Goal(s)

Seek Sustainability

Support Economic Vitality

Description

Accounting maintains the financial integrity of the city through effective fiscal oversight. This is achieved by implementing essential accounting policies, procedures, systems and fiscal controls for all general ledger activity to fairly and accurately report financial information to stakeholders. Accounting provides training and guidance to staff regarding financial controls, laws, policies and ensuring compliance with generally accepted accounting principles. Accounting is also responsible for producing the city's annual audited financial statements; including the comprehensive annual financial report and ensuring all grants and expenditure limitations comply with Arizona Revised Statutes and city code. Additional support services include processing payments to vendors, paychecks for city employees and miscellaneous billings for amounts owed to the city.

Services Provided

- Accounting develops and administers various financial, operating and internal control systems; provides financial information to stakeholders; and serves as a consultant to division customers and City Council.
- Payroll provides processing, production and distribution of employee pay statements and ensures that employees are paid accurately and on time.
- Accounts Payable processes payment transactions to vendors promptly and accurately.

FY 2015/16 Achievements

- Received an unmodified opinion from an independent audit firm for the city's FY 2014/15 comprehensive annual financial report and the Government Finance Officers Association certificate of achievement for excellence in financial reporting.
- Developed a new request for adjustment and journal entry system that allows for electronic data entry and approval routing.
- Implemented Governmental Accounting Standard No. 72, Fair Value Measurement and Application.

FY 2016/17 Objectives

- Provide accurate and meaningful reporting of the city’s financial condition in conformance with state and federal laws, generally accepted accounting principles and standards of the Governmental Accounting Standards Board and the Government Finance Officers Association.
- Ensure accurate and timely payment of the city’s payroll and accounts payable.
- Ensure accurate and timely billing and collection of the city’s miscellaneous receivables.
- Collaborate with Human Resources staff on implementing a new payroll/human resources system.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	25.00	25.00	25.00	0.00
% of city's FTEs			1.01 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	2,037,569	2,264,535	2,545,309	280,774
Total Budget	**2,037,569**	**2,264,535**	**2,545,309**	**280,774**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	1,695,575	1,793,994	1,999,913	205,919
Contractual Services	327,626	458,522	533,572	75,050
Commodities	14,369	12,019	11,824	-195
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**2,037,569**	**2,264,535**	**2,545,309**	**280,774**
Operating Projects	0	0	0	0
Total Budget	**2,037,569**	**2,264,535**	**2,545,309**	**280,774**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.
- The increase in Contractual Services is due to a one-time reallocation in FY 2015/16 of the Accounting Department's budget into the Business Services Department for the purchase of software, but Accounting's Contractual Services budget has been restored for FY 2016/17.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Effectiveness			
Number of consecutive years awarded Certificate of Achievement for Excellence in Financial Reporting Note: This certificate is presented by the Government Finance Officers Association to governments whose comprehensive annual financial reports (CAFR) achieve the highest standards in government accounting and financial reporting.	42	43	44
Percentage of vendor invoices processed within city payment terms Note: Accounts Payable processes an average of 44,000 invoices annually. City payment terms are 25 days from date of invoice.	99.99%	99.99%	99.99%
Percentage of accurate and timely payroll disbursements Note: Payroll processes an average of 67,000 disbursements annually.	99.99%	100.00%	99.99%

FY 2016/17 Adopted Budget

City Treasurer | Budget

Strategic Goal(s)

Seek Sustainability

Support Economic Vitality

Description

The Budget Office coordinates the citywide development and ongoing monitoring of the operating and capital budgets with the City Manager. The Budget Office is responsible for the preparation and presentation of the city's annual budget per the terms and due dates mandated in the Arizona Revised Statutes and city code. The office assists the City Council with the review and approval of the city's budget; solicits and considers public input; prepares and monitors the five-year financial plans for all funds; and responds to the requests of the City Council, citizens, media and other stakeholders regarding the budget. The Budget Office is also responsible for issuing monthly public financial statements to the City Council.

Services Provided

- Provide reliable, accurate information in the preparation and monitoring of the annual operating and capital budgets.
- Monitor operating and capital budgets to comply with financial policies and adopted appropriations.
- Provide comprehensive financial planning, including long-range financial forecasting.
- Provide monthly financial reporting on sources and uses.
- Provide citywide budget support to all divisions.
- Provide timely responses to inquiries from City Council, boards and commissions, citizens, media, city staff, etc.

FY 2015/16 Achievements

- Worked with Acting City Manager to develop an adopted FY 2016/17 balanced budget.
- Supported the City Council's budget development process, providing citizens with several opportunities and methods of communicating their feedback and priorities to City Council.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the city's FY 2015/16 budget.
- Continued to automate and create efficiencies within the budget development and reporting process.
- Implemented a revenue forecasting tool, Muni-Cast, in the General Fund to allow for better revenue analysis and forecasting accuracy.

FY 2016/17 Objectives

- Work with the City Manager to develop a balanced operating and capital budget that effectively addresses City Council's broad goals, reflects citizens' priorities and complies with all applicable federal, state, local and Government Finance Officers Association requirements.
- Prepare a balanced five-year financial plan for each fund using conservative revenue and expenditure estimates and maintaining sufficient fund balances to comply with the city's adopted financial policies.
- Prepare accurate financial information and distribute it in a timely manner to City Council and other stakeholders in response to their specific financial needs.
- Enhance the city's monthly financial report and monthly financial update presentation by using compelling visuals to help convey complex information in a simple way.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	5.75	5.75	6.75	1.00
% of city's FTEs			0.27 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	477,511	551,195	677,730	126,535
Total Budget	**477,511**	**551,195**	**677,730**	**126,535**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	447,194	516,451	638,990	122,539
Contractual Services	27,846	34,123	38,740	4,617
Commodities	600	0	0	0
Capital Outlays	1,872	621	0	-621
Subtotal Operating Budget	**477,511**	**551,195**	**677,730**	**126,535**
Operating Projects	0	0	0	0
Total Budget	**477,511**	**551,195**	**677,730**	**126,535**

Budget Notes and Significant Changes

- The increase in FTE is the transfer and reclassification of 1.00 FTE Senior Financial Analyst position, which was previously in the City Treasurer and Finance Department, to a Senior Budget Analyst position in the Budget Department to better align the workload demands of the division.
- The increase of 1.00 FTE General Fund and Personnel Services are due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and the transfer of a Senior Financial Analyst from the City Treasurer and Finance Department to a Senior Budget Analyst in the Budget Department to better align the work demands of the division.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Effectiveness			
Average number of business days to prepare the Monthly Financial Update and post to the city's website Note: The Scottsdale City Charter requires that financial results must be provided by the 15th business day.	13	13	13
Budget meets or exceeds all requirements and Government Finance Officers Association (GFOA) reporting excellence benchmarks Note: The GFOA established the Distinguished Budget Presentation Awards Program to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.	Yes	Yes	Yes
Produce a balanced five-year financial plan of sources and uses that complies with the city's adopted financial policies Note: The budget shall be considered balanced if all sources of funding (including the unreserved fund balance), as estimated, are equal to, or exceed, the total amounts proposed to be used in the operating budget for the current fiscal year, by fund.	In Compliance	In Compliance	In Compliance

FY 2016/17 Adopted Budget

City Treasurer | Business Services

Strategic Goal(s)

Seek Sustainability

Support Economic Vitality

Description

The Business Services Department provides timely and accurate utility billing, sales taxing, business licensing, revenue recovery, remittance processing, and tax auditing services critical toward receiving fees due to the city in conformance with federal, state, and municipal codes. The department also serves as a Certified Passport Acceptance facility.

Services Provided

- Tax and License oversees the billing, record maintenance, setup and related processing for Regulatory, Alarm, Business and Transaction Privilege licensing. In addition, Tax and License provides passport application processing and cashier services.
- Utility Billing provides timely and accurate billing, setup and related processing of water, water reclamation and solid waste services.
- Revenue Recovery collects delinquent revenue owed to the city for utility bills, sales tax and licensing fees, tax audit assessments and all other city areas, except the court and library.
- Remittance Processing processes payments for utilities, licenses and permits, tax returns, airport registration/fuel/fees, parking violations, alarm activations and manages the department record retention schedule.
- Tax Audit promotes accurate privilege (sales) and use tax self-assessments by taxpayers through education programs; provides guidance in tax code interpretations; and evaluates local economic strength through analysis of privilege sales, use and property tax collections.

FY 2015/16 Achievements

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

FY 2016/17 Objectives

- Continue the development, testing and implementation elements of the Arizona State Transaction Privilege Tax Simplification Bill (HB 2111). The original implementation of this bill was planned for January 1, 2015, however, due largely to the complexity, implementation was rescheduled for January 1, 2017.
- Recertify as a Passport Acceptance facility through the U.S. Department of State.
- Outsource the processing of utility payments using city contracted banking services.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	46.00	45.00	44.00	-1.00
% of city's FTEs			1.78 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	1,787,776	2,460,512	2,503,487	42,975
Sewer Fund	819,612	925,519	944,717	19,198
Solid Waste Fund	816,526	922,346	941,154	18,808
Water Funds	882,788	982,753	1,009,003	26,250
Total Budget	**4,306,702**	**5,291,130**	**5,398,361**	**107,231**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	3,158,997	3,232,435	3,389,415	156,980
Contractual Services	1,126,032	2,027,849	1,977,570	-50,279
Commodities	21,674	30,846	31,376	530
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**4,306,702**	**5,291,130**	**5,398,361**	**107,231**
Operating Projects	0	0	0	0
Total Budget	**4,306,702**	**5,291,130**	**5,398,361**	**107,231**

Budget Notes and Significant Changes

- The decrease of 1.00 FTE is due to the reduction of a Customer Service Representative position. While the FTE count will see a reduction, the budget authority will be repurposed to include funds for a Contract Worker. As demand continues to shift due to the implementation of certain tax audit legislation, there is a temporary need for additional staff which will continue to diminish and the desire is to reduce the FTE count through attrition.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.
- The decrease in Contractual Services is due to a one-time reallocation in FY 2015/16 out of the Accounting Department's budget into the Business Services for the purchase of software. The original Business Services lower budget has been restored for FY 2016/17.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Number of Tax & License transactions per full-time equivalent	15,570	11,067	7,675
Note: The decrease in Tax & License transactions is attributed to change in licensing requirements for residential rental property management companies located outside of the city, and the reduction of construction contracting licenses. FY 2016/17 projection includes a decrease of 31% as a result of full implementation of HB 2111.			
Total number of remittance payments processed per full-time equivalent	261,514	262,189	120,000
Note: FY 2016/17 payments processed per full-time equivalent is expected to decrease as a result of the full implementation of HB 2111 (i.e. State will assume majority of tax and license payment processing), as well as, a business strategy to outsource the processing of utility payments.			
Effectiveness			
Write-offs as a percent of total revenue collected	1.52%	0.85%	1.50%
Note: Tax & License write-offs are a percent of total revenue collected. FY 2015/16 write-off decrease is a result of an increase in one-time revenues collected. Trend is expected to increase through FY 2016/17 as a result of the implementation of HB 2111.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Business Services Department enlisted Summer Youth Corps volunteers to survey 'staff satisfaction' in the workplace. This six week project required participants to create survey questions, utilize an on-line survey application to collect individual data, analyze and present findings to division leadership. The project was a huge success not only producing excellent information but also offering volunteers a real-life experience serving the workplace.	2	186	$4,246	0.1
Total	**2**	**186**	**$4,246**	**0.1**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

City Treasurer | Risk Management

Strategic Goal(s)

Seek Sustainability

Support Economic Vitality

Description

The Risk Management Division manages the city's Self Insured Trust Fund (the Trust), and administers the city's safety, loss prevention, insurance, contractual risk transfer and claims programs. The Trust is funded through charges (risk rates) to the budgets of each of the insured city departments, in amounts consistent with their exposure and loss history.

Services Provided

- Manages and administers the city's safety, loss prevention, insurance, contractual risk transfer and claims programs. Also provides loss control consulting for all departments and events upon request.

FY 2015/16 Achievements

- Completed Phase I of the Job Safety Analysis (JSA) revision project.
- Achieved the reorganization of the Risk Management Department to provide redundancy in the position of Workers Compensation Adjuster.
- Finalized the RFP process and awarded a contract for Workers Compensation Bill Review and Workers Compensation Pharmacy Program.
- Revised and implemented the MSDS/SDS Inventory Archive Process.
- Revised the Hearing Conservation Program to include on-site testing in the process.
- Concluded the budget process and placed the first Cyber Liability Insurance Coverage.
- Initiated and completed a root cause analysis focused on Public Works injuries.

FY 2016/17 Objectives

- Complete a Request for Proposal (RFP) process for selection of an insurance broker for the property casualty insurance program.
- Develop and implement new safety incentive program(s).
- Review and revise Risk Administrative Regulations.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	8.00	8.00	8.00	0.00
% of city's FTEs			0.32 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Self Insurance Funds	9,779,068	8,776,039	8,968,436	192,397
Total Budget	**9,779,068**	**8,776,039**	**8,968,436**	**192,397**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	749,927	809,402	750,401	-59,001
Contractual Services	8,976,456	7,878,189	8,130,735	252,546
Commodities	52,685	88,448	87,300	-1,148
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**9,779,068**	**8,776,039**	**8,968,436**	**192,397**
Operating Projects	0	0	0	0
Total Budget	**9,779,068**	**8,776,039**	**8,968,436**	**192,397**

Budget Notes and Significant Changes

- The increase in the Self Insurance Funds (Risk Management Fund) and Contractual Services for FY 2016/17 is primarily due to increases in insurance premiums. Similar to previous years the premiums will increase across all lines of insurance in FY 2016/17.
- The decrease in Personnel Services is the net effect of converting a vacant Secretary position within the department into a second Workers' Compensation Adjuster and the reallocation of the Fire Department's Safety and Fitness Wellness Coordinator position from the Self-Insured Funds (Risk Management Fund) to the General Fund. This position is dedicated solely to the Fire Department so the funding shift will properly align the position's location with the duties. This was slightly offset by an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Effectiveness			
The Cost of Risk (COR)	2.4%	2.0%	3.0%
Note: COR is an equation that measures the city's total cost of claims, insurance premiums and risk management administration expenses as a percentage of city's total adjusted operating cost in a given year. FY 2016/17 increase is due to expanded liability exposures and the cumulative nature of workers compensation claim expenses.			
OSHA rate	6.10	6.18	5.40
Note: The OSHA rate is standard for industry measurement and benchmarking of work related injury experience. It measures the citywide total injury incident rate per 200,000 hours worked.			

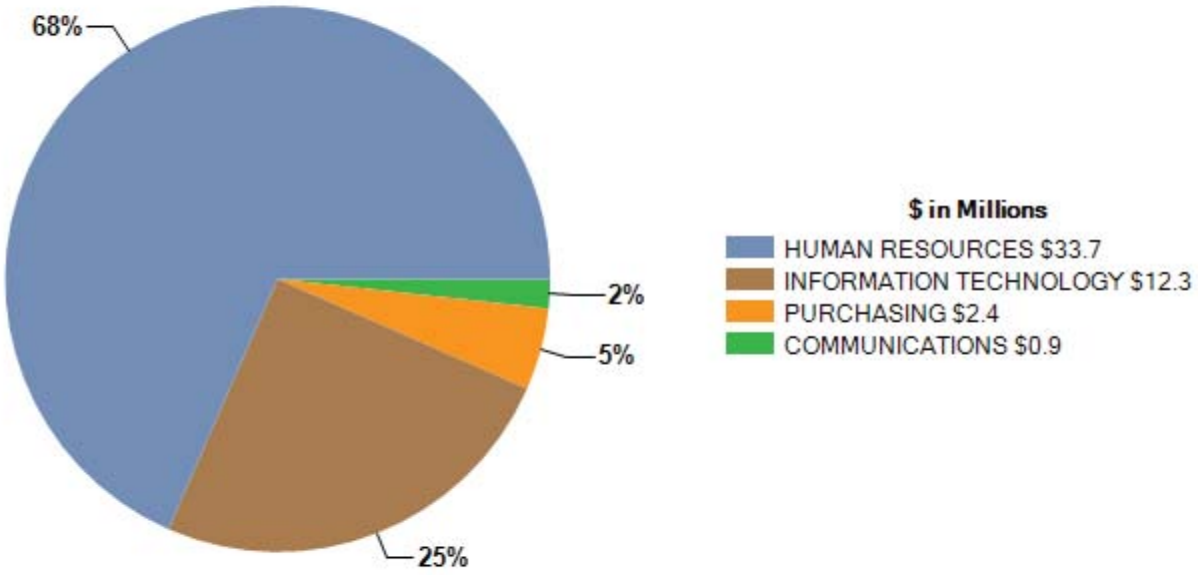
Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions*				
Required by State Statute, the Loss Trust Fund Board makes recommendations to the City Council regarding the administration of the loss trust fund. The trustees meet at least once a year and submit a report to the City Council regarding the status of the trust fund. The report includes recommendations the trustees deem necessary.	5	27	$616	0.0
Total	**5**	**27**	**$616**	**0.0**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

*The number of volunteers on Boards/Commissions reflects appointed seats but more citizens may have actually served as appointees, due to terms of service.

ADMINISTRATIVE SERVICES

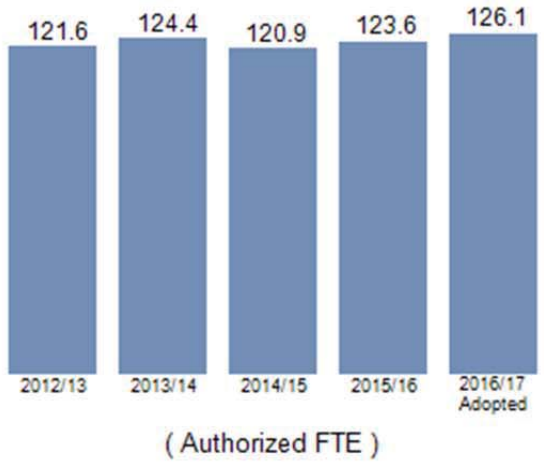
FY 2016/17 Adopted Budget

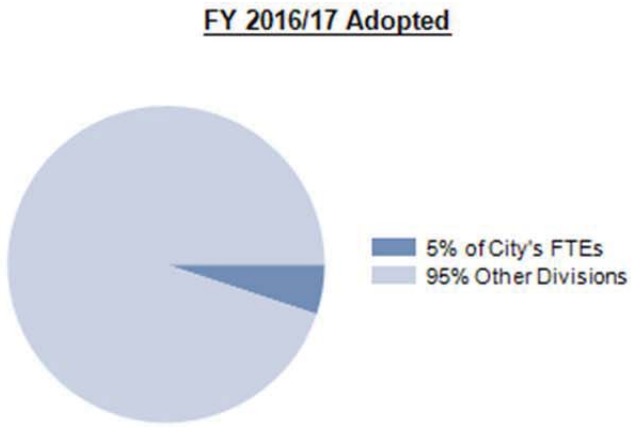


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
HUMAN RESOURCES	29,302,746	31,276,823	33,652,671	2,375,848
INFORMATION TECHNOLOGY	10,515,628	10,827,827	12,282,550	1,454,723
PURCHASING	2,330,565	2,320,422	2,388,124	67,702
COMMUNICATIONS	848,424	852,177	852,698	521
Total Budget	**42,997,363**	**45,277,249**	**49,176,043**	**3,898,794**

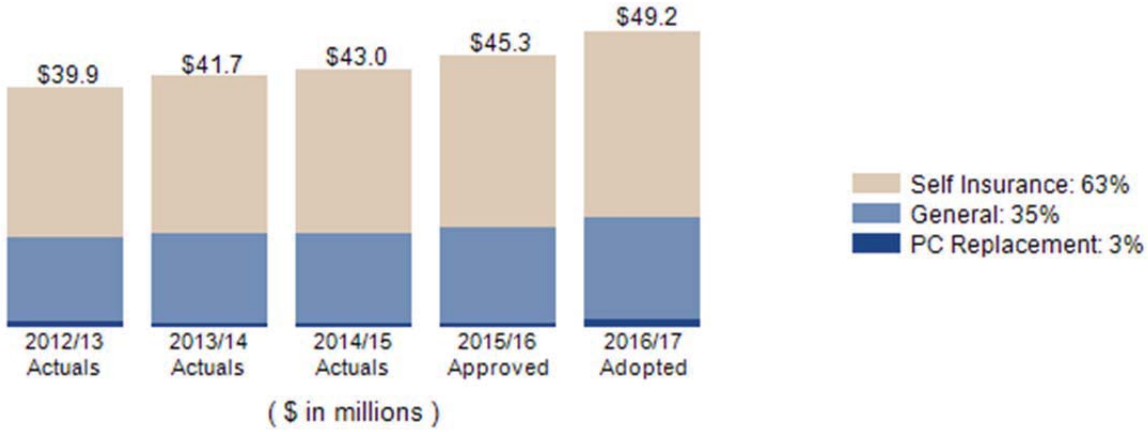
FY 2016/17 Adopted Budget

Staff Summary





Expenditures By Fund



Percents represent FY 2016/17 Adopted

Expenditures By Type

Strategic Goal(s)

Advance Transportation | Enhance Neighborhoods | Preserve Meaningful Open Space | Seek Sustainability | Support Economic Vitality | Value Scottsdale's Unique Lifestyle and Character

Description

The Administrative Services Division comprises several departments that support the city's overall mission. The Office of Communication creates and distributes timely, accurate and relevant information to the public, businesses, employees and other audiences. Human Resources (HR) provides recruiting, hiring, training, compensation, benefits, and other employee services. Information Technology (IT) provides technical design, support and maintenance for a variety of systems and services needed to support city business functions and communications. Purchasing procures goods and services, oversees the warehouse and provides graphics, printing and mail delivery services.

Services Provided

- The Office of Communication creates and distributes timely, accurate and relevant information to the public, businesses, employees and other audiences.
- Human Resources (HR) provides recruiting, hiring, training, compensation, benefits, and other employee services.
- Information Technology (IT) provides technical design, support and maintenance for a variety of systems and services needed to support city business functions and communications.
- Purchasing procures goods and services, oversees the warehouse and provides graphics, printing and mail delivery services.

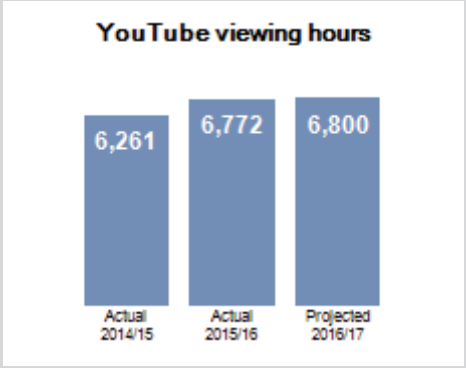
FY 2015/16 Achievements

- Developed the bimonthly Scottsdale Update utility bill insert newsletter, created and distributed six issues that featured a wide variety of information about city services, events, programs and projects.
- Completed and published eight Administrative Regulations (AR) to include AR308 - Citywide Volunteer Program; AR365 - Recruitment and Selection; AR325 - Drug-Free Workplace; AR324 - Substance Abuse; AR310 - Employee Out Processing; AR360 - Job Classification & Compensation Administration; AR341 - City-Paid Leave; and AR342 - Medical Related Leaves.
- Completed Phase 1 of the Office 365 Implementation plan. This phase focused on the infrastructure, authentication, and administration of Office 365 for use within the city.
- Received the National Procurement Institute Award for Excellence in Procurement for the 17th straight year.

FY 2016/17 Objectives

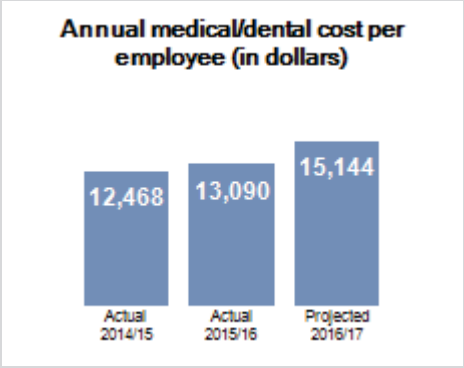
- Complete Phase 2 of the Office 365 Implementation Plan. This phase will focus primarily on the Microsoft Exchange Upgrade, OneDrive planning and first phase of implementation, as well as Office application upgrade planning and first phase of the rollout.
- Review and update the employee compensation plan to ensure fairness and equity.
- Develop and deploy mobile-optimized and improved Scottsdale Update e-newsletter.
- Implement new online requisition process improvement.

Charted Performance Measures



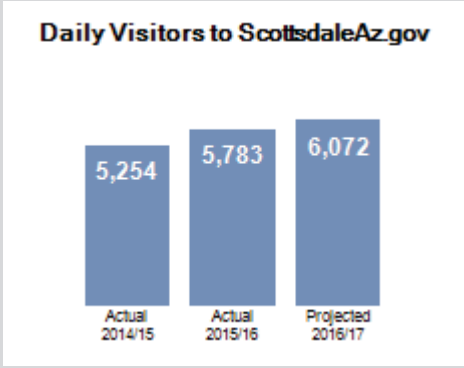
Total time viewers spent watching original videos produced by Channel 11 and distributed via YouTube. This number grows and is of growing importance as the city employs short form videos as a primary means to inform and engage the public.

Workload



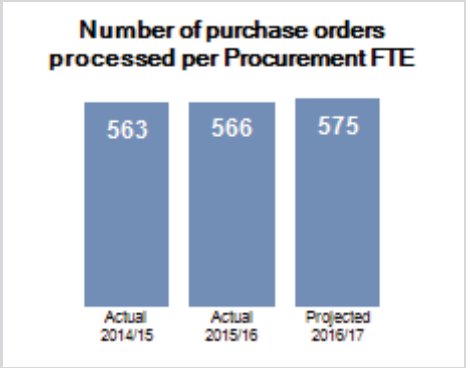
Data provided is based on the total budget of all plans. For FY 2016/17 the total medical/dental cost is $30.6 million for 2,113 covered employees.

Workload



Despite a full site redesign and new indexing of the site by the search engines, the website traffic experienced only a slight decline in traffic. The increase in traffic is related to a change in the counting methodology. This change will provide more accurate traffic statistics long term, but has created a false increase for this period.

Workload



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

Efficiency

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	120.91	123.60	126.10	2.50
% of city's FTEs			5.09 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	15,081,739	15,829,931	17,066,162	1,236,231
PC Replacement Fund	575,308	815,941	1,281,400	465,459
Self Insurance Funds	27,340,316	28,631,377	30,828,481	2,197,104
Total Budget	**42,997,363**	**45,277,249**	**49,176,043**	**3,898,794**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	11,803,533	12,273,826	13,097,378	823,552
Contractual Services	29,906,548	31,302,870	33,935,188	2,632,318
Commodities	425,101	630,758	585,472	-45,286
Capital Outlays	679,716	840,941	1,329,151	488,210
Subtotal Operating Budget	**42,814,898**	**45,048,395**	**48,947,189**	**3,898,794**
Operating Projects	182,465	228,854	228,854	0
Total Budget	**42,997,363**	**45,277,249**	**49,176,043**	**3,898,794**

Budget Notes and Significant Changes

- The increase of 2.50 FTEs is due to two new positions (2.00 FTEs) for the Data Resiliency Plan and net change of a new Administrative Assistant position (+1.00 FTE) in Human Resources and the transfer of a part-time Public Information Officer position (-0.50 FTE) from Administrative Services (Communications) to Community & Economic Development (Transportation).
- The increase in the PC Replacement Fund and in Capital Outlays is tied to PC replacement purchases which vary each year based on the age and condition of equipment.
- The increase in the Self-Insurance Funds (Healthcare Fund) and Contractual Services is due to the rising cost of providing health/dental benefits to City of Scottsdale employees and/or families.
- The increase in Personnel Services is due to an extra 27th pay date in FY 2016/17 based on the timing of the payroll calendar and the additional 2.50 FTE positions. Also, the 'Approved 2015/16' budget was reduced for vacant positions in Administrative Services but the savings were added back in FY 2016/17.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Core communication products generated	12	15	15
Note: The Office of Communication is emphasizing communications about the core functions of city government, and as a priority in the year ahead will produce feature news items, videos and graphics to illustrate these stories.			
Efficiency			
Average Requisition throughput processing in days	5.32	4.23	4.50
Note: This represents the average time in days to process a requisition into a purchase order. The start time is when the requisition is received in the Purchasing System. This will include all items that require a requisition before the process can continue such as scope of work documents but does not include RFPs and RFQs because requisitions are not input until the initial process of evaluation is complete.			
Effectiveness			
Provide quality customer service by achieving a satisfaction approval rating of 4.80 or above out of a possible 5.00 for all IT work requests	4.98	4.96	4.95
Note: FY 2015/16 data was derived from 1,850 completed surveys received out of 28,613 that were sent out.			
Percentage of job recruitments completed within 60 days	48%	54%	75%
Note: Public Safety recruitments are excluded from this metric due to their extensive recruitment process.			

Administrative Services | Communications

Strategic Goal(s)

Advance Transportation | Enhance Neighborhoods | Preserve Meaningful Open Space | Seek Sustainability | Support Economic Vitality | Value Scottsdale's Unique Lifestyle and Character

Description

The Office of Communication supports city programs, projects and services by creating and distributing timely, accurate and relevant information to the public, businesses, employees and other audiences.

Services Provided

- External communications. Communication created and distributed directly to the public or other audiences including email newsletters, print materials and face-to-face communication through specific outreach activities.
- Media relations. Day-to-day interactions with local, regional and national reporters and editors and researching, developing and distributing news releases and media advisories, responding to media inquiries and interview requests, monitoring news coverage and managing the overall city reputation as presented in the news media.
- Internal communications. The creation and distribution of information to keep city employees informed and engaged regarding city services, issues, employee benefits and other information.
- Online communications. The Office of Communications works with Web and Design Services and other city departments to ensure web content is accurate, informative and easy to find; the groups also work together to manage the city's social media presences to ensure appropriate and accurate city information is provided.
- Video production. The broadcast and recording of City Council and other city meetings, as well as creation and distribution on Channel 11 and online of original programming that showcases the city's people, programs, projects and services.

FY 2015/16 Achievements

- Developed the bimonthly Scottsdale Update utility bill insert newsletter, created and distributed six issues that featured a wide variety information about city services, events, programs and projects.
- Produced more than 70 original videos on an array of topics including the "Flavors of Scottsdale" series that profiles unique and diverse eateries in Scottsdale, the "Heavy Metal" series that gets viewers inside the equipment used to provide services, and features on the anatomy of a fire response, the police/parks and recreation PLAY program , Scottsdale's housing rehabilitation programs and the internal customer service initiative.
- Overhauled the city's Years of Service Recognition program, providing employees who celebrate milestone employment anniversaries with unique keepsake items that have distinct connections to Scottsdale.
- Developed and hosted, in partnership with city divisions and departments, the Science of the City and Spring Training Festival events which attracted thousands of attendees who enjoyed fun, interactive content and got to know Scottsdale a little better in the process.
- Integrated online news across city departments using a syndication feature on ScottsdaleAZ.gov, which has increased the visibility of city news for our customers and the quality of the various news products the city distributes.

FY 2016/17 Objectives

- Assist Public Works by developing and implementing a communications program to improve the visibility and accessibility of information about the city's capital projects and priorities.
- Finalize and implement an internal communications plan to improve information provided to employees, including specific tools and tactics to increase visibility and understanding of employee healthcare and benefits.
- Create message templates for the city's most common emergencies such as flooding, storms, heat, wildfires and power outages, and train staff on when and how to use them.
- Continue emphasis on telling stories about Scottsdale's core services and priorities while experimenting with new strategies to expand their reach and effectiveness.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	8.10	7.60	7.10	-0.50
% of city's FTEs			0.29 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	848,424	852,177	852,698	521
Total Budget	**848,424**	**852,177**	**852,698**	**521**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	778,363	796,001	763,417	-32,584
Contractual Services	47,739	47,654	55,309	7,655
Commodities	22,322	8,522	33,972	25,450
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**848,424**	**852,177**	**852,698**	**521**
Operating Projects	0	0	0	0
Total Budget	**848,424**	**852,177**	**852,698**	**521**

Budget Notes and Significant Changes

- The decrease in FTE is due to the transfer of a part-time 0.50 FTE Public Information Officer position from Communications (Administrative Services Division) to Transportation (Community & Economic Development Division).
- The decrease in Personnel Services is due to the reduction of a 0.50 FTE Public Information Officer position and medical leave payoffs which happened in FY 2015/16 that are not forecasted to occur in FY 2016/17. These reductions were offset by an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Core communication products generated	12	15	15
Note: The Office of Communication is emphasizing communications about the core functions of city government, and as a priority in the year ahead will produce feature news items, videos and graphics to illustrate these stories.			
Hours of live video coverage of City Council and other public meetings	157	224	225
Note: Actual public meeting hours televised on Channel 11 and live-streamed. The measure does not include staff time for setup or post-meeting activity.			
Effectiveness			
YouTube viewing hours	6,261	6,772	6,800
Note: Total time viewers spent watching original videos produced by Channel 11 and distributed via YouTube. This number grows and is of growing importance as the city employs short form videos as a primary means to inform and engage the public.			

FY 2016/17 Adopted Budget

Administrative Services | Human Resources

Strategic Goal(s)

Seek Sustainability

Description

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

Services Provided

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

FY 2015/16 Achievements

- Completed and published eight Administrative Regulations (AR) to include AR308 - Citywide Volunteer Program; AR365 - Recruitment and Selection; AR325 - Drug-Free Workplace; AR324 - Substance Abuse; AR310 - Employee Out Processing; AR360 - Job Classification & Compensation Administration; AR341 - City-Paid Leave; and AR342 - Medical Related Leaves.
- Updated the Scottsdale Revised Code - Chapter 14 Human Resources Management Ordinance that went in to effect July 2, 2016.
- Received five Wellness awards for the Live Life Well Program: American Heart Association - Fit Friendly Worksite - Gold Level; Wellness Council of AZ - Official Gold Seal of Good Health Keeping; Phoenix Business Journal - Valley's Healthiest Employers - Ranked No. 6; Healthy Arizona Worksites - Silver Award; and Cigna Well-Being Award Winner 2016.
- Premiered the citywide Volunteer Program 2015 Volunteer Impact Award, recognizing the contributions and impact of city volunteers as nominated by city staff and celebrated at the City's Employee Awards Event in December, 2015.
- Created and published the Classification Plan, which was adopted in the FY 2016/17 operating budget.

FY 2016/17 Objectives

- Offer relevant training for employees at all levels of the organization.
- Ensure high-quality, responsive service is provided through efficient and effective processes.
- Complete and implement the Management Action Plan from the Internal Audit #1606 (Human Resources Compliance Programs).
- Implement employee classification plan to ensure fairness and equity.
- Evaluate options for ensuring employee benefit programs are cost effective, competitive and desired by employees.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	19.00	22.00	23.00	1.00
% of city's FTEs			0.93 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	1,972,962	2,656,284	2,824,190	167,906
Self Insurance Funds	27,329,784	28,620,539	30,828,481	2,207,942
Total Budget	**29,302,746**	**31,276,823**	**33,652,671**	**2,375,848**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	1,715,420	2,090,799	2,253,318	162,519
Contractual Services	27,443,723	28,905,590	31,129,607	2,224,017
Commodities	143,603	280,434	269,746	-10,688
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**29,302,746**	**31,276,823**	**33,652,671**	**2,375,848**
Operating Projects	0	0	0	0
Total Budget	**29,302,746**	**31,276,823**	**33,652,671**	**2,375,848**

Budget Notes and Significant Changes

- The increase in FTE is due to the addition of a 1.00 FTE Administrative Assistant position to provide a higher level of needed support to the department.
- The increase in the Self Insurance Funds (Healthcare Fund) and Contractual Services is primarily due to the rising cost of providing health/dental benefits to City of Scottsdale employees and/or families.
- The increase in Personnel Services is due to the new 1.00 FTE for an Administrative Assistant position as well as an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Annual medical/dental cost per employee	$12,468	$13,090	$15,144
Note: Data provided is based on the total budget of all plans. For FY 2016/17 the total medical/dental cost is $30.6 million for 2,146 covered employees.			
Effectiveness			
Percentage of job recruitments completed within 60 days	48%	54%	75%
Note: Public Safety recruitments are excluded from this metric due to their extensive recruitment process.			
Percentage of full-time employees completing at least one Performance Competency based training per year	5%	78%	75%
Note: Performance Competency based training follows the Performance Evaluation categories to include: Accountability, Customer Service, Teamwork and Diversity & Inclusion.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions*				
The Judicial Appointments Advisory Board (JAAB) makes advisory recommendations to the City Council regarding the appointment and reappointment of full-time city judges. The JAAB will use merit-based criteria to recommend the best qualified people to become city judges and to advise the City Council about retaining city judges. There were no appointments or reappointments in FY 2015/16; therefore the JAAB did not meet.	7	0	$0	0.0
The Personnel Board hears appeals submitted by eligible city employees relating to dismissal, demotion, or suspensions; and, submits its recommendations to the City Manager.	3	8	$183	0.0
The Public Safety Personnel Retirement System Board Fire Local is responsible for deciding all questions of eligibility and service credits; and for determining the amount, manner, and time of payment of any benefits under the Public Safety Personnel Retirement System.	2	14	$320	0.0
The Public Safety Personnel Retirement System Board Police Local is responsible for deciding all questions of eligibility and service credits; and for determining the amount, manner and time of payment of any benefits under the Public Safety Personnel Retirement System.	2	20	$457	0.0
Total	**14**	**42**	**$960**	**0.0**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

*The number of volunteers on Boards/Commissions reflects appointed seats but more citizens may have actually served as appointees, due to terms of service.

FY 2016/17 Adopted Budget

Strategic Goal(s)

Seek Sustainability

Description

The Information Technology Department provides a dynamic, proactive technology environment that meets the city's existing and future departmental service needs through reliable secure infrastructure and applications. The department consists of four areas: IT Administration, Technology Infrastructure, Application Development and Geographic Information System, and IT Security.

Services Provided

- · Technology Infrastructure develops, maintains and supports the city's voice and data infrastructure, including all telephones, computer systems, radio systems, network and fiber based storage devices, enterprise email, centralized data center/ network room management, and the underlying wired and wireless networks.
- Application Development, Integration, Management and Support provides software engineering and technical support services including the design and engineering of custom software solutions, deployment and support of purchased products, the management and protection of the city's database infrastructure, business intelligence solutions and IT software training.
- Network Security protects the city's network and computing infrastructure through firewall and remote access management, web content filtering, email/spam filtering, anti-virus support, incident response, network monitoring, user awareness and management of security policies and procedures.
- Help Desk/Desktop Support provides comprehensive technical support for all city desktop and laptop computers, smart phones/tablets, monitors, printers, and related peripheral devices, provides hardware repairs/replacements of all servers and operates a help desk service to provide timely response to calls for service.
- Geographic Information System (GIS) Data Services provides data maintenance services that ensure the city's GIS applications, databases and maps are reliable and up-to-date as well as providing 3D modeling, spatial analysis and cartographic services to other city divisions.
- Web and Design Services integrates the power of the Internet and social media platforms with digital video, audio, text animation and graphics to transform the way the city communicates.

FY 2015/16 Achievements

- Completed Phase 1 of Office 365 Implementation plan focusing on infrastructure, authentication, and administration.
- Completed replacement of the Street Operations application to more efficiently track work and material used to maintain pavement and drainage assets also allowing for improved reporting and analysis.
- Completed Phase 1 of District 3 to SCA Police Data migration project, which is the first step of the IT Essential Services Restoration plan that provides resiliency for the city’s four primary data centers.
- Updated email security solution again to provide increased vendor diversity and better protection from the increasingly advanced and diverse phishing attacks.

FY 2016/17 Objectives

- Complete Phase 2 of Office 365 Implementation Plan focusing on Microsoft Exchange Upgrade, OneDrive planning and first phase of implementation, as well as Microsoft Office application upgrade planning and first phase of the rollout.
- Complete replacement of publically facing web applications, including online building permits, payment of fees and fines, requests for police reports and online access to documents held by the City Clerk’s Office. One key enhancement will be improved support of mobile devices.
- Attend monthly cyber threat briefings from FBI and Homeland Security to gain intelligence regarding emerging cyber threats. Use this information to enhance cyber defenses for the city.
- Continue to enhance the IT Service Management platform by completing Phase 2 of Cable Patch Management Project. The IT Service Management platform is used to plan, deliver, operate, and control IT services. This project is part of an ongoing effort to provide resilient IT services, reduce risk and accelerate recovery time for IT outages.
- As part of a Bloomberg’s Philanthropies “What Works Cities” engagement, partner with John Hopkins University, the Center for Government Excellence and the Sunlight Foundation to develop a formal citywide Open Data policy and website.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	70.81	71.00	73.00	2.00
% of city's FTEs			2.95 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	9,940,321	10,011,886	11,001,150	989,264
PC Replacement Fund	575,308	815,941	1,281,400	465,459
Total Budget	**10,515,628**	**10,827,827**	**12,282,550**	**1,454,723**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	7,706,263	7,748,465	8,385,623	637,158
Contractual Services	1,857,358	1,841,909	2,231,312	389,403
Commodities	139,329	167,658	107,610	-60,048
Capital Outlays	630,214	840,941	1,329,151	488,210
Subtotal Operating Budget	**10,333,163**	**10,598,973**	**12,053,696**	**1,454,723**
Operating Projects	182,465	228,854	228,854	0
Total Budget	**10,515,628**	**10,827,827**	**12,282,550**	**1,454,723**

Budget Notes and Significant Changes

- The increase of 2.00 FTEs is due to two new positions (2.00 FTEs) for the Data Resiliency Plan.
- The increase in PC Replacement Fund and Capital Outlays is tied to PC replacement purchases which vary each year based on the age and condition of equipment.
- The increase in Personnel Services is primarily due to an extra 27th pay date in FY 2016/17 based on the timing of the payroll calendar, the budget reduction for vacancy savings in FY 2015/16 that was added back in FY 2016/17, and the addition of 2.00 FTEs for the Data Resiliency Plan.
- The increase in Contractual Services is due to the new data center for the Data Resiliency Plan and to higher maintenance costs for office equipment and software licensing.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Average amount of data backed up monthly from centralized electronic data storage and servers in terabytes Note: This measure tracks the increases in data being stored over time for city business. The FY 2016/17 number is based upon the estimated growth if the environment stays currently configured. This number could decrease if Microsoft Cloud storage is implemented in FY 2016/17 and the users existing network files are migrated to the Microsoft Cloud.	45.8	57.55	60.0
Number of custom reports executed	2,152,075	2,288,567	2,300,000
Number of work orders completed	26,523	28,613	29,000
Total number of map layers maintained by city staff Note: Map layers are databases of information organized geographically that are increasingly used to maintain city infrastructure and for planning purposes.	183	188	200
Graphics design projects completed Note: In FY 2015/16 new projects were put on hold during the scottsdaleaz.gov site build/launch to focus on meeting a timeline.	265	227	275
Number of web-unique visitors per day to the Scottsdale website Note: Despite a full site redesign and new indexing of the site by the search engines, the website traffic experienced only a slight decline in traffic. The increase in traffic is related to a change in the counting methodology. This change will provide more accurate traffic statistics long term but has created a false increase for this period.	5,254	5,783	6,072
Effectiveness			
Provide quality customer service by achieving a satisfaction approval rating of 4.80 or above out of a possible 5.00 for all IT work requests. Note: FY 2015/16 data was derived from 1,850 completed surveys received out of the 28,613 surveys that were sent out.	4.98	4.96	4.95
Number of databases supported Note: Growth slower than projected in FY 2015/16 due to deprecation of old applications during the web application server replacement and push to remove unused databases on test servers.	1,244	1,296	1,400

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Performs PC imaging and hardware repair for PCs, laptops and printers.	1	200	$4,566	0.1
Total	**1**	**200**	**$4,566**	**0.1**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

FY 2016/17 Adopted Budget

Administrative Services | Purchasing

Strategic Goal(s)

Seek Sustainability

Description

The Purchasing Department comprises three areas: Purchasing Services, Warehouse, and Graphics, Printing & Mail. Purchasing Services is responsible for the timely acquisition of all materials, services and construction required by the city and assists various contract administrators throughout the city. Warehouse maintains, dispenses and delivers inventory items, manages surplus property and is the primary receiving point for the delivery, inspection and re-delivery of items procured through the city's purchase order system. Graphics, Printing and Mail provides a variety of services to assist city operating areas with graphic design, print production, posters/banners, CD duplication, interoffice mail and all processing of incoming and outgoing U.S. mail items.

Services Provided

- Purchasing Services prepares and administers all quotes, solicitations, bids, proposals and scopes of work, contracts and purchases all goods and services (including construction) and trains the city's contract administrators.
- Warehouse plans, orders, receives, maintains, dispenses and delivers inventory supply items; administers the city's disposition process for excess/surplus property; is a primary receiving point for the receipt, inspection and re-delivery of items procured through the city's purchase order and procurement card systems.
- Graphics, Printing and Mail manages all U.S. and interoffice mail pickup, processing and delivery; manages in-house production and outsourcing of graphic design and printing projects; and supports the Customer Service Department by printing, processing and mailing all city utility bills, statements and tax forms.

FY 2015/16 Achievements

- Received the National Procurement Institute Award for Excellence in Procurement for the 17th straight year.
- Implemented internal audit recommendations within Purchasing and Warehouse to improve processes.
- Completed the USPS mandated Intelligent Mail Barcoding city mail program that improved mail processing efficiency.

FY 2016/17 Objectives

- Implement new online requisition process improvement.
- Continue Warehouse process improvement reviews and implementations.
- Implement a new photo enhancement process for low resolution to high quality photos in Graphics Printing.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	23.00	23.00	23.00	0.00
% of city's FTEs			0.93 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	2,320,032	2,309,584	2,388,124	78,540
Self Insurance Funds	10,532	10,838	0	-10,838
Total Budget	**2,330,565**	**2,320,422**	**2,388,124**	**67,702**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	1,603,487	1,638,561	1,695,020	56,459
Contractual Services	557,729	507,717	518,960	11,243
Commodities	119,847	174,144	174,144	0
Capital Outlays	49,502	0	0	0
Subtotal Operating Budget	**2,330,565**	**2,320,422**	**2,388,124**	**67,702**
Operating Projects	0	0	0	0
Total Budget	**2,330,565**	**2,320,422**	**2,388,124**	**67,702**

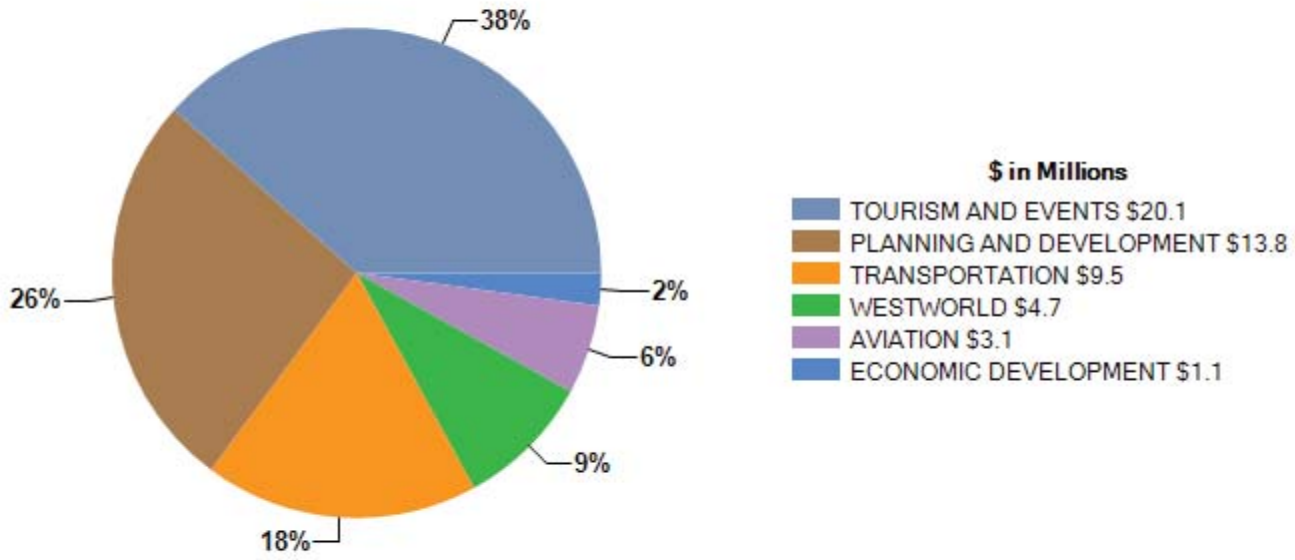
Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date in FY 2016/17 based on the timing of the payroll calendar.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Efficiency			
Number of purchase orders processed per Procurement FTE Note: This represents the number of purchase orders processed divided by the number of direct Procurement FTE in Purchasing.	563	566	575
Average Requisition throughput processing in days Note: The start time is when the requisition is received in the Purchasing System. This will include all items that require a requisition before the process can continue such as Scope of Work documents but does not include RFPs and RFQs because requisitions are not input until the initial process of evaluation is complete.	5.32	4.23	4.50
Number of receipts and issues per FTE in the warehouse Note: These numbers are a function of annual purchases across the city and issues to various internal departments from stocks.	4,403	3,440	3,300
Average delivery time in days to deliver goods received by the warehouse to the end user departments Note: This represents the average delivery time in days that takes the warehouse staff to deliver newly received materials from the warehouse to the end user department.	1.07	1.19	1.50
Number of incoming or outgoing pieces of mail processed per Mail FTE Note: This is impacted by the volume of mail that the city receives and generates.	1,131,252	1,168,001	1,225,600
Average number of time in days to complete in-house Graphics Requisitions for city staff Note: This represents the average time in days it takes the Graphics staff to complete in-house Graphics Requisitions for internal city staff.	2.02	1.72	2.00
Effectiveness			
Inventory Turns from the warehouse for stocked items for issue Note: This stock inventory is issued to various city departments including Facilities, Fire, and Water. This measure represents the effectiveness of our inventory policy by measuring how often that inventory is turned over in a 12 month period.	4.4	3.9	4.0

COMMUNITY AND ECONOMIC DEVELOPMENT

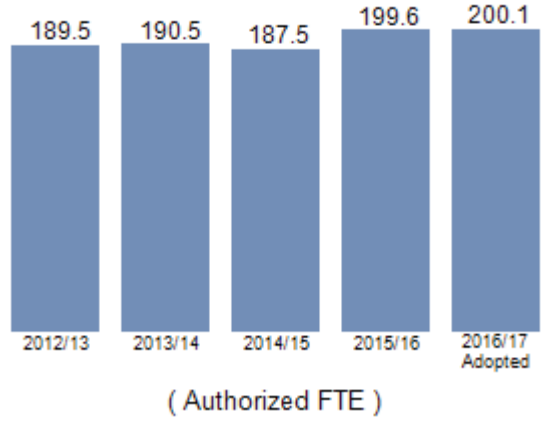
FY 2016/17 Adopted Budget

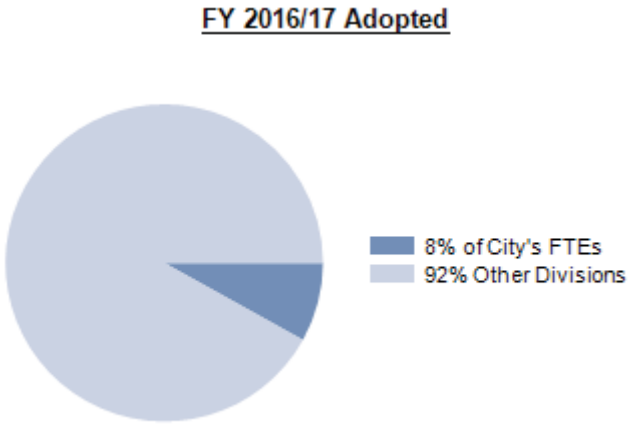


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
TOURISM AND EVENTS	18,293,488	17,693,137	20,072,261	2,379,124
PLANNING AND DEVELOPMENT	13,027,325	13,359,227	13,818,853	459,626
TRANSPORTATION	8,289,252	9,806,163	9,470,288	-335,875
WESTWORLD	3,862,005	4,641,871	4,699,243	57,372
AVIATION	1,903,625	2,133,475	3,086,340	952,865
ECONOMIC DEVELOPMENT	998,766	1,056,238	1,115,913	59,675
Total Budget	**46,374,460**	**48,690,111**	**52,262,898**	**3,572,787**

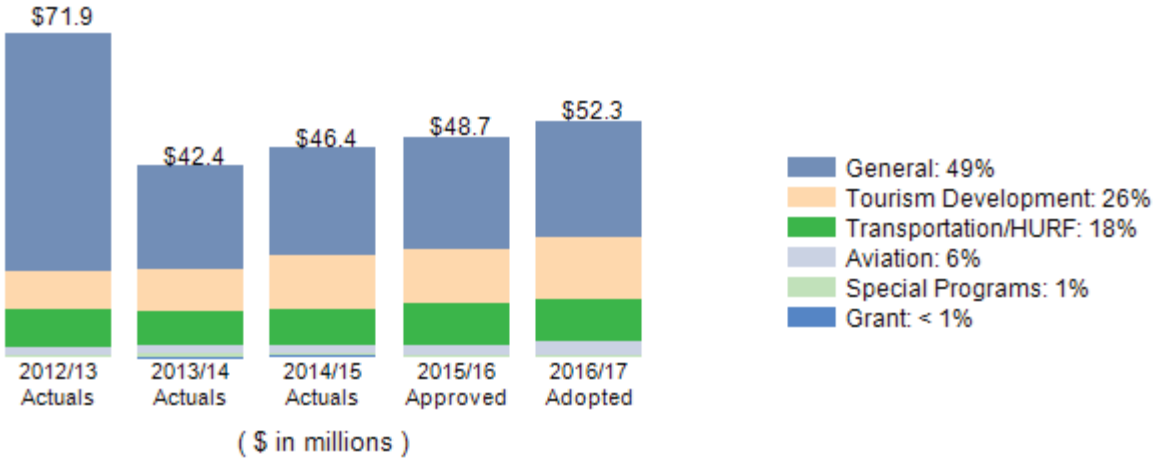
FY 2016/17 Adopted Budget

Staff Summary



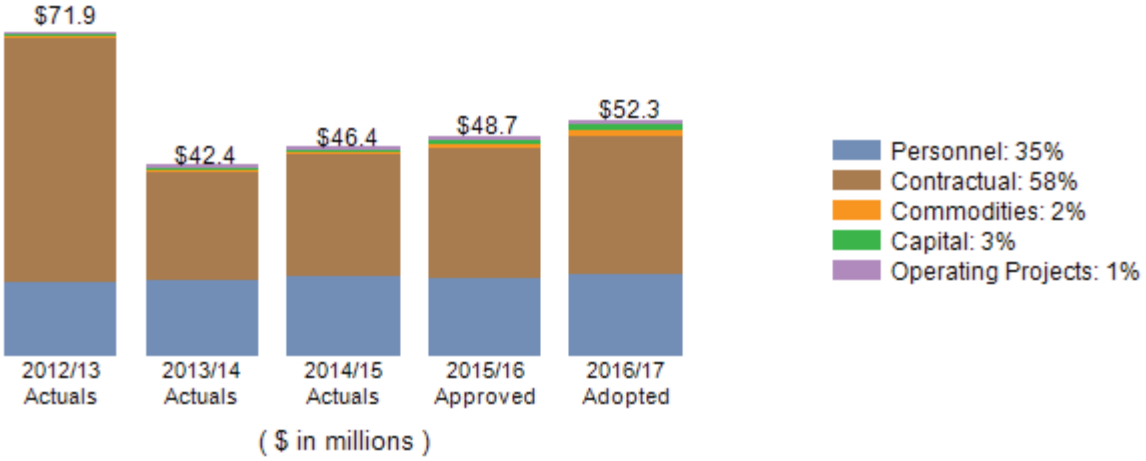


Expenditures By Fund



Percents represent FY 2016/17 Adopted

Expenditures By Type



Percents represent FY 2016/17 Adopted

Strategic Goal(s)

Advance Transportation | Enhance Neighborhoods | Preserve Meaningful Open Space | Seek Sustainability | Support Economic Vitality | Value Scottsdale's Unique Lifestyle and Character

Description

The Community and Economic Development Division works with citizens to build and preserve Scottsdale as a great community by stimulating economic activity and by offering a diverse range of value-added programs to build, revitalize and sustain the community's unique lifestyle and character. The division has six departments: Aviation, Economic Development, Planning & Development, Tourism & Events, Transportation, and WestWorld.

Services Provided

- Ensures the community vision is considered for all proposals to City Council, Planning Commission and Development Review Board.
- Provides a safe, secure and efficient operating environment for airport users and stakeholders.
- Provides Transportation Master Planning, route planning, trolley operations, regional coordination, Dial-a-Ride, and Cab Connection.
- Supports tourism as a means to enhance the economic well-being and quality of life for the community and its residents.
- Focuses on business attraction, retention and development.
- Hosts equestrian and special events for public recreational use at WestWorld and community-wide.
- Provides timely construction document review for building plan submittals.
- Provides strategic and consistent approach to environmental sustainability.

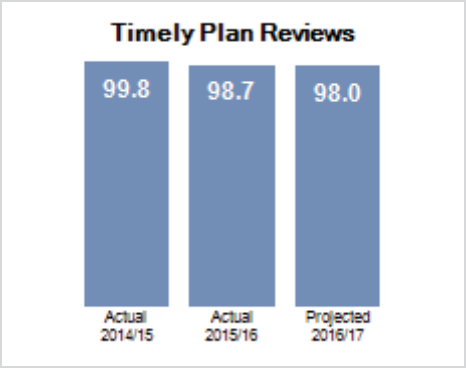
FY 2015/16 Achievements

- Began design of the Terminal Area Redevelopment Project plan in April 2016 and construction is anticipated to start in early 2017, which will replace the existing airport administration and aviation business center with two large executive hangars and a new aviation business center. Finalized two lease agreements with Gemini Air Group and Maza Concepts in support of the new development.
- Participated with material influence in the attraction, retention or expansion of 9 unique businesses representing an estimated 1,183 jobs in the first 12 months of business operations with an average wage of $67,085 and an overall total of 1,645 jobs over five years.
- Continued the McDowell Corridor building permit fee reduction program to assist revitalization efforts for existing residential and commercial properties in the area. This two-year program is in its second year.
- Generated an event sponsorship marketing value of $2.6 million through the new Event Development and Matching Event Advertising program funding of $0.7 million realizing a 74 percent return on Bed Tax investment.
- Completed Transportation Master Plan in collaboration with Transportation Commission and adopted by City Council on July 5, 2016.
- Increased WestWorld event programming to the North Hall of the Tony Nelssen Equestrian Center by 17 events.

FY 2016/17 Objectives

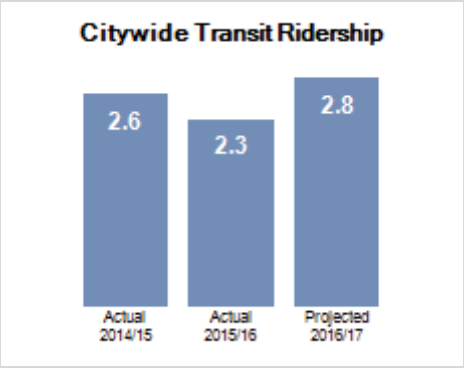
- Begin construction of terminal area complex in an effort to upgrade facilities and increase revenue generation.
- Partner with stakeholders on the selection of a consultant firm, project launch and execution designed to determine tools, investment and implementation steps required to achieve goals of Tourism and Events and Economic Development Departments' strategic plans as related to Downtown Scottsdale.
- Work with City Council to conduct the public hearings process for the draft General Plan 2035 including citywide community engagement, Planning Commission and City Council public hearings, and a decision on timing for voter ratification.
- Enhance the quality and quantity of events by collaborating with event producers, businesses, tourism industry, Tourism Development Commission, and Tourism Advisory Task Force.
- Complete ten studies at specific segments or intersections to improve roadway safety.
- Book up to 5 new local and 1 new national event at WestWorld this year while continuing to increase the number and diversity of events.

Charted Performance Measures



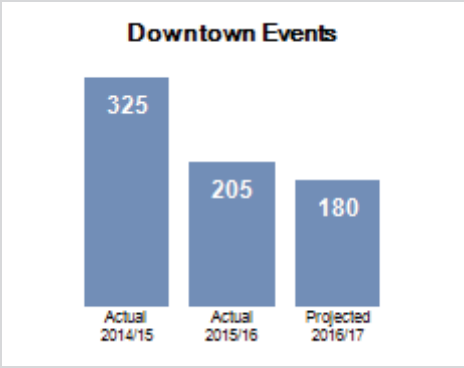
Engineering and building plans completed within 21 calendar days

Efficiency



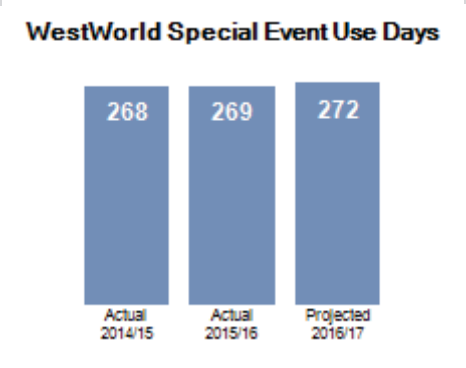
Total citywide transit ridership (bus, Dial-a-Ride, circulators, Cab Connection; in millions)

Effectiveness



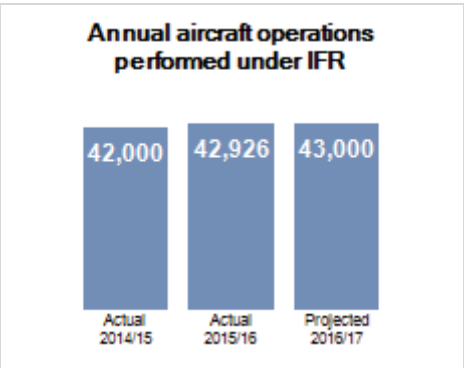
Number of Downtown Scottsdale events and activities processed by staff and Special Events Committee

Workload



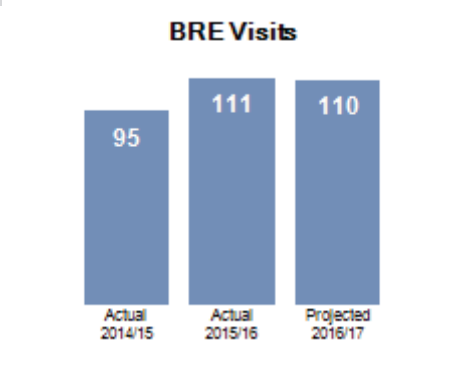
Number of special event use days at WestWorld

Workload



Annual aircraft operations performed under Instrument Flight Rules (IFR)

Effectiveness



Business retention and expansion visits conducted

Workload

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	187.47	199.58	200.08	0.50
% of city's FTEs			8.07 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Aviation Fund	1,903,625	2,133,475	3,086,340	952,865
General Fund	23,834,853	24,583,510	25,778,927	1,195,417
Grant Funds	396,863	0	0	0
Special Programs Fund	532,256	507,226	554,662	47,436
Tourism Development Fund	11,814,473	11,959,737	13,672,681	1,712,944
Transportation/HURF Fund	7,892,389	9,506,163	9,170,288	-335,875
Total Budget	**46,374,460**	**48,690,111**	**52,262,898**	**3,572,787**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	17,820,332	17,119,915	18,350,034	1,230,119
Contractual Services	26,981,872	28,939,196	30,573,123	1,633,927
Commodities	980,635	1,143,457	1,143,422	-35
Capital Outlays	92,577	530,874	1,436,228	905,354
Subtotal Operating Budget	**45,875,416**	**47,733,442**	**51,502,807**	**3,769,365**
Operating Projects	499,044	956,669	760,091	-196,578
Total Budget	**46,374,460**	**48,690,111**	**52,262,898**	**3,572,787**

Budget Notes and Significant Changes

- The increase in FTE is due to the transfer of a part-time 0.50 FTE Public Information Officer position from Administrative Services (Communications) to Community & Economic Development (Transportation).
- The increase to the Aviation Fund and Capital Outlays is due to the replacement of an airport dedicated fire truck.
- The increase in the Tourism Development Fund and Contractual Services is due to: 1) the increase in the Bed Tax destination marketing contract as a result of a forecasted increase in Bed Tax revenues accounted for in the Tourism Development Fund. The amount of the contract is 50 percent of the annual Bed Tax Receipts; 2) a 3 percent increase to the Scottsdale Cultural Council Management fee agreement; and 3) additional one-time funding for downtown ambiance lighting and event activation.
- The decrease in Transportation/HURF Fund is due to the new agreement with Valley Metro for transit services.
- The increase in Personnel Services is primarily due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar, as well as the additional 0.50 FTE for the Public Information Officer position.
- The increase in Contractual Services is also due to additional one-time funding (General Fund) included for critical Cultural Council facility upgrades.
- The decrease in Operating Projects is due to the removal of one-time funding included in FY 2015/16 for upgrades to Scottsdale Cultural Council facilities and transportation studies.

FY 2016/17 Adopted Budget

Strategic Goal(s)

Advance Transportation

Support Economic Vitality

Description

Aviation comprises two major programs: Operations and Administration. Airport Operations is responsible for the day-to-day operations, safety, security and maintenance of the Scottsdale Airport. The Administration program carries out the financial business relations, aeronautical permitting, marketing and community outreach functions for the Aviation Enterprise Fund.

Services Provided

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

FY 2015/16 Achievements

- Began design of the Terminal Area Redevelopment Project plan in April 2016 and construction is anticipated to start in early 2017, which will replace the existing Airport Administration and aviation business center with two large executive hangars and a new aviation business center. Finalized two lease agreements with Gemini Air Group and Maza Concepts in support of the new development.
- Completed Phase I of the Taxiway B Rehabilitation project in March 2016. The project included the repair of cracks and pavement overlay, reconstruction of taxiway connectors, lighting replacement, and new signage and markings.
- Continued compliance with Federal Aviation Administration (FAA) standards and grant assurances.

FY 2016/17 Objectives

- Begin construction of terminal area complex in an effort to upgrade facilities and increase revenue generation.
- Start Phase I of the Taxiway A Reconstruction with Federal Aviation Administration and State funding of approximately $5 million.
- Continue compliance with Federal Aviation Administration (FAA) standards and grant assurances.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	14.47	14.47	14.47	0.00
% of city's FTEs			0.58 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Aviation Fund	1,903,625	2,133,475	3,086,340	952,865
Total Budget	**1,903,625**	**2,133,475**	**3,086,340**	**952,865**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	1,099,653	1,154,818	1,184,564	29,746
Contractual Services	714,341	882,202	925,226	43,024
Commodities	60,303	81,455	76,550	-4,905
Capital Outlays	29,328	15,000	900,000	885,000
Subtotal Operating Budget	**1,903,625**	**2,133,475**	**3,086,340**	**952,865**
Operating Projects	0	0	0	0
Total Budget	**1,903,625**	**2,133,475**	**3,086,340**	**952,865**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.
- The increase in Capital Outlays reflects the replacement of an airport dedicated fire truck. The Fleet Capital Outlays costs can vary greatly year over year depending on what vehicles are scheduled for replacement.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Annual number of US Customs uses Note: This measure tracks the number of aircraft cleared by US Customs each year.	757	884	900
Efficiency			
Federal Airport Administration grants received (in millions) Note: This tracks the utilization of federal funding to supplement user fees in operating the airport.	$5.5	$5.0	$5.0
Effectiveness			
Annual aircraft operations performed under Instrument Flight Rules (IFR) Note: This measure of aircraft operations depicts transient/corporate aircraft activity.	42,000	42,926	43,000

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions*				
The Airport Advisory Commission consists of seven members who assist staff and advise the City Council on aviation related issues, including: 1) maintenance and operations of the airport, 2) rules, regulations, and minimum operating standards, 3) the effects of airport operations and projects on the environment, 4) proposed development, 5) aviation related fees, 6) leases, 7) land use policies, 8) the future role of the airport, and 9) safety matters.	7	105	$2,397	0.1
Total	**7**	**105**	**$2,397**	**0.1**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

*The number of volunteers on Boards/Commissions reflects appointed seats but more citizens may have actually served as appointees, due to terms of service.

FY 2016/17 Adopted Budget

Strategic Goal(s)

Support Economic Vitality

Description

Through its economic development investments and programs, the City of Scottsdale retains, grows and attracts targeted sources of wealth generation to enhance the community's tax base and quality of life, preserve the natural environment and foster prosperity for all citizens. The Economic Development Department supports the business retention, expansion, attraction and entrepreneurial ecosystem and development that are critical to Scottsdale's economic health and sustainability. It does this through a combination of research, marketing, business outreach and support, program development and process improvement.

Services Provided

- Develops strategies and offers programs and services designed to attract quality firms and jobs - domestic and global in targeted sectors - to ensure long-term viability of the city's revenue and employment base.
- Assists existing businesses in retention and expansion efforts to maintain and improve the viability of the local economy.
- Supports efforts that will enable Scottsdale's present and future employers to cultivate, retain and attract the talent that they need.
- Conducts extensive outreach and marketing activities to raise awareness of the assets of the community and enhance the corporate brand of Scottsdale.
- Develops and maintains unique data sets required to make an effective case for the retention and attraction of target industry sectors within the city.

FY 2015/16 Achievements

- Participated with material influence in the attraction, retention or expansion of 9 unique businesses representing an estimated 1,183 jobs in the first 12 months of business operations with an average wage of $67,085 and an overall total of 1,645 jobs over five years as well as completion of 111 direct business outreach visits representing more than 3,000 new jobs in Scottsdale in the next three years.
- Honored with a Gold Excellence in Economic Development Award for the 2015 South by Southwest Talent Recruitment mission and a Silver Excellence in Economic Development Award for the City of Scottsdale and ASU SkySong partnership from International Economic Development Council (IEDC).
- Raised $10,000 and completed improvements for Eureka Loft resulting in a new reception desk to welcome visitors, a large digital monitor to highlight events and programs, and a sound mitigation panel system to help with noise abatement and aesthetics to support the strategic growth plan for small business and entrepreneurial support space in the Civic Center Library.
- Provided integral support in outreach to downtown businesses and merchants for Downtown Economic Feasibility and Downtown Parking issues, and created joint tourism, economic development and airport marketing materials distributed to international airport users via US Customs representatives.

FY 2016/17 Objectives

- Continue implementation and reporting on progress of Economic Development Strategic Plan, while pursuing the completion of department accreditation through the International Economic Development Council.
- Produce and launch implementation of a comprehensive three-year marketing and communications strategy targeted to key audiences that impact/influence business expansion, location and startup decisions and that expands earned media results.
- Advance Scottsdale's competitiveness for business recruitment and attraction through advancement of 'Work Scottsdale' talent recruitment initiative to include external market recruitment, enhanced website and multimedia tools, and market visits with local, state and regional economic development partners.
- Increase activity and directly impact small business growth at the Eureka Loft, in partnership with the Civic Center Library, through the addition of training and mentorship programs, expansion of outreach to the small business community, and creation of a more comprehensive small business support program with measurable impact.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	7.00	6.00	6.00	0.00
% of city's FTEs			0.24 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	995,016	1,036,238	1,095,913	59,675
Special Programs Fund	3,750	20,000	20,000	0
Total Budget	**998,766**	**1,056,238**	**1,115,913**	**59,675**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	710,465	714,236	761,645	47,409
Contractual Services	279,522	326,502	343,238	16,736
Commodities	8,779	15,500	11,030	-4,470
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**998,766**	**1,056,238**	**1,115,913**	**59,675**
Operating Projects	0	0	0	0
Total Budget	**998,766**	**1,056,238**	**1,115,913**	**59,675**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and new funding for a part-time contract worker (intern) to focus on research efforts and program and event facilitation which will allow other team members to focus on target goals in the strategic plan.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Total number of business retention and expansion outreach visits conducted	95	111	110
Number of focus groups, educational seminars, tours or other programs coordinated and executed	13	19	15
Effectiveness			
Number of jobs created or retained with material departmental assistance Note: This is an indicator of new economic activity.	1,180	1,183	1,100
Average wage of jobs created or retained with material departmental assistance	$57,875	$67,085	$55,986
Total five-year direct economic impact of projects created or retained with material departmental assistance (in millions)	$6.5	$7.3	$10.0
Number of total sessions on ChooseScottsdale.com website	10,693	13,258	16,572

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions*				
The Industrial Development Authority (IDA) was incorporated by the State in 1984, and is a legally independent political jurisdiction of the State. Its primary purpose is to issue tax-exempt bonds for certain types of private development (primarily smaller manufacturing facilities, and non-profit facilities) for the purpose of attracting new economic activity to the community. The IDA Board contracts for legal, financial, and City administrative advisors to assist it in evaluating projects. The IDA also charges bond recipients a small administrative fee to cover all these costs, and receives no City financial support.	7	160	$3,653	0.1
Total	**7**	**160**	**$3,653**	**0.1**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

*The number of volunteers on Boards/Commissions reflects appointed seats but more citizens may have actually served as appointees, due to terms of service.

FY 2016/17 Adopted Budget

Strategic Goal(s)

Enhance Neighborhoods

Preserve Meaningful Open Space

Seek Sustainability

Value Scottsdale's Unique Lifestyle and Character

Description

The Planning and Development Department works in partnership with community stakeholders to physically and aesthetically shape the city; and preserves, reinforces and revitalizes commercial areas and residential neighborhoods to provide a sustainable high quality of life. The department comprises Administration/Technology, Long Range Planning, Current Planning, Development Services, Inspection Services, Stormwater Management, Office of Environmental Initiatives, Neighborhood Services and Code Enforcement.

Services Provided

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

FY 2015/16 Achievements

- Continued the McDowell Corridor building permit fee reduction program to assist revitalization efforts for existing residential and commercial properties in the area. This two-year program is in its second year.
- Completed the public hearing process for the Scottsdale General Plan 2035.
- Improved the process for customers in the One Civic Center Atrium, resolved bottlenecks, confusion and reduced the overall complaints received.
- Leveraged technology by electronically posting real wait times for One Stop Shop customers, therefore allowing customers to plan their activities accordingly.
- Processed Zoning Ordinance text amendment to increase day care opportunities, in employment areas, to implement Character Area Plan.
- Continued to provide timely and quality construction document review for building plan submittals.
- Leveraged technology and added customer service comment card links to project approval email letters to efficiently solicit customer feedback.
- Completed 257 projects with 832 volunteers through the Operation Fix It program.
- Continued to enhance neighborhoods by Code Enforcement efforts.
- Leveraged technology to allow permit customers to submit for a building extension online.

FY 2016/17 Objectives

- Complete the state required public hearing process for General Plan 2035 including citywide engagement of community members, Planning Commission remote and recommendation hearings; and City Council consideration of adoption.
- Enhance neighborhoods by code enforcement efforts.
- Process text amendments to implement Character Area Plans.
- Provide timely and quality construction document review for building plan submittals.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	121.50	121.50	121.50	0.00
% of city's FTEs			4.90 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	12,997,228	13,253,420	13,713,046	459,626
Special Programs Fund	30,097	105,807	105,807	0
Total Budget	**13,027,325**	**13,359,227**	**13,818,853**	**459,626**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	11,375,877	11,298,306	11,804,807	506,501
Contractual Services	1,450,157	1,733,325	1,686,450	-46,875
Commodities	139,393	311,722	311,722	0
Capital Outlays	61,898	15,874	15,874	0
Subtotal Operating Budget	**13,027,325**	**13,359,227**	**13,818,853**	**459,626**
Operating Projects	0	0	0	0
Total Budget	**13,027,325**	**13,359,227**	**13,818,853**	**459,626**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Efficiency			
Average wait time at One Stop Shop (in minutes)	14	12	15
Note: The variety of customer activities has caused wait time changes. Staff will continue to leverage technology to reduce wait times.			
Inspections performed within 24 hours	97.0%	97.5%	96.5%
Note: This indicates the responsiveness to calls to inspect buildings under construction. Staff has continued to meet this established goal.			
Average time for initial response to a code enforcement complaint (in days)	0.9	0.7	0.8
Note: The national average for responsiveness is 3.3 days.			
Engineering and building plans completed within 21 calendar days	99.8%	98.7%	98.0%
Note: This is a measure of responsiveness to plans submitted for review. Staff has continued to meet the established goal.			
Effectiveness			
Percent of total code cases proactively initiated by code inspectors	70.6%	72.5%	70.0%
Note: This is a measure of the effectiveness of inspectors in proactively identifying violations before a complaint is made by a citizen. This includes zoning, property maintenance, housing, signage, graffiti and construction activity issues. The national average is 50% proactive initiation of cases.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions*				
Environmental Quality Advisory Board advises the City Council on issues related to environmental quality and the prioritization of future environmental activities.	7	174	$3,972	0.1
Historic Preservation Commission implements the ordinance process for identifying Scottsdale's historical, archaeological and cultural resources, to promote awareness for future generations, and to recommend programs to achieve community goals for their preservation and conservation.	7	105	$2,397	0.1
Neighborhood Advisory Commission advises and makes recommendations to City Council on policies, plans, strategies and programs for the preservation, improvement and revitalization of Scottsdale's housing and neighborhoods.	7	21	$479	0.0
Development Review Board reviews and approves architectural design and layout of proposed development. This includes site planning and the relationship of the development to the surrounding environment and to the community. Note: This is a 7 member board that is chaired by 1 City Council member in addition to 6 volunteers.	6	195	$4,452	0.1
Planning Commission holds public meetings and makes recommendations to City Council on matters relating to the creation of zoning districts, the enforcement of zoning regulations, amendments to zoning ordinances, and other planning and zoning issues.	7	316	$7,214	0.2
Board of Adjustment is a quasi-judicial body that reviews variance requests and appeals of the Zoning Administrator's interpretation/decisions, and it makes administrative decisions regarding zoning requirements.	7	84	$1,918	0.0
Building Advisory Board of Appeals has the jurisdiction to recommend that minor variances in the electrical, plumbing and mechanical application of the Building Code be granted and that alternative construction methods or materials be allowed.	7	56	$1,278	0.0

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Downtown Ambassadors interact with visitors in the Downtown area to provide information on various restaurants, sites to visit and shopping venues.	100	4,252	$97,073	2.0
Neighborhood Watch Program acts as a liaison for the Police Department by disseminating safety tips and general city information to residents.	215	1,044	$23,835	0.5
Neighborhood Community Outreach volunteers for the Mediation Program. Mediators assist with simple neighbor-to-neighbor issues by allowing two parties to come together in a safe environment and helping them to come to a resolution.	9	21	$479	0.0
Operating Fix It provides assistance to qualifying homeowners or tenants who are physically or financially unable to maintain their properties. Volunteers partner with local businesses to provide labor and materials.	832	3,177	$72,531	1.5
Sign Removal Program removes illegal right-of-way signs.	1	19	$434	0.0
Adopt A Road program pick up litter and debris in the rights-of-ways of 130 one-mile segments of major and minor city streets.	1,242	3,867	$88,284	1.9
The Environmental Intern assists the Environmental Planner with the development of Air Quality Permit Applications and Environmental Compliance Management System elements. The Intern also contributes toward public outreach for Air Quality Awareness initiatives.	1	93	$2,123	0.0
Total	**2,448**	**13,424**	**$306,469**	**6.4**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

*The number of volunteers on Boards/Commissions reflects appointed seats but more citizens may have actually served as appointees, due to terms of service.

FY 2016/17 Adopted Budget

Strategic Goal(s)

Support Economic Vitality

Value Scottsdale's Unique Lifestyle and Character

Description

The Tourism and Events Department supports the economic vitality and unique lifestyle of Scottsdale by marketing and promoting arts and culture, downtown, events and tourism. The department provides services, support, and funding for the development of tourism-related capital projects, events and event development, destination marketing and promotion as well as research. It manages the public event and film permitting processes, and through contracts serves as the steward for the municipal collection of public art and cultural programming (Scottsdale Cultural Council) as well as the marketing and promotion of Scottsdale as a premiere visitor destination (Scottsdale Convention & Visitors Bureau).

Services Provided

- With direction from the Tourism Advisory Task Force, implements on a year-to-year basis the Council adopted 5 Year Tourism Development and Marketing Strategic Plan.
- Through the Tourism Development Commission programs, supports events within Scottsdale by assisting, coordinating and guiding customers through the city's event funding application and requirements process.
- Assists, coordinates and guides customers through the city's special event and film applications, requirements and permitting processes.
- Engages and collaborates with downtown businesses and property owners on events, promotions and programs such as the Trolley service funded by the department to support the city's unique downtown.
- Collaborates on the creation and implementation of the city's annual Destination Marketing Plan through its partnership and contract with the Scottsdale Convention & Visitors Bureau.
- Supports and manages contracts with the Scottsdale Cultural Council for public art and cultural programs as well as Scottsdale Museum of the West.

FY 2015/16 Achievements

- Generated an event sponsorship marketing value of $2.6 million through the new Event Development and Matching Event Advertising program funding of $0.7 million realizing a 74 percent return on Bed Tax investment.
- Managed and led a Special Events Ordinance Update effort that included 11 public meetings, new ordinance regulations and processes; which resulted in the new Special Events Ordinance placed in the City Code and removed from the Zoning Ordinance.
- Created a Downtown Internal Coordination Group representing many city departments, which meets monthly to discuss and to address downtown needs and improvements.
- Coordinated the implementation of priority efforts identified in the Tourism Development and Marketing Strategic Plan including Civic Center Mall renovation project, Downtown Connectivity project, and the Tourism related Downtown Economic Feasibility study.

FY 2016/17 Objectives

- Complete the Downtown Tourism-Related Economic Development Study (Downtown Scottsdale 2.0); a new community effort that will bring a holistic approach to downtown planning, in partnership with Economic Development, Planning and Transportation. This study is a product of the Council approved Tourism Strategic Plan.
- Create and implement a marketing and communications strategy targeted to key demographics within Maricopa County to influence visitation to Downtown Scottsdale as well as the rest of the city.
- Create city events as well as enhance the quality and quantity of events by collaborating with event producers, businesses, tourism industry, Tourism Development Commission, and Tourism Advisory Task Force.
- Use the following as guiding documents to coordinate and implement with appropriate boards and commissions: Management Services Agreement/Scottsdale Cultural Council, Special Events Ordinance/Special Events Committee, Destination Marketing Plan/Scottsdale Convention & Visitors Bureau Special Revenue Fund and Tourism Development Commission.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	6.50	6.50	6.50	0.00
% of city's FTEs			0.26 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	6,112,971	5,751,981	6,340,725	588,744
Special Programs Fund	366,044	281,419	358,855	77,436
Tourism Development Fund	11,814,473	11,659,737	13,372,681	1,712,944
Total Budget	**18,293,488**	**17,693,137**	**20,072,261**	**2,379,124**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	1,497,899	583,021	696,205	113,184
Contractual Services	16,257,424	15,913,232	18,287,396	2,374,164
Commodities	42,121	7,215	8,215	1,000
Capital Outlays	0	500,000	520,354	20,354
Subtotal Operating Budget	**17,797,444**	**17,003,468**	**19,512,170**	**2,508,702**
Operating Projects	496,044	689,669	560,091	-129,578
Total Budget	**18,293,488**	**17,693,137**	**20,072,261**	**2,379,124**

Budget Notes and Significant Changes

- The increase in the Tourism Development Fund and Contractual Services is due to: 1) the increase in the Bed Tax destination marketing contract as a result of a forecasted increase in Bed Tax revenues accounted for in the Tourism Development Fund. The amount of the contract is 50 percent of the annual Bed Tax Receipts; 2) a 3 percent increase to the Scottsdale Cultural Council Management fee agreement; and 3) additional one-time funding for downtown ambiance lighting and event activation.
- The increase in Contractual Services is also due to additional one-time funding (General Fund) included for critical Cultural Council facility upgrades.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and the 'Approved FY 2015/16' budget was reduced for vacant positions in Tourism and Events but added back in FY 2016/17.
- The decrease in Operating Projects is related to one-time upgrades to Scottsdale Cultural Council facilities approved in FY 2015/16.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Number of Downtown Scottsdale events and activities processed by staff and Special Events Committee	325	191	180
Note: The new Special Events Ordinance took effect July 1, 2016 and includes limits on event type, duration and frequency. While the changes will improve the quality of events, it will likely reduce the total number of events.			
Through bed-tax event funding program, generate regional, national or international advertising/marketing value (in millions)	$1.3	$2.6	$2.6

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions*				
The Tourism Development Commission advises the City Council on matters concerning the expenditure of revenues from the Transaction Privilege Tax on transient lodging (bed tax) designated for tourism development.	7	253	$5,776	0.1
The purpose of the Tourism Advisory Task Force is to serve in an advisory capacity to City Council in regard to the Tourism Development and Marketing Strategic Plan. The Advisory Task Force will be tasked to: 1) be custodians of the plan vision and strategies, 2) ensure the plan is progressing, including achieving objectives and meeting milestones and 3) periodically communicate with strategic leads and to City Council.	11	175	$3,984	0.1
Total	**18**	**428**	**$9,760**	**0.2**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

*The number of volunteers on Boards/Commissions reflects appointed seats but more citizens may have actually served as appointees, due to terms of service.

FY 2016/17 Adopted Budget

Strategic Goal(s)

Advance Transportation

Description

The Transportation Department works in partnership with community stakeholders to safely, conveniently and efficiently move people and goods.

Services Provided

- Transportation master planning, bus route planning, paths and trails planning, trolley operations, regional coordination, Dial-a-Ride and Cab Connection, traffic operations and traffic safety.

FY 2015/16 Achievements

- Completed Transportation Master Plan in collaboration with the Transportation Commission and adopted by City Council on July 5, 2016.
- Completed 10 traffic control studies, 4 traffic signal warrant, 3 stop control, 2 speed limit, and 1 left-turn arrow study for specific segments and intersections to reduce traffic congestion.
- Completed 16 roadway safety assessments - 12 intersection safety assessments and 4 segment safety assessments – to improve roadway safety.
- Completed Chaparral Road, west of Scottsdale Road, traffic calming improvements.
- Began construction for Arizona Canal Shared Use Path from Chaparral to Indian Bend Wash. Design began for Cross-Cut Canal bridge, south of McDowell Road. Obtained regional funding for Hayden Chaparral underpass, McDowell Road bicycle lanes, and Osborn Road multi-modal improvements.
- Completed comprehensive parking data and analysis for Northeast Downtown. Developed multi-division, multi-discipline approach to resolving northeast Downtown parking deficiencies.
- Began comprehensive parking study for Bell Road Corridor which included extensive counts of Golf Tournament and Automobile Auction.
- Added to fleet 4 new trolleys, and tested electric trolleys.
- Constructed 15 new bus shelters.
- Extended Route 81 to serve Pavilions. Implemented 10-minute weekday service on Route 72 between Fashion Square and Tempe, and 15-minute weekday frequency on Route 50.

FY 2016/17 Objectives

- Complete 10 studies at specific segments or intersections to improve roadway safety.
- Complete 6 studies at specific segments or intersections to reduce traffic congestion.
- Complete development of 3 specific bus or trolley route frequency, route extension, schedule extension, or new route improvements for potential implementation in October 2018.
- Complete planning for 3 new multi-use path or trail improvements for potential inclusion in the FY 2017/18 Capital Improvement Program.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	21.00	22.00	22.50	0.50
% of city's FTEs			0.91 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Grant Funds	396,863	0	0	0
Tourism Development Fund	0	300,000	300,000	0
Transportation/HURF Fund	7,892,389	9,506,163	9,170,288	-335,875
Total Budget	**8,289,252**	**9,806,163**	**9,470,288**	**-335,875**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	1,401,733	1,438,974	1,884,152	445,178
Contractual Services	6,782,799	8,094,894	7,360,001	-734,893
Commodities	100,369	22,295	26,135	3,840
Capital Outlays	1,351	0	0	0
Subtotal Operating Budget	**8,286,252**	**9,556,163**	**9,270,288**	**-285,875**
Operating Projects	3,000	250,000	200,000	-50,000
Total Budget	**8,289,252**	**9,806,163**	**9,470,288**	**-335,875**

Budget Notes and Significant Changes

- The increase in FTE is due to the transfer of a part-time 0.50 FTE Public Information Officer position to Transportation (Community & Economic Development) from Communications (Administrative Services).
- The decrease in Transportation/HURF Fund and Contractual Services is due to the new agreement with Valley Metro for transit services.
- The increase in Personnel Services is due to: 1) modifications to Work Order Credits for certain positions to consistently apply the citywide philosophy on the charging of overhead; 2) an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar; and 3) the additional 0.50 FTE Public Information Officer position.
- The decrease in Operating Projects is due to the removal of one-time funding that was included in FY 2015/16 for transportation studies.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Miles of new bike/sidewalk/path improvements	5.8	15	8.0
Note: Total miles of unpaved trails (outside the Preserve): 144 miles. Total paved paths: 91 miles. Total bike lanes/routes: 264 miles.			
Efficiency			
Average cost per bus and trolley rider	$4.50	$2.72	$2.58
Effectiveness			
Total citywide transit ridership - bus, Dial-a-Ride, circulators, Cab Connection (in millions)	2.6	2.3	2.8
Note: This measures usage of all transit operations. The decrease in ridership from FY 2014/15 to FY 2015/16 is due to lower fuel prices and financial incentives to buy new cars.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions*				
The Transportation Commission advises the City Council on matters relating to the safe and efficient movement of vehicles, transit, pedestrians, and bicycles. The Commission provides a public forum to hear citizen complaints and requests regarding transportation matters.	7	255	$5,822	0.1
Paths & Trails Subcommittee of the Transportation Commission provides a public forum for issues surrounding paths and trails.	5	40	$913	0.0
Volunteers				
Volunteers provided general assistance to the traffic engineers on various projects. Projects included assistance GIS map and database development, field data collection related to Neighborhood Trails Program and Bicycle/Pedestrian Program, collecting and refining bicycle and pedestrian data, researching transportation planning best practices, development of travel surveys, public outreach program development and implementation, writing and editing of transportation planning documents, preparing presentation graphics, developed a spreadsheet to identify bus route travel times and stop times, developed a spreadsheet to identify traffic flow directional volumes and percentages for major street corridors in Scottsdale, inventoried traffic signal plans to determine if any plans were missing from our database, and assisted in data research regarding the use of the flashing yellow left turn arrow at intersections in Scottsdale.	2	377	$8,607	0.2
Total	**14**	**672**	**$15,342**	**0.3**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

*The number of volunteers on Boards/Commissions reflects appointed seats but more citizens may have actually served as appointees, due to terms of service.

FY 2016/17 Adopted Budget

Strategic Goal(s)

Support Economic Vitality

Description

WestWorld is a nationally recognized equestrian and special event facility providing recreational opportunities and family entertainment at the local, regional and national levels.

Services Provided

- WestWorld is a year round facility and a premier venue with enormous infrastructure flexibility.
- The venue includes the Tony Nelssen Equestrian Center (TNEC), a climate controlled space featuring a 120,000 sq.ft. Equidome with 3,400 permanent seats surrounding a sunken arena, 3 interior VIP suites and a concourse for vendors and other activity. Additionally, the TNEC features a North Hall (117,000 sq.ft.) and a South Hall (37,000 sq.ft.) attached to either side of the Equidome allowing for a flexible design to host multiple events simultaneously.
- Outdoor arenas are available to fit the needs to any type of equestrian event.
- The Fields consists of 20 acres, split into two areas that have been used for concerts, festivals, car shows, sporting events and more.
- A full-service onsite banquet facility accommodates up to 1,000 people and offers catering services to WestWorld events.
- In addition to public parking, the parking lots have been used for tented events/activities including automotive ride and drives, consumer shows, festivals and more.

FY 2015/16 Achievements

- Increased WestWorld event programming to the North Hall of the Tony Nelssen Equestrian Center by 17 events.
- Provided staff support, coordination and oversight of major tourism events such as the Barrett-Jackson Collector Car Auction, Arabian Horse Show and ancillary events which attracted significant numbers of visitors to the area and provided valuable exposure to potential visitors through media coverage.

FY 2016/17 Objectives

- Provide a positive economic impact for the City of Scottsdale.
- Continue to pursue and fulfill the City Council approved 2003 WestWorld Master Plan.
- Book up to 5 new local and 1 new national events at WestWorld this year while continuing to increase the number and diversity of events.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	17.00	29.11	29.11	0.00
% of city's FTEs			1.17 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	3,729,639	4,541,871	4,629,243	87,372
Special Programs Fund	132,365	100,000	70,000	-30,000
Total Budget	**3,862,005**	**4,641,871**	**4,699,243**	**57,372**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	1,734,705	1,930,560	2,018,661	88,101
Contractual Services	1,497,629	1,989,041	1,970,812	-18,229
Commodities	629,671	705,270	709,770	4,500
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**3,862,005**	**4,624,871**	**4,699,243**	**74,372**
Operating Projects	0	17,000	0	-17,000
Total Budget	**3,862,005**	**4,641,871**	**4,699,243**	**57,372**

Budget Notes and Significant Changes

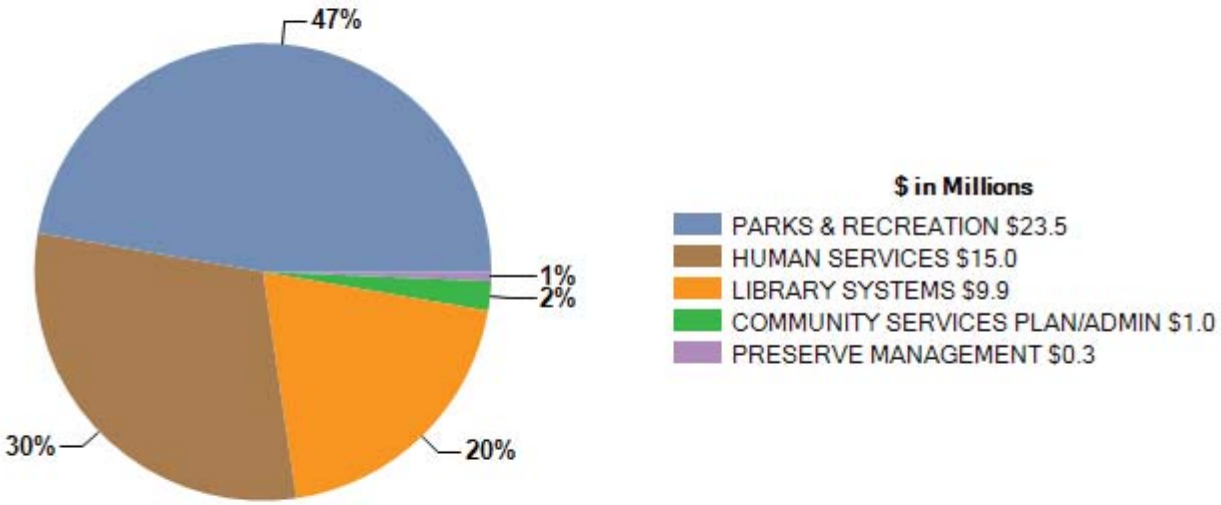
- The decrease in Special Programs Fund and in Contractual Services reflects one-time Bureau of Reclamation improvements included in FY 2015/16 and not carried forward into FY 2016/17.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.
- The decrease in Operating Projects is related to one-time repairs to the horse barn approved in FY 2015/16.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Number of equestrian use days at WestWorld	270	273	276
Number of special event use days at WestWorld	268	269	272

FY 2016/17 Adopted Budget

COMMUNITY SERVICES

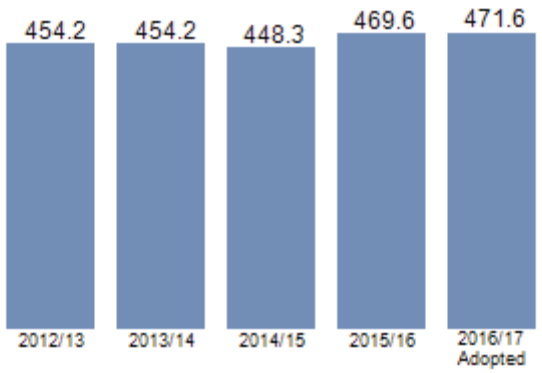
FY 2016/17 Adopted Budget



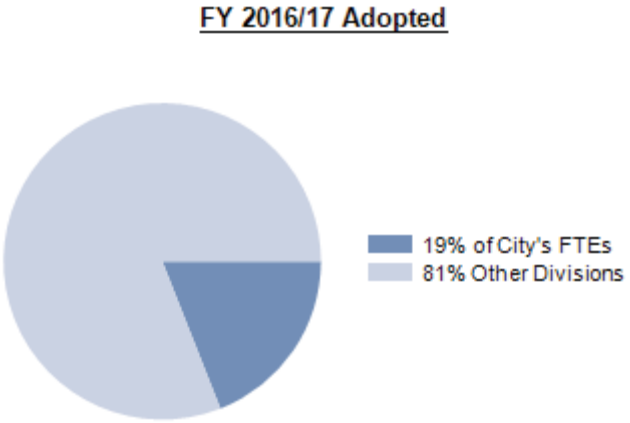
Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
PARKS & RECREATION	22,141,847	23,423,784	23,517,895	94,111
HUMAN SERVICES	12,688,550	15,200,907	14,961,848	-239,059
LIBRARY SYSTEMS	9,261,046	9,597,650	9,924,050	326,400
COMMUNITY SERVICES PLANNING AND ADMIN	653,184	706,691	1,034,432	327,741
PRESERVE MANAGEMENT	299,149	364,774	319,100	-45,674
Total Budget	**45,043,777**	**49,293,806**	**49,757,325**	**463,519**

FY 2016/17 Adopted Budget

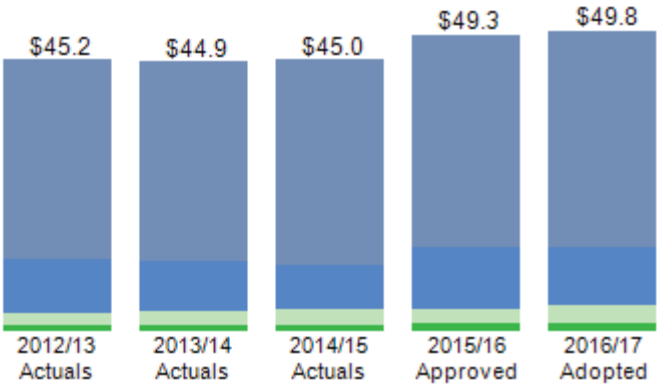
Staff Summary



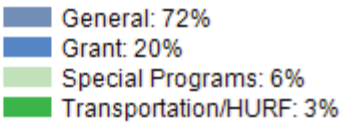
(Authorized FTE)



Expenditures By Fund

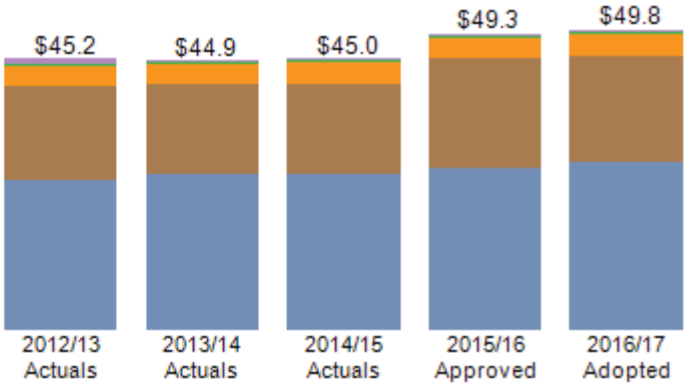


($ in millions)



Percents represent FY 2016/17 Adopted

Expenditures By Type



($ in millions)

Percents represent FY 2016/17 Adopted

Strategic Goal(s)

Enhance Neighborhoods | Preserve Meaningful Open Space | Support Economic Vitality | Value Scottsdale's Unique Lifestyle and Character

Description

The Community Services division is comprised of 5 departments that support the quality of life of Scottsdale. Human Services operates the Granite Reef and Via Linda senior centers, the Paiute Neighborhood Center, Vista del Camino, Adaptive Services, Youth and Family Services, the Community Assistance Office and manages federal, state, local and private resources. The Library System has five library facilities: Civic Center, Mustang, Arabian, and Appaloosa, as well as a shared partnership with Scottsdale Unified School District at Palomino. Parks and Recreation manages and maintains 975 acres of developed parks, 517 acres of medians and rights-of-way, the Civic Center Complex, and the Downtown Districts. In addition, several hundred recreation and leisure classes and activities are offered that contribute to the health and wellness of the community. Preserve Management operates and manages the Scottsdale McDowell Sonoran Preserve consisting of more than 30,000 acres of dedicated open space, including more than 175 miles of multi-use trails, 10 trailheads, and parking facilities. Planning and Administration manages the division's strategic and master planning, personnel issues, operations of programs and services, marketing, operating and capital improvement projects, and budget planning, analysis, and reporting.

Services Provided

- Human Services manages federal, state, local and private resources to provide safe and sanitary housing, emergency and social services, personal economic growth and self-sufficiency, reasonable accommodations for persons with disabilities and low or moderate-income, services for youth and families, and senior programs and classes.
- The Library System serves 1.3 million customers annually with a circulation of 3.4 million physical and electronic materials, provides adult, teen, youth and early literacy programs attended by 90,000 participants annually, and guides 7,500 entrepreneurs through the Eureka Loft for mentoring, networking and small business needs.
- Parks and Recreation provides citizens and visitors with safe and well-maintained parks and facilities and enhances Scottsdale's quality of life through comprehensive recreational activities, including health and wellness, fitness and sports, learning and skill development, social responsibility and family interaction.
- Preserve Management protects the native plant and animal habitat within the Scottsdale McDowell Sonoran Preserve and provides and manages public access through interconnected multi-use trails and trailhead access points.

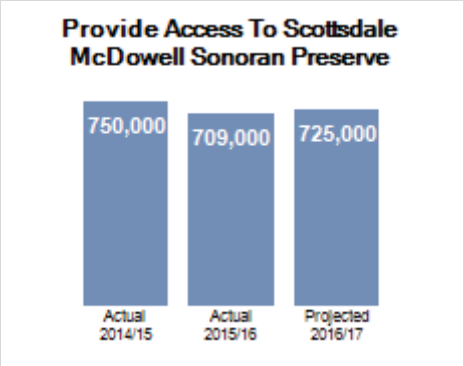
FY 2015/16 Achievements

- Increased the number of school children receiving healthy packs with 6,193 more packs being distributed in FY 2015/16.
- Worked with the Police department to present and implement a new Police Play program. This program was nominated for Best Youth Programming award thru the Arizona Parks & Recreation Association (APRA).
- Completed phase 2c trail designed and construction and initiated planning team for phase 3 trails in the northern preserve region.
- Increased total circulation by approximately 6 percent across the city's libraries. This is the first circulation increase since 2010.
- Funded several new service needs for FY 2016/17 during the budget development process by reallocating budget and using alternative funding sources while remaining budget neutral.

FY 2016/17 Objectives

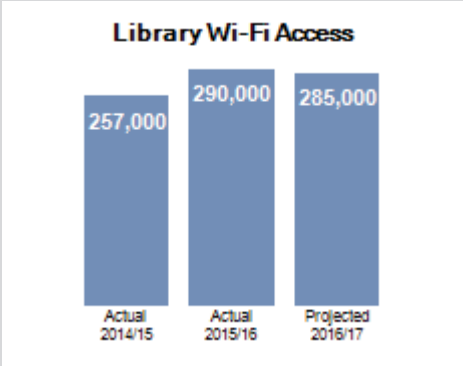
- Implement a Restorative Justice Intervention program at Youth and Family Services to serve 250 youth with a successful completion rate of 85 percent.
- Formulate a new 3-year library strategic plan with community partners.
- Begin the master plan process for the Scottsdale Stadium and Indian School Minor League Complex.
- Acquire parcels 1 and 1A in the Pima/Dynamite area for future trailhead facility and major wash corridor protection.

Charted Performance Measures



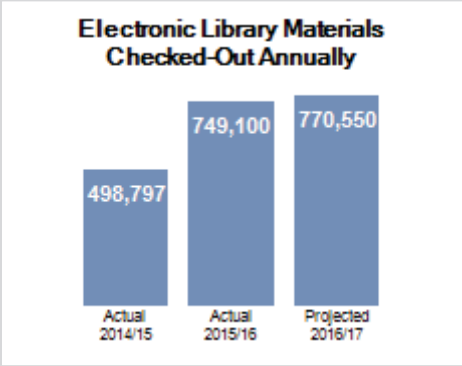
Annual Number of New and Repeat Preserve Visits

Workload



Number of people accessing Wi-Fi annually at city's 5 libraries

Workload



E-books, e-music, e-movies

Workload

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	448.29	469.55	471.55	2.00
% of city's FTEs			19.03 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	33,918,027	35,228,438	35,789,470	561,032
Grant Funds	7,558,002	10,218,970	9,755,843	-463,127
Special Programs Fund	2,385,753	2,525,412	2,761,341	235,929
Transportation/HURF Fund	1,181,995	1,320,986	1,450,671	129,685
Total Budget	**45,043,777**	**49,293,806**	**49,757,325**	**463,519**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	26,078,585	27,079,607	27,968,511	888,904
Contractual Services	14,857,298	18,135,932	17,702,777	-433,155
Commodities	3,823,728	3,715,127	3,679,037	-36,090
Capital Outlays	36,822	34,000	97,000	63,000
Subtotal Operating Budget	**44,796,433**	**48,964,666**	**49,447,325**	**482,659**
Operating Projects	247,344	329,140	310,000	-19,140
Total Budget	**45,043,777**	**49,293,806**	**49,757,325**	**463,519**

Budget Notes and Significant Changes

- The change in FTE is due to the addition of: 1) 1.00 FTE for a Grant funded Secretary position at Section 8 Housing to assist with the administrative support required to ensure deadlines are met and maintain compliance with federally mandated regulations; and 2) 1.00 FTE for an additional Special Programs funded Railroad Mechanic position at McCormick-Stillman Railroad Park to assist in the highly specialized maintenance and operations of the railroad park. Additional FTE positions transferred within the division to better align needs, roles and responsibilities but had no net FTE impact to the division.
- The decrease in Grants Funds and related Contractual Services budget is due to the allocation of local revenue sharing grant dollars and the net increases and decreases in grant allocation and carryover amounts from year to year.
- The increase in Special Programs Fund budget is due to the one-time deferred maintenance life cycle replacement of recreational and facility equipment traditionally paid for within the General Fund.
- The increase in Transportation/HURF Fund is due to the increase necessary to cover the cost of contracted median maintenance.
- The increase in Personnel Services is primarily due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar, the additional 2.00 FTE positions and the 'Approved FY 2015/16' budget was reduced for vacant positions in Community Services but added back in FY 2016/17. These increases were offset by vacation/medical payoffs which happened in FY 2015/16 that are not forecast to occur in FY 2016/17.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Provide access to the Scottsdale McDowell Sonoran Preserve (number of annual new and repeat visits) Note: Amounts rounded to the nearest thousand.	750,000	709,000	725,000
Number of people accessing Wi-Fi at city's 5 libraries annually Note: Amounts rounded to the nearest thousand.	257,000	290,000	285,000
Efficiency			
Ratio of Human Services alternate funding dollars to city General Fund dollars	$1.62 to $1	$1.70 to $1	$1.75 to $1
Annual utilization of available housing choice vouchers by residents in the Section 8 housing program	95%	93%	99%
Effectiveness			
Library check-out rates for physical items (books, CDs, DVDs) on a per resident, per year basis	10.4	9.8	9.0
Library check-out rates for electronic materials (e-books, e-music, e-movies) on a per resident, per year basis. Note: eMaterial check-out rates are on an upward trend that is expected to continue.	2.21	3.32	3.30
Cost per square foot of medians maintained (cents) Note: Cost increase in FY 15/16 due to rebid service contract with higher market costs and service levels.	7.0	13.5	13.5
Parks and Recreation percentage of total revenues to expenditures	26.4%	29.6%	28.5%
Parks and Recreation overall customer satisfaction survey rating	96%	96%	96%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Human Services volunteers support Granite Reef and Via Linda senior centers, Vista del Camino, Paiute Neighborhood Center and Human Services Commission.	993	54,778	$1,250,582	26.3
Library adult and teen volunteers support library services and programs such as summer reading, children's early literacy, library shop, shelving materials; includes Library Board and Friends of the Library.	743	38,097	$869,755	18.3
Parks and Recreation volunteers support special events, trail maintenance, youth coaching and officiating, ongoing programs and community centers. Includes Youth Corps, youth community service, adult probation and sheriff's volunteers and board and commission members.	2,064	25,819	$589,448	12.4
Trail patrol, trail construction and maintenance, educational outreach, trailhead hosts, administrative and preserve commission.	509	45,904	$1,047,988	22.1
Total	**4,309**	**164,598**	**$3,757,773**	**79.1**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

FY 2016/17 Adopted Budget

Community Services | Community Services Planning & Administration

Strategic Goal(s)

Enhance Neighborhoods

Preserve Meaningful Open Space

Support Economic Vitality

Value Scottsdale's Unique Lifestyle and Character

Description

Community Services Planning and Administration manages the operations of the division's departments (Human Services, Library System, Parks and Recreation and Preserve Management). Responsibilities include strategic planning, personnel management, daily operations, budget monitoring and forecasting, capital improvement projects, responding to citizen needs and requests and adhering to City Council direction.

Services Provided

- Manages division planning, capital improvement projects, programs, services and financial activities for the Community Services division that reflect the mission, goals and objectives outlined by management, City Council and Scottsdale citizens.
- Responds promptly to inquiries and requests from Scottsdale citizens, city council and staff and effectively address and resolve issues in an appropriate and timely manner.
- Manages the prudent use of fiscal resources through budget monitoring, revenue and cost analysis, performance measures and metrics, prioritization of programs and services, strategic use of alternative funding sources, and identifying budget savings through operational and staffing efficiencies.

FY 2015/16 Achievements

- Funded several new service needs for FY 2016/17 during the budget development process by reallocating budget and using alternative funding sources while remaining budget neutral.
- Updated program cost analysis as an ongoing strategy for allocating budget and prioritizing programs and services.
- Centralized key marketing and IT business functions for more efficient operations and use of resources.

FY 2016/17 Objectives

- Ongoing implementation and assessment of key strategic recommendations from the updated FY 2014/15 Community Services master plan.
- Develop and manage centralized marketing process and budget and identify effectiveness of marketing strategies.
- Maximize availability of alternative funding sources to the General Fund to address high priority operating budget needs.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	4.00	4.00	5.94	1.94
% of city's FTEs			0.24 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	653,184	706,691	1,034,432	327,741
Total Budget	**653,184**	**706,691**	**1,034,432**	**327,741**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	522,727	594,373	674,464	80,091
Contractual Services	129,305	112,318	354,968	242,650
Commodities	1,152	0	5,000	5,000
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**653,184**	**706,691**	**1,034,432**	**327,741**
Operating Projects	0	0	0	0
Total Budget	**653,184**	**706,691**	**1,034,432**	**327,741**

Budget Notes and Significant Changes

- The increase in FTE is due to transferring in of 1.00 FTE Parks and Recreation Operations Supervisor position from Parks and Recreation and 0.94 FTE Recreation Leader II position from Human Services to better align roles and responsibilities.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and the transferring in of 1.94 FTE offset by vacation/medical payoffs which happened in FY 2015/16 that are not forecast to occur in FY 2016/17.
- The increase in Contractual Services is primarily due to centralizing marketing and specialty line (Wi-Fi) account budgets within the division for better fiscal management and control.

Community Services | Human Services

Strategic Goal(s)

Enhance Neighborhoods

Value Scottsdale's Unique Lifestyle and Character

Description

Human Services operates the Granite Reef and Via Linda senior centers, the Paiute Neighborhood Center, Vista del Camino, Adaptive Services Center, Youth and Family Services, and the Community Assistance Office. Our senior centers provide seniors with recreation opportunities, social, health and wellness services. Paiute and Vista support lower-income, culturally diverse neighborhoods with a range of services including early childhood development programs, after-school and teen programs, education and drug prevention programs, employment services, financial assistance, medical, dental, and social services. Adapted Services offers activities and support for persons of all ages with disabilities. Youth and Family Services offers behavioral support and diversion programs for individuals and families. The Community Assistance Office (CAO) provides Section 8 rental assistance to low-income families and offers case management to residents enrolled in the family self-sufficiency program. Additionally, the CAO manages Community Development Block Grants (CDBG), HOME federal grants, the operation of the City's housing rehabilitation program, and the roof and emergency repair programs.

Services Provided

- Provide assistance for safe and sanitary housing, self-sufficiency, social services, economic growth and reasonable accommodations for persons with disabilities and/or low to moderate income.
- Manage federal, state, county and private resources, tribal and foundation grants. Coordinate the contributions of over 600 volunteers in order to best respond to human service needs.
- Provide opportunities for people to connect with one another and to the city through social and recreational interaction, volunteering, and emergency/support services.

FY 2015/16 Achievements

- Increased the number of school children receiving healthy packs with 6,193 more packs being distributed in FY 2015/16.
- Provided 238 Beat The Heat and 243 Adopt-a-Senior visits to homebound frail elderly. During the visits wellness checks were conducted. Relief bags that contained water, personal hygiene products, food, and more were distributed.
- Implemented a paperless funding process via iPads for the annual CDBG, HOME, General Fund, and Scottsdale Cares funding processes. This initiative reduced staff hours and reproduction costs while simplifying the review and scoring process for the Human Services Commission.

FY 2016/17 Objectives

- Maintain 95 percent utilization rate for Section 8 leasing.
- Increase Vista del Camino's food bank inventory to a 90-day supply.
- Implement a Restorative Justice Intervention Program at Youth and Family Services to serve 250 youth with a successful completion rate of 85 percent.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	79.73	76.92	77.98	1.06
% of city's FTEs			3.15 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	5,152,581	5,305,465	5,284,595	-20,870
Grant Funds	7,236,433	9,566,010	9,320,424	-245,586
Special Programs Fund	299,535	329,432	356,829	27,397
Total Budget	**12,688,550**	**15,200,907**	**14,961,848**	**-239,059**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	4,776,063	5,198,882	5,266,515	67,633
Contractual Services	7,568,836	9,792,434	9,486,322	-306,112
Commodities	333,997	209,591	209,011	-580
Capital Outlays	9,654	0	0	0
Subtotal Operating Budget	**12,688,550**	**15,200,907**	**14,961,848**	**-239,059**
Operating Projects	0	0	0	0
Total Budget	**12,688,550**	**15,200,907**	**14,961,848**	**-239,059**

Budget Notes and Significant Changes

- The net increase of 1.06 FTE is due to: 1) adding 1.00 FTE Grant funded Section 8 Secretary position; 2) transferring 0.94 FTE Recreation Leader II position to Community Services Planning and Admin; and 3) transferring in 1.00 FTE Recreation Leader III position from Parks and Recreation.
- The decrease in Grant Funds and Contractual Services is due to the net increases and decreases in allocation and carryover amounts from year to year.
- The increase in Personnel Services is primarily due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar, the additional 1.06 FTE and the 'Approved FY 2015/16' budget was reduced for vacant positions in Community Services but added back in FY 2016/17. These increases were offset by vacation/medical payoffs which happened in FY 2015/16 that are not forecast to occur in FY 2016/17.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Number of units of food assistance provided Note: Services for FY 2015/16 include: Food boxes (2,172), senior brown bags (300 seniors x 4 weeks per month x 11 months = 13,200), weekend youth healthy packs (7,358) and food plus food boxes (364). (Previous data reported brown bag participation as unduplicated clients as opposed to number of food bags distributed.)	17,533	23,094	27,500
Percentage of clients requesting emergency financial assistance that are processed and deemed eligible for financial assistance Note: Intakes (requested assistance) 2,902 / 3,414 qualified = 85%	82%	85%	85%
Number of units of social services to sustain self-sufficiency Note: Services for FY 2015/16 include visits to career center (4,101), attendance in job workshops (583), participants in Section 8 self-sufficiency program (29), Section 8 self-sufficiency graduates (2), and job prep case management units (495). *NB Figures are based on multiple services and, as a result, duplicates occur as individuals are counted by services used.	4,166	5,210	5,180
Number of residents provided with financial assistance for housing Note: Included services for FY 2015/16 are: Rent/mortgage or utility assistance (1,048), Section 8 rental voucher assistance (760), Section 8 utility payments (111), emergency home repair (58), roof repair (22) and major home rehabilitation (5).	3,056	2,004	2,100
Efficiency			
Ratio of alternate funding dollars to city General Fund dollars Note: This is a measure of how outside revenue sources are utilized to provide services to residents. Alternate funding sources include federal and local grants, sponsorships and donations.	$1.62 to $1	$1.70 to $1	$1.75 to $1
Annual utilization of available housing choice vouchers by residents in the Section 8 housing program Note: 95% or better is required in order to be deemed a high performing agency by federal standards. Lower utilization results from pulling bottom of waitlist and lack of available units in Scottsdale.	95%	93%	99%

Effectiveness			
Annual combined increase in earned income realized by family self-sufficiency participants Note: Starting Earned Income: $129,133. Ending Earned Income: $279,272. Increase in Earned Income: $150,139	74%	85%	85%
Percentage of clients who receive case management and participate in support groups and educational, recreational, and socialization programs that report an improved condition Note: FY 2015/16 projection is an aggregate representative sample of customer surveys measuring improved conditions of clients who receive case management, participation in support groups, educational, recreational and socialization programs.	83.5%	85%	85%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The Human Services Commission provides advisory recommendations to staff and the City Council on human services priorities and programs. It also provides advisory recommendations on funding allocations for Scottsdale Cares, Community Development Block Grants, HOME, Human Services Emergency and General Funds.	7	124	$2,820	0.1
Volunteers				
Granite Reef and Via Linda senior center volunteers: Work in daily and weekly programs and facilities including: computer labs, lobby concierge, brown bag, congregate lunches, and special events.	248	48,000	$1,095,840	23.1
Vista del Camino and Paiute Neighborhood Center volunteers: Work in many areas such as the food bank, back-to-school and holiday programs.	738	6,654	$151,911	3.2
Total	**993**	**54,778**	**$1,250,571**	**26.4**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

Community Services | Library Systems

Strategic Goal(s)

Enhance Neighborhoods
Seek Sustainability
Support Economic Vitality

Description

The Scottsdale Public Library System fosters lifelong learning by providing access to information, knowledge and ideas. With 5 accessible facilities and online resources, the library provides learning opportunities through books, DVDs, CDs, cultural and educational programming, annual destination events, electronic resources, innovative technology and knowledgeable staff. Scottsdale libraries teach early learning skills, foster the love of reading and develop critical and creative thinking skills among children, teens and adults. The library delivers training in technology and digital information. Library staff provides expertise in the latest software skills, boosts small business and high-growth entrepreneurship start-ups, formulates partnerships and supports the innovation economy.

Services Provided

- Serves 1.3 million people annually with an array of services including books, DVDs, CDs, e-resources, databases, computers, Wi-Fi access, print/copy services, and adult and youth programs.
- Provides physical and electronic materials that are checked out at a rate of 3.4 million times annually.
- Offers an array of programs for all ages attended by 90,000 people annually.
- Provides public computers and Wi-Fi access that are utilized at a rate of 550,000 times annually.
- Guides 7,500 entrepreneurs annually through the Eureka Loft for their programming, mentoring, networking and small business needs.
- Develops and participates in high-profile destination events for 7,800 visitors and participants annually.

FY 2015/16 Achievements

- Increased total circulation by approximately 6 percent. This is the first circulation increase since 2010.
- Saw Eureka Loft Scottsdale's first 'graduates' from the Start Your Start Up initiative. 373 patrons attended a total of 26 classes. 35 patrons completed all the classes in the series (a 9.4 percent completion rate).
- Launched the Read to Succeed tutoring program, which provides small group literacy tutoring to 'at risk' 1st and 2nd graders, with an enrollment of 29 students and 11 tutors. After one semester, the students' average reading levels increased by 23 percent.

FY 2016/17 Objectives

- Formulate a new 3-year library strategic plan with community partners.
- Align Early Learning programs (ages 0-8) with developmentally appropriate content for parents/caregivers and the children served.
- Provide a new interface for the library, to strategically manage digital presence ensuring the best e-marketing strategies for our system via: assisting with digital signage, offering study room booking capability, and replacing the Evanced event calendar online.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	115.93	116.92	118.92	2.00
% of city's FTEs			4.80 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	8,719,575	9,026,249	9,439,347	413,098
Grant Funds	237,272	250,210	141,750	-108,460
Special Programs Fund	304,200	321,191	342,953	21,762
Total Budget	**9,261,046**	**9,597,650**	**9,924,050**	**326,400**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	7,153,399	7,309,869	7,767,797	457,928
Contractual Services	881,526	1,091,610	910,424	-181,186
Commodities	1,220,161	1,196,171	1,245,829	49,658
Capital Outlays	5,960	0	0	0
Subtotal Operating Budget	**9,261,046**	**9,597,650**	**9,924,050**	**326,400**
Operating Projects	0	0	0	0
Total Budget	**9,261,046**	**9,597,650**	**9,924,050**	**326,400**

Budget Notes and Significant Changes

- The increase in FTE is due to the transfer of 2.00 FTE Technology Coordinator positions from Parks and Recreation for the centralization of technology functions across the division for additional support and synergies.
- The decrease in Grant Funds and Contractual Services is due to the allocation of local revenue sharing grant dollars and by the net increases and decreases in grant allocation and carryover amounts from year to year.
- The Contractual Services decrease is also due to the centralizing marketing and specialty lines for the division into Planning and Administration.
- The increase in the Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and the additional 2.00 FTE Technology Coordinator positions transferred from Parks and Recreation.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Participation in adult programs Note: Rounded to the nearest thousand	23,000	26,000	25,000
Attendance at early learning programs Note: Attendance rounded to the nearest thousand. Additional grant funding for program provides temporary staffing for ten months. Attendance in FY 2015/16 is projected to decline due to loss of grant funding and temporary staff.	55,600	48,000	45,000
Number of people accessing Wi-Fi at the city's 5 libraries annually Note: Estimates are based on growth in actual usage, file sizes and the increase in portable devices used by customers. Amounts rounded to the nearest thousand.	257,000	290,000	285,000
Efficiency			
Dollars spent on materials per check-out Note: This measure is calculated by dividing total expenditures on all materials by the number of check-outs (circulation).	$0.31	$0.28	$0.27
Effectiveness			
Total registered borrowers as a percentage of total Scottsdale population Note: FY 2015/16 Scottsdale population 225,700 (Source: Arizona Office of Employment & Population Statistics and the Maricopa Association of Governments)	90%	96%	96%
Library check-out rates for physical items (books, CDs, DVDs) on a per resident, per year basis Note: Physical material checkouts have been trending downward over the past few years with the shift to e-reading.	10.4	9.8	9.0
Library check-out rates for electronic materials (e-books, e-music, e-movies) on a per resident, per year basis. Note: E-material check-out rates are on an upward trend that are expected to continue but at a slower annual rate. Freegal music included in data beginning in FY 2015/16.	2.21	3.32	3.30

Annual check-outs per registered borrower Note: The number of library cards issued is increasing, while circulation check-outs have remained flat. Performance objectives are in place to increase the frequency and quantity of check-outs per library card holder.	14.03	13.67	12.00
Adult Services Programs customer satisfaction on a 5 point scale: 5=highly satisfied, 1=not satisfied. Note: Customer satisfaction surveys are distributed, collected and tabulated after every adult services program throughout the year.	4.73	4.84	4.75

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The Library Board advises the City Council on general policy relating to the programs, services and future development of the Scottsdale Public Libraries.	7	95	$2,169	0.0
Volunteers				
Adult volunteers: Supplement library services for library shops, book/DVD/CD shelving, children's early literacy programs, as well as Friends of the Library.	413	31,212	$712,570	15.0
Teen volunteers: Support the library's summer reading program and special outreach events throughout the year by assisting library staff with registrations, prize handouts, crafts, shelving materials and customer service.	323	6,790	$155,016	3.3
Total	**743**	**38,097**	**$869,755**	**18.3**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

Community Services | Parks & Recreation

Strategic Goal(s)

Enhance Neighborhoods

Preserve Meaningful Open Space

Value Scottsdale's Unique Lifestyle and Character

Description

Parks and Recreation enriches the quality of life for our citizens and visitors by providing clean, attractive parks and delivering an exceptional variety of recreation and leisure programs. Parks and Recreation staff manages and maintains 975 acres of developed parks, 517 acres of medians and rights-of-way, the Civic Center Complex, and the Downtown District. Further, the staff makes available several hundred recreation and leisure classes and activities that contribute to the health and wellness of the community.

Services Provided

- Operates and maintains 21 neighborhood parks covering 162 acres that provide primary recreation services that are easily accessible and serves local residents within a 15-minute walking distance radius.
- Operates and maintains 13 community parks totaling 560 acres that typically include a community center to serve intergenerational activities, lighted recreational amenities and sports fields that serve large regional areas of the city.
- Operates and maintains 8 specialty parks totaling 253 acres that preserve significant unique features of the community, ranging from large natural preserves to historic and specialized features, such as Pinnacle Peak Park, Scottsdale Stadium and McCormick-Stillman Railroad Park. These parks draw local, national and international recognition and visitors.
- Manages all operational aspects of a variety of facilities, programs and services including 8 after school programs, 6 community centers, 3 year-round aquatic centers, 1 seasonal pool, 3 sports complexes, leisure education programs, citywide special events, youth and adult sports, adapted recreation services for persons of all ages with disabilities, youth and family services, citywide landscape contracts, irrigation systems, lakes, and fountains.
- Manages the intergovernmental agreement with Scottsdale Unified School District that coordinates the delivery and sharing of facilities, programs, and services.

FY 2015/16 Achievements

- Worked with the Police department to present and implement a new Police Play program. This program was nominated for Best Youth Programming award thru the Arizona Parks & Recreation Association (APRA).
- Worked with citizens and local players to develop 8 new Pickleball courts at Cholla Park by converting 8 existing tennis courts. The project team was selected to deliver a presentation on Pickleball at the October 2016 National Parks and Recreation Conference.
- Worked closely with CDBG group to install two new playgrounds utilizing CDBG funding. The new playgrounds are located at Papago and Paiute parks.
- Worked closely with IT resources to transition from the Class software system to ActiveNet. These programs are widely and extensively utilized within Parks & Recreation for program and facility reservation management.

FY 2016/17 Objectives

- Implement the new class registration and facility reservation system (ActiveNet) with limited disruption to customer service levels and ensure staff at all levels are trained on the operation of the new software.
- Develop a year-round Youth Corps program.
- Begin the master plan process for the Scottsdale Stadium and Indian School Minor League Complex.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	245.63	268.71	265.71	-3.00
% of city's FTEs			10.72 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	19,108,370	19,911,459	19,722,690	-188,769
Grant Funds	69,465	316,550	282,975	-33,575
Special Programs Fund	1,782,017	1,874,789	2,061,559	186,770
Transportation/HURF Fund	1,181,995	1,320,986	1,450,671	129,685
Total Budget	**22,141,847**	**23,423,784**	**23,517,895**	**94,111**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	13,444,402	13,790,344	14,050,281	259,937
Contractual Services	6,178,917	6,984,490	6,863,597	-120,893
Commodities	2,249,976	2,285,810	2,197,017	-88,793
Capital Outlays	21,209	34,000	97,000	63,000
Subtotal Operating Budget	**21,894,504**	**23,094,644**	**23,207,895**	**113,251**
Operating Projects	247,344	329,140	310,000	-19,140
Total Budget	**22,141,847**	**23,423,784**	**23,517,895**	**94,111**

Budget Notes and Significant Changes

- The decrease in FTE is due to the transfer of 1.00 FTE Parks and Recreation Operations Supervisor position to Community Services Administration and 1.00 FTE Recreation Leader III position to Human Services to better align roles and responsibilities and the transfer of 2.00 FTE Technology Coordinator positions to Library for the centralization of technology functions across the division for additional support and synergies, offset by the addition of 1.00 FTE Railroad Mechanic position.
- The increase in Special Programs Fund budget and Capital Outlays is due to the one-time deferred maintenance life cycle replacement of recreational and facility equipment.
- The increase in Transportation/HURF Fund is due to the increase necessary to cover the cost of contracted median maintenance.
- The increase in Personnel Services is primarily due to: 1) an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar; 2) the division reorganization centralizing IT and marketing functions and moving Youth and Family Services and Adaptive Services and Accommodations programs from Parks and Recreation department to Human Services Department of 3.00 FTE to better align departmental goals and objectives; and 3) the 'Approved FY 2015/16' budget was reduced for vacant positions in Community Services but added back in FY 2016/17. These increases were offset by vacation/medical payoffs which happened in FY 2015/16 that are not forecast to occur in FY 2016/17.
- The decrease in Contractual Services is the result of fuel prices decreasing, the reduction in Fleet Maintenance and Replacement Costs and the decrease in Property and Liability insurance.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Adult registered program and service participants Note: Calculated using CLASS system adult registration for programs and services, including adult leagues.	37,043	34,956	37,000
Youth registered program and service participants	15,411	11,781	13,000
Percentage of budget contracted out Note: FY 2015/16 calculated using proposed budget	26.3%	29.3%	29.3%
Efficiency			
Acres of parks maintained per employee	13.1	12.4	13.1
Cost per square foot of medians maintained (cents) Note: Cost increase in FY 2015/16 due to rebid service contract with higher market costs and service levels.	7.0	13.5	13.5
Effectiveness			
Overall customer satisfaction survey rating	96%	96%	96%
Percentage of total parks and recreation revenue to expenditures	26.4%	29.6%	28.5%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The Parks and Recreation Commission provide advisory recommendations to staff and the City Council on department priorities and programs.	7	109	$2,488	0.1
Volunteers				
Program volunteers provide support for special events, community centers, ongoing programs, trail maintenance, youth sports coaching and officiating, and working with people with disabilities.	1,674	11,460	$261,632	5.5
Adult (court ordered and sheriff's volunteers): Perform court-ordered community restitution by working alongside staff to complete skilled and unskilled tasks in city parks and facilities.	120	1,900	$43,377	0.9
Youth Corp volunteers: Explore career opportunities, give back to the community and receive school credit (with prior school approval). Opportunities are available in City of Scottsdale offices, recreation centers, citizen service centers and senior centers.	93	11,000	$251,130	5.3
Youth community service volunteers: Perform court-ordered community restitution, self-initiated unpaid service or school-required by working alongside staff to complete skilled and unskilled tasks in city parks and facilities.	170	1,350	$30,821	0.6
Total	**2,064**	**25,819**	**$589,448**	**12.4**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

Community Services | Preserve Management

Strategic Goal(s)

Preserve Meaningful Open Space

Value Scottsdale's Unique Lifestyle and Character

Description

Preserve Management is responsible for planning and managing all phases of the preservation effort to achieve the community's vision for acquiring, operating and maintaining the Scottsdale McDowell Sonoran Preserve with an extensive network of public trails and access points.

Services Provided

- Protects the native plant and animal habitat through appropriate land management practices.
- Provides public access for non-motorized recreational uses via an interconnected network of well-maintained multiple-use trails and trailhead access points.
- Supports safe use of the multi-use non-motorized trail system by developing and providing information to the public via printed and online resources regarding the trail system and Preserve use regulations.

FY 2015/16 Achievements

- Completed phase 2c trail designed and construction and initiated planning team for phase 3 trails in the northern preserve region.
- Completed site analysis and public outreach on phase 2 improvements for both Granite Mountain and Fraesfield trailheads.
- Completed components of the Preserve Resource Management plan - the Ecological Resource plan, the Cultural Resource Master Plan, and the Rock Climbing plan.

FY 2016/17 Objectives

- Acquire parcels 1 and 1A in the Pima/Dynamite area for future trailhead facility and major wash corridor protection.
- Initiate the site planning for a trailhead at Pima and Dynamite and field investigation and corridor planning for the area trails.
- Continue to work with a variety of trail users to develop trail resources that provide a variety of user experiences while safeguarding and protecting the Preserve.
- Ensure the increasing number of recreational users by utilizing the Preserve in a manner that respects its resources and other users.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
% of city's FTEs			0.12 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	284,317	278,574	308,406	29,832
Grant Funds	14,832	86,200	10,694	-75,506
Total Budget	**299,149**	**364,774**	**319,100**	**-45,674**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	181,993	186,139	209,454	23,315
Contractual Services	98,713	155,080	87,466	-67,614
Commodities	18,443	23,555	22,180	-1,375
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**299,149**	**364,774**	**319,100**	**-45,674**
Operating Projects	0	0	0	0
Total Budget	**299,149**	**364,774**	**319,100**	**-45,674**

Budget Notes and Significant Changes

- The decrease in Grant Funds and Contractual Services is due to allocation of one-time local revenue sharing grant dollars in FY 2015/16 for trail erosion and wildlife radio collars.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Acres added to the Preserve	0	0	414
Note: The anticipated acquisition in FY 2014/15 of Preserve parcels 1 and 1A in the Pima/Dynamite area is proceeding with public meetings likely to occur in early fall 2016. Arizona State Land Department auction may be scheduled within this fiscal year.			
Provide access to the Preserve (number of annual new and repeat visits)	750,000	709,000	725,000
Note: Beginning in FY 2014/15 trailhead car traffic counters were used instead of access points since miles of trails and numerous access points were unable to be accurately counted. The new count methodology uses a standard formula to estimate visitors based on car traffic. Individuals entering the preserve from the many nearby neighborhood access points are not counted, so reported numbers are lower than actual. (Amounts rounded to the nearest thousand.)			
Additional miles of mapped and signed trail resources added to the Preserve trail inventory	12.0	7.5	15.0

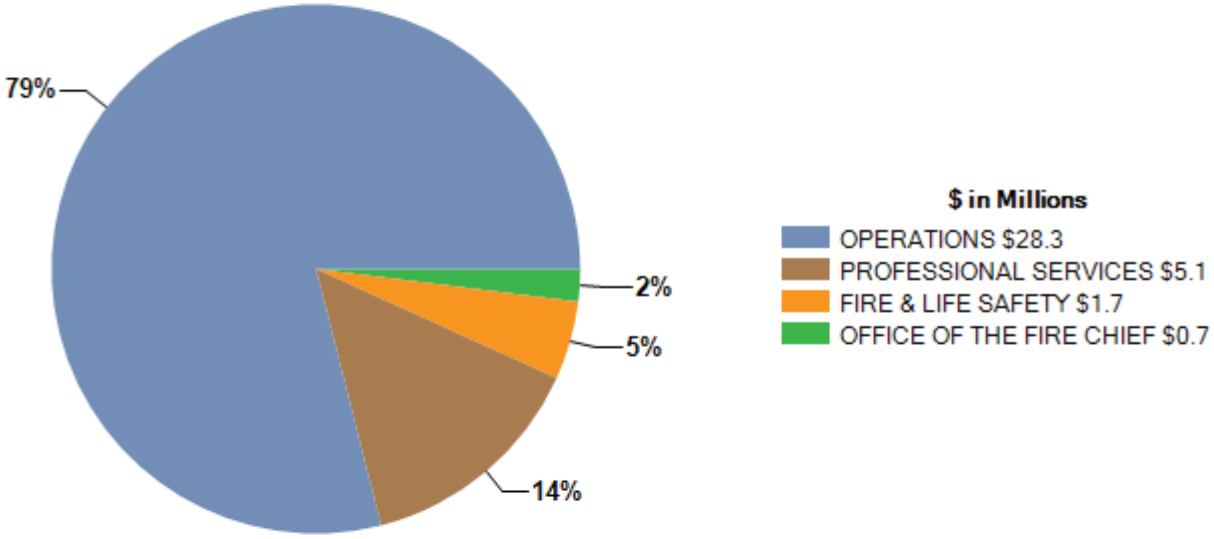
Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The McDowell Sonoran Preserve Commission provides citizen oversight for acquisition, preservation, management, and stewardship of the McDowell Mountains and related Sonoran desert.	9	117	$2,671	0.1
Volunteers				
Trail patrol, trail maintenance, educational outreach, trailhead hosts and field institute research.	500	45,787	$1,045,317	22.0
Total	**509**	**45,904**	**$1,047,988**	**22.1**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

SCOTTSDALE FIRE
PARAMEDIC UNIT

PUBLIC SAFETY - FIRE

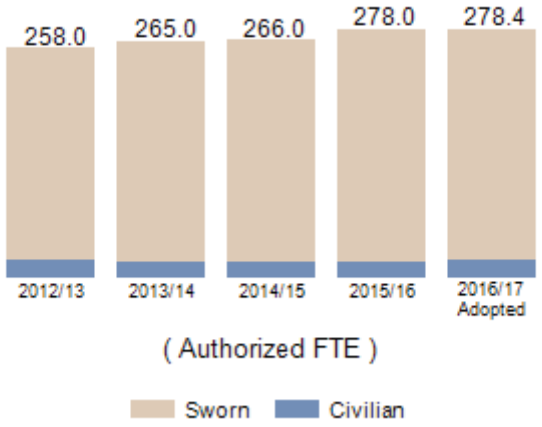
FY 2016/17 Adopted Budget

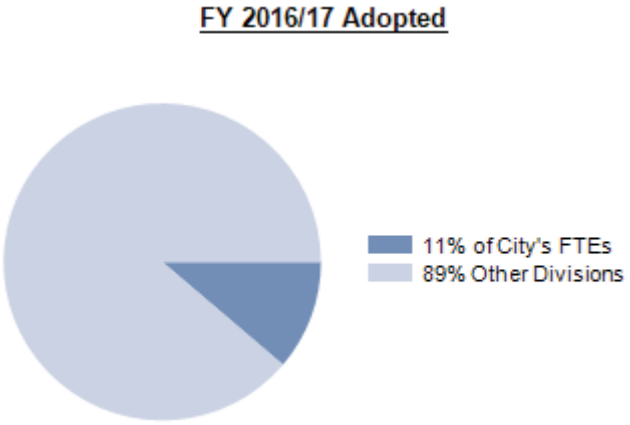


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
OPERATIONS	26,299,341	27,078,181	28,331,657	1,253,476
PROFESSIONAL SERVICES	4,265,821	4,733,491	5,111,101	377,610
FIRE & LIFE SAFETY	1,588,675	1,658,720	1,719,937	61,217
OFFICE OF THE FIRE CHIEF	1,080,732	690,343	713,116	22,773
Total Budget	**33,234,568**	**34,160,735**	**35,875,811**	**1,715,076**

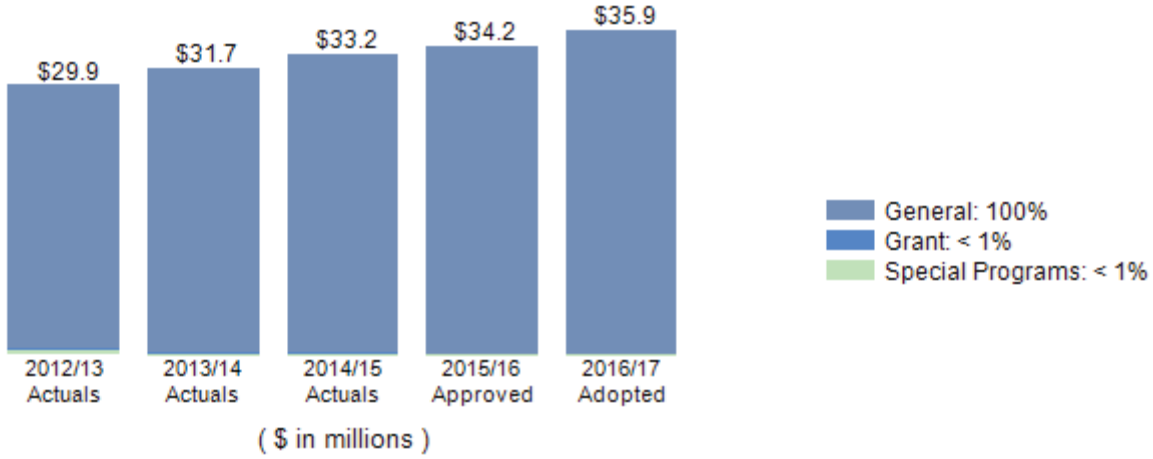
FY 2016/17 Adopted Budget

Staff Summary



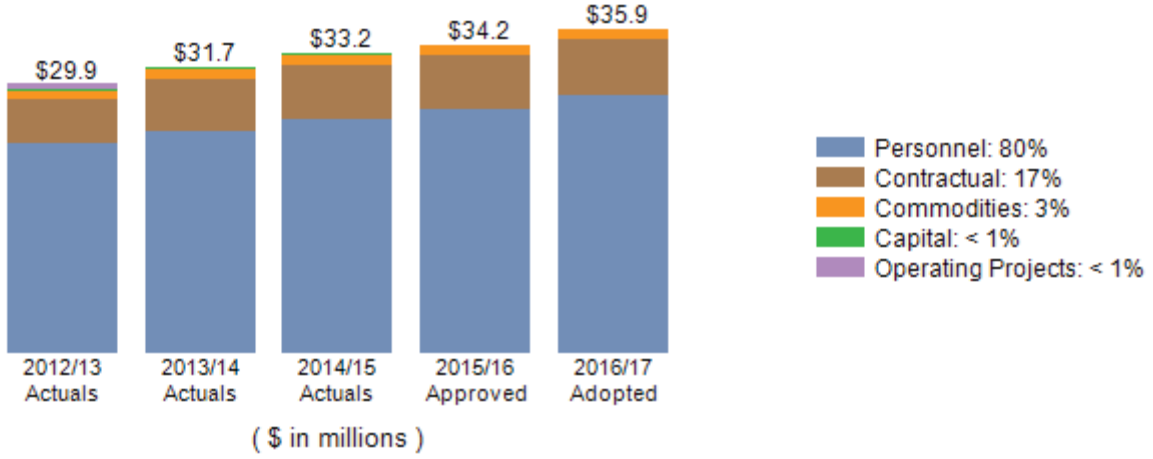


Expenditures By Fund



Percents represent FY 2016/17 Adopted

Expenditures By Type



Percents represent FY 2016/17 Adopted

Strategic Goal(s)

Enhance Neighborhoods

Description

The Scottsdale Fire Department reduces the incidence and severity of emergencies through timely, skilled and compassionate service. The department responds to all hazards including fire, emergency medical, chemical, biological, nuclear and radiologic, wild land and technical rescue incidents. The department derives its objectives through the development and review of its strategic plan and standard of cover planning documents in accordance with the city council's mission and goals. The department accomplishes objectives within a systematic approach that allows for and relies on the redundancy of resources within an "automatic aid" system that ensures that the closest appropriate resource, regardless of jurisdiction, is dispatched to the incident. The Fire Chief provides leadership, direction and oversight for all personnel, programs and functions, community outreach and connectivity, recommendations regarding emergency resource deployment, employee development and support within the system.

Services Provided

- Operations Services provides advanced life support medical care, structural fire suppression, wild land fire pre-planning and suppression, hazardous materials mitigation, airport protection/rescue and other technical rescue operations directly to Scottsdale residents and visitors.
- Fire and Life Safety Services conducts new construction plan reviews, fire safety occupancy inspections and cause of fire investigations.
- Professional Services provides the required training to maintain medical certifications and firefighting skills, maintains the resource management inventory, deliver outreach programs and overall community safety messages to citizens of Scottsdale.

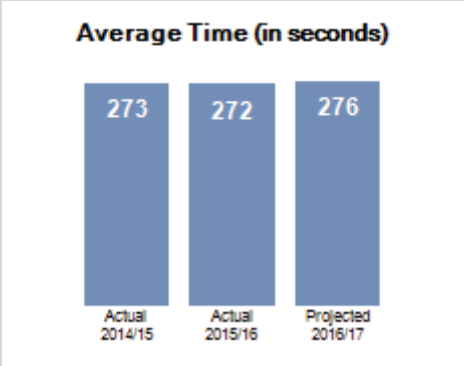
FY 2015/16 Achievements

- Completed the nationally recognized Blue Card Command training curriculum and gained certification for all responding Chief Officers.
- Partnered with HonorHealth to launch the Mobile Integrated Healthcare Practice (MIHP) pilot. The ultimate goal is to improve the quality of care by decreasing unnecessary ambulance and emergency room costs by focusing on providing the right services in the right setting.
- Collaborated with the Police Department to conduct advanced/detailed safety training classes for local bar/restaurant/nightclub workers per City Ordinance No. 1709.
- Served as a key partner in the regional Maricopa County Wild Land Preparedness Plan. Collaborated with the State Land Department to host and conduct a Firewise Assessor training class for AZ Fire Service and local HOA and community leaders.

FY 2016/17 Objectives

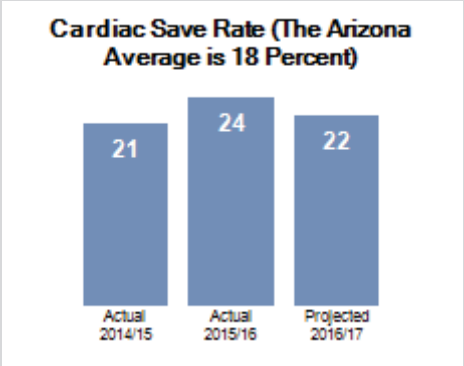
- Decrease response times to emergency calls through strategic deployment.
- Increase the percentage of working fires confined to the room of origin in a residence or business through aggressive firefighting techniques.
- Improve the number of patients who attain a return of spontaneous circulation after suffering an out of hospital cardiac arrest through innovative training.
- Increase the number of building inspections at high-risk occupancies in accordance with industry standards and cooperative partnerships.
- Increase community outreach to provide more public education opportunities to demonstrate all the fire department services available to the community.
- Ensure appropriate staffing to meet daily operational requirements and address employee reliability factors such as leave usage and injuries.
- Achieve market parity by rank and tenure within rank for sworn firefighters.

Charted Performance Measures



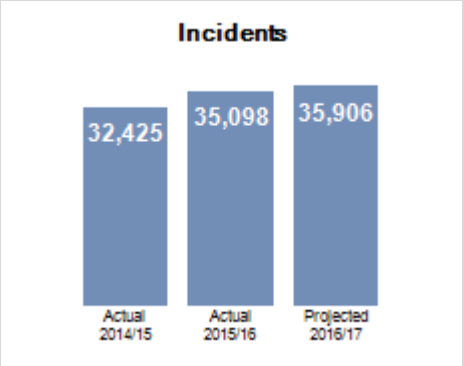
Average travel time to emergency calls that include engines, ladders and ladder tenders

Effectiveness



Percent of patients experiencing cardiac arrest that were treated, transported and delivered to the hospital with a pulse

Effectiveness



Total incidents reflects the total number of emergency calls responded to within the City of Scottsdale

Workload

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	20.00	20.00	20.40	0.40
Full-time Sworn Equivalents (FTE)	246.00	258.00	258.00	0.00
Total FTE	266.00	278.00	278.40	0.40
% of city's FTEs			11.23 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	32,960,472	34,153,435	35,873,511	1,720,076
Grant Funds	272,554	0	0	0
Special Programs Fund	1,542	7,300	2,300	-5,000
Total Budget	**33,234,568**	**34,160,735**	**35,875,811**	**1,715,076**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	26,033,058	27,014,181	28,656,400	1,642,219
Contractual Services	5,988,709	5,997,867	6,089,948	92,081
Commodities	1,197,639	1,148,687	1,129,463	-19,224
Capital Outlays	15,162	0	0	0
Subtotal Operating Budget	**33,234,568**	**34,160,735**	**35,875,811**	**1,715,076**
Operating Projects	0	0	0	0
Total Budget	**33,234,568**	**34,160,735**	**35,875,811**	**1,715,076**

Budget Notes and Significant Changes

- The change in FTE is due to an increase of 6 part-time pipeline positions, 4 unfunded and 2 partially funded. Pipeline positions mitigate overtime costs to allow for hiring as soon as notification is received that a position will be vacated due to medical, retirement, or resignation.
- The increase in Personnel Services is due to: 1) an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar; 2) the 2 partially funded pipeline positions; 3) increases to specialty pays to be more competitive in the market; and 4) the removal of the work order credit to the Risk Management Fund for the Safety Fitness Wellness Coordinator. Additionally, funding for a 5 percent step compensation program based on performance for Firefighters, Fire Engineers and Fire Captains is included at a citywide macro level in the Adopted FY 2016/17 budget.
- The increase in Contractual Services is due to various contracts increasing such as on-line training, patient care reports and Phoenix dispatch.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Total number of building inspections and fire plans reviewed	11,958	12,849	13,878
Note: Industry standard is to be in every target hazard once a year and every business once every three years. A "target hazard" is defined as occupancies that, should an incident occur, pose specific risks to the occupants; involve atypical hazards; may overload fired department equipment and personnel resources; and may produce a significant negative impact on the community.			
Number of Public Education and Outreach Contacts	42,216	21,160	35,906
Note: This is the total number of contacts made in a classroom or one-on-one setting, as well as educational opportunities with the public. An important element of fire and injury prevention is education, training and/or awareness of services.			
Efficiency			
Unit availability rate	77%	76%	77%
Note: This is the percentage of time that the assigned (first-due) company is available to respond to an incident within its district. A high unit availability rate decreases response time and increases positive outcomes. The department's goal is 80% availability rate. For FY 2015/16 the totals were 24,449 out of 32,254 (76%).			
Effectiveness			
Percent of fires confined to room of origin	87%	87%	90%
Note: This measures the effectiveness of confining fires. There is direct impact to property saved and/ or lost, and can be correlated to fire caused death or injuries. The goal is to limit fire spread and confine to the room of origin 80% of the time.			

Public Safety - Fire | Office of the Fire Chief

Strategic Goal(s)

Enhance Neighborhoods

Description

The Fire Chief provides leadership, direction and oversight for all personnel, programs and functions, community outreach and connectivity, recommendations regarding emergency resource deployment, employee development and support within the system. The Office of the Fire Chief has direct supervision of the Fire & Life Safety Bureau and its community risk reduction mission. In addition, the Fire Department works closely with the Emergency Management and Emergency Preparedness sections with planning activities with a focus on emergency and operational preparedness for major events located within Scottsdale's city limits.

Services Provided

- Supports the city's Emergency Operations Center in addition to our city's emergency operations and continuation of operations plans.
- Trains residents and businesses in emergency preparedness through the "Ready Scottsdale" program.
- Plans and coordinates Public Safety support for major events.

FY 2015/16 Achievements

- Supported the Emergency Operations Center during special event season.
- Produced the first series of Standards of Coverage performance measures reports.
- Participated actively in the 'For Our City' and 'Coyote Crisis' initiatives.
- Attended the Congressional Fire Service Institute.
- Celebrated the 10 Year Anniversary of the department.

FY 2016/17 Objectives

- Solicit grant funding from the Federal Emergency Management Administration and/or other sources for public safety.
- Provide emergency preparedness training opportunities for staff members and citizens.
- Enhance special event management capabilities to ensure the safety of citizens and attendees.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	3.00	3.00	3.00	0.00
Full-time Sworn Equivalents (FTE)	3.00	2.00	2.00	0.00
Total FTE	6.00	5.00	5.00	0.00
% of city's FTEs			0.20 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	979,888	683,043	710,816	27,773
Grant Funds	99,302	0	0	0
Special Programs Fund	1,542	7,300	2,300	-5,000
Total Budget	**1,080,732**	**690,343**	**713,116**	**22,773**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	883,422	629,422	650,771	21,349
Contractual Services	147,847	52,621	59,425	6,804
Commodities	36,764	8,300	2,920	-5,380
Capital Outlays	12,699	0	0	0
Subtotal Operating Budget	**1,080,732**	**690,343**	**713,116**	**22,773**
Operating Projects	0	0	0	0
Total Budget	**1,080,732**	**690,343**	**713,116**	**22,773**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Efficiency			
The total grant funding received for emergency preparedness	$367,000	$142,126	$2,963,351

Public Safety - Fire | Operations

Strategic Goal(s)

Enhance Neighborhoods

Description

Operations Services provides staffing and equipment to prevent and manage emergencies, predominantly emergency medical incidents and fires. Actions that support this mission include advanced life support to ill or injured citizens, structural fire suppression, signature event protection, wildland fire pre-planning and suppression, hazardous materials mitigation, airport protection and rescue and technical rescue operations.

Services Provided

- Provides advanced life support medical care, structural fire suppression, wild land fire pre-planning and suppression, hazardous materials mitigation, airport protection/rescue and other technical rescue operations directly to residents and visitors.
- Supports emergency services to the Phoenix Metropolitan area through the Phoenix Regional Dispatch Center and its associated automatic aid agreement.

FY 2015/16 Achievements

- Decreased average travel time to 4 minutes, 32 seconds when responding to emergency incidents within the city.
- Completed the nationally recognized Blue Card Command training curriculum and gained certification for all responding Chief Officers.
- Continued to grow Wildland/Urban Interface Prevention through the Fire Wise program that provides education to HOAs in areas of wildfire exposure and defensible spaces and enhanced Wildland firefighting abilities by providing quarterly training specific to the McDowell Mountain Sonoran Preserve, completed the S290 training module for all Battalion Chiefs and Company Officers, and conducted a tabletop exercise with regional partners from State and Local agencies.
- Maintained Advanced Life Support staffing on all critical frontline response apparatus.
- Supported valleywide Police Department partners with the Scottsdale Fire Departments Terrorism Liaison Officer program and Tactical Emergency Medical Services (SWAT medics) to ensure homeland security and protection.

FY 2016/17 Objectives

- Improve the average travel time for responding fire companies to emergency incidents.
- Deliver out-of-hospital cardiac arrest patients to the doors of an emergency room with a pulse at or above the Arizona average, utilizing advanced cardiac care by fire department paramedics.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	4.00	2.00	2.40	0.40
Full-time Sworn Equivalents (FTE)	229.00	242.00	242.00	0.00
Total FTE	233.00	244.00	244.40	0.40
% of city's FTEs			9.86 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	26,126,089	27,078,181	28,331,657	1,253,476
Grant Funds	173,252	0	0	0
Total Budget	**26,299,341**	**27,078,181**	**28,331,657**	**1,253,476**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	22,080,305	23,156,910	24,518,872	1,361,962
Contractual Services	3,985,430	3,785,357	3,754,116	-31,241
Commodities	233,605	135,914	58,669	-77,245
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**26,299,341**	**27,078,181**	**28,331,657**	**1,253,476**
Operating Projects	0	0	0	0
Total Budget	**26,299,341**	**27,078,181**	**28,331,657**	**1,253,476**

Budget Notes and Significant Changes

- The change in FTE is due to an increase of 6 part-time pipeline positions, 4 unfunded and 2 partially funded which are necessary to mitigate overtime costs to allow for hiring as soon as notification is received that a position will be vacated due to medical, retirement, or resignation.
- The increase in Personnel Services is due to: 1) an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar; 2) 2 partially funded pipeline positions; and 3) increases to specialty pays to be more competitive in the market. Additionally, funding for a 5 percent step compensation program based on performance for Firefighters, Fire Engineers and Fire Captains is included at a citywide macro level in the Adopted FY 2016/17 budget.
- The decrease in Contractual Services is primarily due to the reduction in Fleet maintenance, repair and fuel.
- The decrease in Commodities is the result of eliminating one-time expenses included in FY 2015/16 for an academy.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Total Incidents	32,425	35,098	35,906
Note: This is the number of incidents (calls) responded to by the Scottsdale Fire Department. This is an indicator of the workload volume of overall emergency response services provided to the community and its neighbors, and includes emergency medical services, technical rescues, hazardous materials, aircraft emergencies, fire alarms canceled and good intent calls.			
Effectiveness			
Average travel time (in minutes)	4:33	4:32	4.36
Note: This is the average travel time in minutes to emergency calls. It is calculated for Code 3 calls (lights and sirens) from the time the unit goes en route on the Mobile Dispatch Terminal (the onboard computer) to the time they acknowledge arriving on scene through the terminal. Brain death and flash over in fires begins between 4 and 6 minutes.			
Cardiac Save Rate	21%	24%	22%
Note: Also called the return of spontaneous circulation, this is the percentage of patients experiencing cardiac arrest that were treated, transported and delivered to the hospital with a pulse. This is directly correlated with travel time, public education and advanced life support skills. The total number of codes treated in FY 2015/16 was 157 with 38 successful resulting in a 24% save rate.			

FY 2016/17 Adopted Budget

Public Safety - Fire | Professional Services

Strategic Goal(s)

Enhance Neighborhoods

Description

Professional Services is responsible for the department's resource and inventory management in addition to three main divisions: Training & Development, Emergency Medical Services, and Professional Standards. Training and Development is responsible for ensuring the ongoing professional and skill development of the workforce. Emergency Medical Services is responsible for the maintenance of our employee's medical certifications and quality assurance for patient documentation. Professional Standards is responsible for organizational quality assurance in addition to outreach and education programs both internally and externally.

Services Provided

- Provides required training to the department's personnel to ensure maintenance of the required medical certifications and Occupational Safety and Health Act (OSHA) compliance.
- Coordinates and conducts training to meet the requirements established by the nationally recognized Insurance Service Organization (ISO).
- Delivers educational outreach programs through volunteers and fire department resources, in an effort to address the safety and health issues of the citizens.
- Provides support for internal programs that address injury and wellness issues. Recruits and trains additional volunteers to assist with the fire department's logistical and community education needs.

FY 2015/16 Achievements

- Implemented the Scottsdale Fire Department's two year training, competency, and pacing plan. Members achieved essential job performance requirements set by the National Fire Protection Association and incorporates Insurance Services Office required training such as: command and control, incident safety officer, hazardous materials, live fire and OSHA related topics.
- Provided customers direct patient care from their home or place of incident to the hospital emergency room with firefighter paramedics 99.9 percent of the time.
- Provided cutting edge scenario based captain's promotional process by partnering with the Virtual Incident Command Center. This platform and associated technology immerses the candidate with as close to real life incidents as possible. Making performance based selection objective.
- Partnered with HonorHealth to launch the Mobile Integrated Healthcare Practice (MIHP) pilot. The ultimate goal is to improve the quality of care by decreasing unnecessary ambulance and emergency room costs by focusing on providing the right services in the right setting.
- The MIHP earned the Maricopa Association of Governments Desert Peaks award for Public Private partnership.
- Partnered with the Water Resources to create a new Hydrant Review Program that will be featured at the 2016 Environmental Systems Research Institute (ESRI) User Conference in San Diego.

FY 2016/17 Objectives

- Ensure firefighters receive at least the minimum annual required continuing education training hours in an economically conservative manner for all disciplines.
- Research and implement programs and practices aimed at reducing employee injuries and enhancing employee total wellness.
- Recruit and train additional volunteers to assist with the fire department's logistical and community education needs.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	5.00	7.00	7.00	0.00
Full-time Sworn Equivalents (FTE)	7.00	7.00	7.00	0.00
Total FTE	12.00	14.00	14.00	0.00
% of city's FTEs			0.56 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	4,265,821	4,733,491	5,111,101	377,610
Total Budget	**4,265,821**	**4,733,491**	**5,111,101**	**377,610**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	1,603,884	1,711,856	1,887,024	175,168
Contractual Services	1,736,704	2,020,760	2,159,801	139,041
Commodities	922,769	1,000,875	1,064,276	63,401
Capital Outlays	2,463	0	0	0
Subtotal Operating Budget	**4,265,821**	**4,733,491**	**5,111,101**	**377,610**
Operating Projects	0	0	0	0
Total Budget	**4,265,821**	**4,733,491**	**5,111,101**	**377,610**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar. The increase is also due to the removal of the Work Order Credit to the Risk Management Fund for the Safety Fitness Wellness Coordinator.
- The increase in Contractual Services is due to increases in various contracts such as on-line training, patient care reports and Phoenix dispatch.
- The increase in Commodities is due to necessary critical equipment deferred from prior years such as Automated External Defibrillators (AEDs) and airbags.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Efficiency			
Work Related Injuries	41	57	60
Note: Reportable injuries to fire department employees including all types of injuries sustained on duty.			
Effectiveness			
Training hours	394	328	323
Note: This is the average number of hours each employee assigned to a 56-hour schedule received on-duty during the fiscal year. International Organization for Standardization (ISO) guidelines recommend two-hours per employee per shift worked. A 56-hour employee will work approximately 120 shifts equating to 240 hours of training.			
Fire Caused Deaths/Injuries	0/6	1/4	0/5
Note: Total number of deaths and injuries to citizens and firefighters due to a fire, or related to extinguishing a fire.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Fire department volunteers provide administrative and community outreach support. Administrative duties include mail and equipment deliveries and clerical duties to 15 fire department locations. Volunteers provide community education to adults through "Hands-Only CPR" presentations, "Ready Scottsdale," an emergency preparedness program and the "Home Safe Home" senior fall prevention initiative. Volunteers also provide water and fire safety education to school-aged children, and represent the department at community and city special events.	85	4,562	$104,150	2.2
Total	**85**	**4,562**	**$104,150**	**2.2**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

FY 2016/17 Adopted Budget

Public Safety - Fire | Fire & Life Safety

Strategic Goal(s)

Enhance Neighborhoods

Description

Fire and Life Safety is responsible for the delivery of proactive fire prevention services to the community through risk evaluation, plan review, occupancy safety inspections and fire cause investigations. These Community Risk Reduction measures are accomplished through several city-wide outreach efforts that seek to improve civilian knowledge and establish structural features that could reduce the impact of a fire or an emergency incident in Scottsdale.

Services Provided

- Responds to all significant emergency fire incidents to determine the cause and origin of the fire and establishes the loss/impact to the community.
- Responds to all non-emergency requests for preventive services to include inspections, business, HOA, community and resident related activities.

FY 2015/16 Achievements

- Collaborated with the Police Department to conduct advanced/detailed safety training classes for local bar/restaurant/nightclub workers per City Ordinance No. 1709.
- Served as a key partner in the regional Maricopa County Wild Land Preparedness Plan. Collaborated with the State Land Department to host and conduct a Firewise Assessor training class for AZ Fire Service and local HOA and community leaders.
- Focused on conducting high-risk target inspections for educational and institutional facilities and worked closely with Scottsdale/Paradise Valley/Cave Creek Unified School Districts to address any facility or safety concerns.
- Participated in numerous community outreach programs to provide information on fire department services, neighborhood and home safety initiatives and defensible space/wild land prevention methods for community and HOA management groups.

FY 2016/17 Objectives

- Partner with businesses, institutions and the community to conduct safety evaluations at all target hazard facilities such as schools, hospitals, nursing homes, nightclubs, restaurants, hazardous materials sites and wild land interface areas.
- Expand Firewise Program by collaborating with State Land to conduct meetings with HOA's and residents to deliver certification classes locally, establish effective wildland interface/defensible space guidelines and obtain national certification for Scottsdale communities.
- Continue coordination with Scottsdale Police and Legal to maintain a new ordinance and conduct advanced police and fire training for Scottsdale's Assembly Occupancies (bars/nightclubs/pubs).
- Begin evaluation of 2015 International Codes for possible adoption by Council and stay connected to AZ Legislative proposals that would impact or change Scottsdale Fire Safety Ordinances.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	8.00	8.00	8.00	0.00
Full-time Sworn Equivalents (FTE)	7.00	7.00	7.00	0.00
Total FTE	15.00	15.00	15.00	0.00
% of city's FTEs			0.61 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	1,588,675	1,658,720	1,719,937	61,217
Total Budget	**1,588,675**	**1,658,720**	**1,719,937**	**61,217**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	1,465,447	1,515,993	1,599,733	83,740
Contractual Services	118,728	139,129	116,606	-22,523
Commodities	4,500	3,598	3,598	0
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**1,588,675**	**1,658,720**	**1,719,937**	**61,217**
Operating Projects	0	0	0	0
Total Budget	**1,588,675**	**1,658,720**	**1,719,937**	**61,217**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

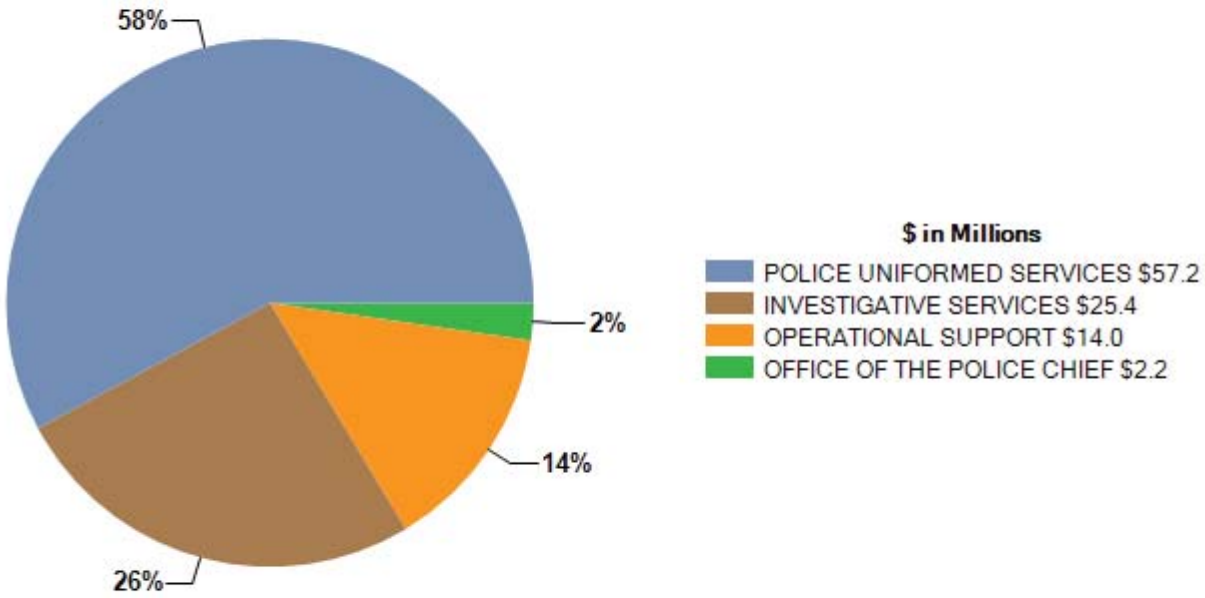
Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Effectiveness			
Property Saved in Response to a Fire (in millions)	$63.0	$69.7	$70.0
Note: The potential total value of property involved in a fire but not damaged. It is calculated by using the current Zillow.com appraised value of the land where the structure resides.			
Property Loss Due to a Fire (in millions)	$1.5	$3.0	$3.0
Note: The total value of property damaged due to a fire, calculated using the current Zillow.com appraised value.			

FY 2016/17 Adopted Budget

POLICE

PUBLIC SAFETY - POLICE

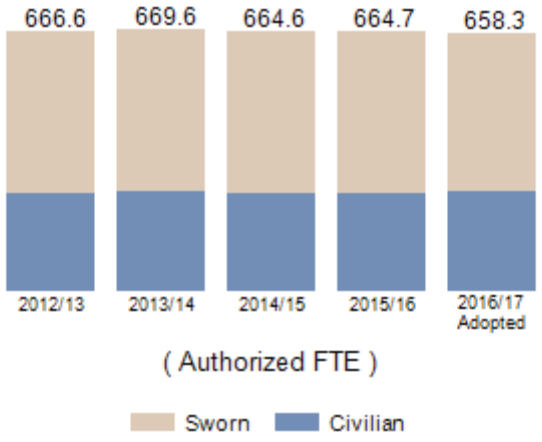
FY 2016/17 Adopted Budget

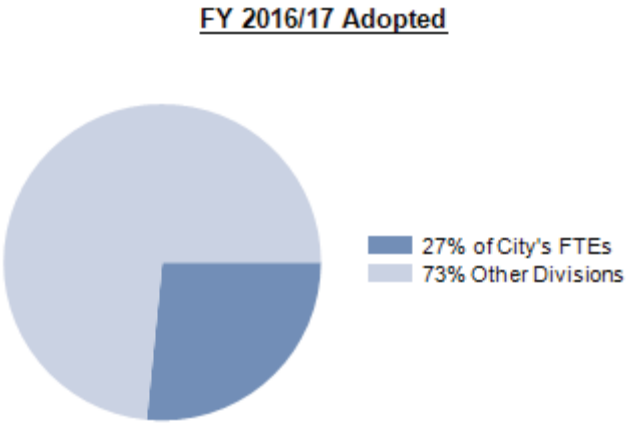


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
POLICE UNIFORMED SERVICES	52,967,056	57,085,766	57,224,972	139,206
INVESTIGATIVE SERVICES	23,172,520	25,189,660	25,436,068	246,408
OPERATIONAL SUPPORT	11,698,865	12,842,731	13,950,150	1,107,419
OFFICE OF THE POLICE CHIEF	2,304,307	2,198,621	2,247,248	48,627
Total Budget	**90,142,748**	**97,316,778**	**98,858,438**	**1,541,660**

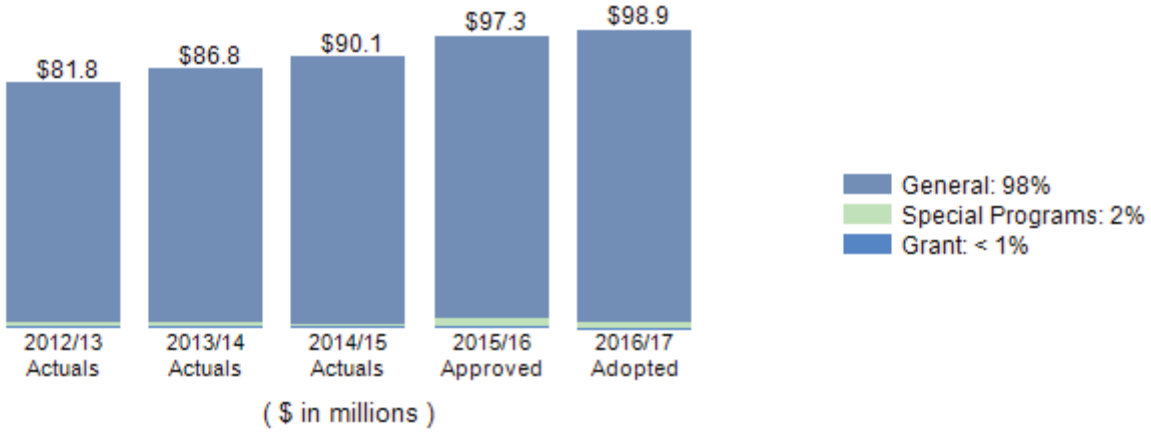
FY 2016/17 Adopted Budget

Staff Summary



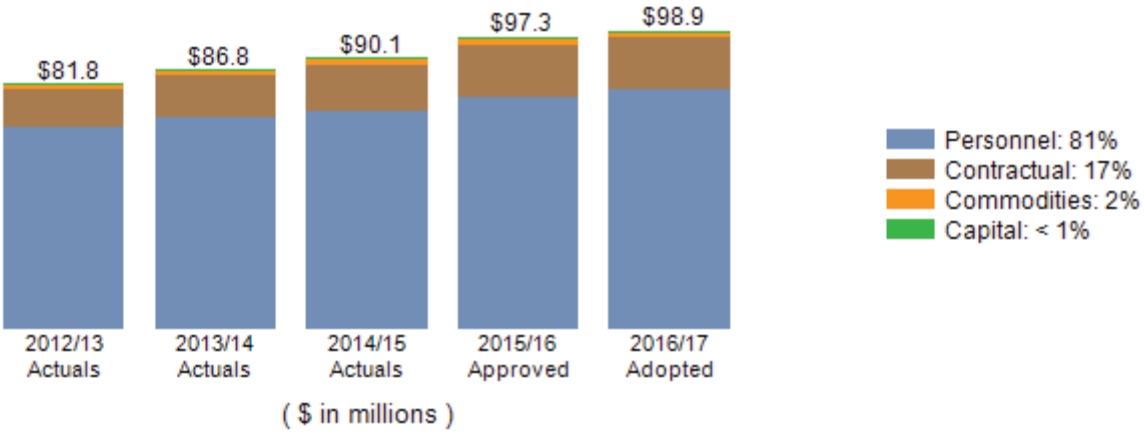


Expenditures By Fund



Percents represent FY 2016/17 Adopted

Expenditures By Type



Percents represent FY 2016/17 Adopted

Strategic Goal(s)

Enhance Neighborhoods

Seek Sustainability

Description

The Police Department provides efficient and effective police services throughout the community. The Police Department responds to community needs and actively seeks citizen involvement and partnerships. The Department consists of four areas: Office of the Police Chief, Uniformed Police Services, Investigative Services and Operational Support.

Services Provided

- Prompt response to all emergency and non-emergency calls for police service throughout the city.
- Crime reduction and enhanced citizen involvement through neighborhood partnerships, education and community outreach.
- Conduct traffic law enforcement and related investigations in an effort to reduce traffic collisions.
- Collaborate with federal, state and local law enforcement agencies in multi-disciplinary approaches to reduce crime through intelligence, crime analysis, investigation and crime prevention.
- Target on-going crime trends resulting in the identification, arrest and prosecution of multiple repeat offenders.
- Systematically analyze data to identify patterns and trends in crime, and create bulletins, maps and link charts to assist police personnel in reducing and solving crime.

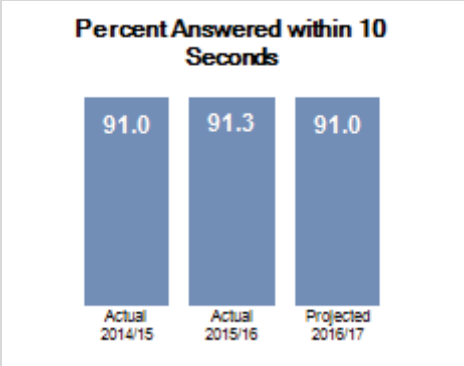
FY 2015/16 Achievements

- Partnered with Parks and Recreation staff to develop and implement the After School and Summer Police P.L.A.Y. Program. Police Officers interact with Scottsdale youth while doing arts and crafts, and recreational activities with a focus on cultivating positive relationships, trust and confidence between the youth and Police Officers.
- Successfully generated 5 proactive recruitment efforts that resulted in over 3,400 applications reviewed, 129 backgrounds processed and 39 new employees hired.
- Conducted a timely and thorough special victims unit investigation that lead to the arrest of a 15 year old responsible for downloading several hundred inappropriate images of minors upon receiving a tip that a Dropbox account had inappropriate still images and videos.
- Successfully processed 91 percent of all citations within 7 business days (23,647 of 25,986), and processed 7,323 Public Records Requests and 7,475 Government Backgrounds.

FY 2016/17 Objectives

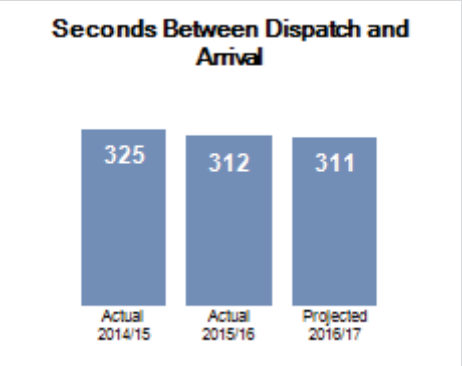
- Develop safer neighborhoods through community partnerships, participation and education.
- Maintain full staffing levels to provide quality customer service.
- Conduct prompt and thorough investigations that positively affect the community.
- Meet customer service needs dictated by public record and criminal justice agency requests.

Charted Performance Measures



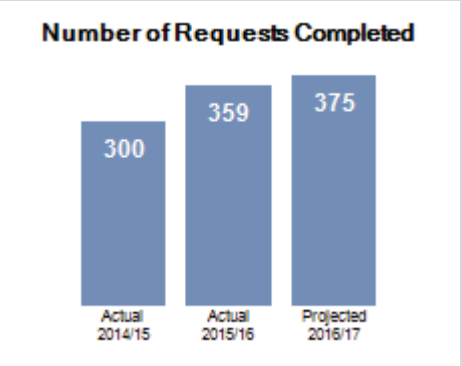
Number of 911 calls received that were answered within 10 seconds. The target for FY 2016/17 is 91.0% of the calls to be answered within 10 seconds.

Efficiency



Average response time to emergency calls for service. The target for FY 2016/17 is 311 seconds between dispatch and arrival.

Efficiency



A total of 398 DNA requests were made to the Crime Laboratory.

Workload

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	251.60	252.73	257.33	4.60
Full-time Sworn Equivalents (FTE)	413.00	412.00	401.00	-11.00
Total FTE	664.60	664.73	658.33	-6.40
% of city's FTEs			26.56 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	88,520,961	94,249,052	96,527,651	2,278,599
Grant Funds	611,528	461,403	390,672	-70,731
Special Programs Fund	1,010,259	2,606,323	1,940,115	-666,208
Total Budget	**90,142,748**	**97,316,778**	**98,858,438**	**1,541,660**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	72,698,615	77,270,542	79,955,445	2,684,903
Contractual Services	15,234,333	17,323,716	16,796,956	-526,760
Commodities	1,854,483	2,626,034	1,965,612	-660,422
Capital Outlays	355,317	96,486	140,425	43,939
Subtotal Operating Budget	**90,142,748**	**97,316,778**	**98,858,438**	**1,541,660**
Operating Projects	0	0	0	0
Total Budget	**90,142,748**	**97,316,778**	**98,858,438**	**1,541,660**

Budget Notes and Significant Changes

- The decrease of 6.40 FTE is due to the net changes of: 1) eliminating through attrition 11.00 FTE sworn Police Officer positions, with one Police Officer position being reclassified to a civilian Forensic Accountant; 2) adding 0.60 FTE for a part-time Parking Control position; 3) adding two part-time (1.00 FTE total) Records Specialist positions; 4) adding two part-time (1.00 FTE total) Communications Dispatcher positions; 5) and adding 1.00 FTE Records Specialist for the Arizona Criminal Justice Information System (ACJIS). Additionally, there were reclassifications amongst some positions within the Police Department which had zero net FTE impact within the division. Most notable for FY 2016/17 is the Police Department evaluated a department wide assessment conducted by the Center for Public Safety Management and developed a reorganization plan with associated budget requests. The plan included reorganizing several units, changing shift start times, reclassifying several positions, plus adding and eliminating positions through attrition which are predicted to improve workload and performance.
- The decrease in the Special Programs Fund and Commodities is the result of a one-time purchase of lethal weapons and ammunition included in FY 2015/16.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar, the first year of the 5 percent step program as FY 2015/16 was a "fix" to get Police Officers slotted in the appropriate years of service, and the 'Approved FY 2015/16' budget was reduced for vacant positions in the Police Department but added back in FY 2016/17. These increases were offset by the net reduction of 6.40 FTE positions.
- The decrease in Contractual Services is the result of fuel prices decreasing, the reduction in Fleet Maintenance and Replacement Costs and the decrease in Property and Liability insurance. These decreases are offset by the increase in Photo Enforcement.
- The increase in Capital Outlay is due to adding a one-time purchase of an industrial shredder to facilitate proper disposal of property and evidence.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Part I (violent/property) crime volume Note: "Part I" includes serious crimes that occur in all areas of the country and are likely to be reported to police. Such crimes include criminal homicide, forcible rape, robbery, aggravated assault, burglary, larceny/theft (except from vehicle) and arson.	5,672	5,778	5,750
Part I crime rate per 1,000 residents	25.50	25.60	25.50
Number of fatal accidents including those involving alcohol. Note: Includes all fatal accidents within City limits, including those where alcohol/drugs may have been the cause. New beginning in FY 2015/16.	n/a	1	2
Total traffic collisions Note: CY 2015 resulted in a 7.2% increase in traffic collisions from prior year.	4,215	4,519	4,300
Effectiveness			
Homicide clearance rate Note: “Clearance” means an arrest has been made or an exceptional circumstance occurred that results in no further work performed on the case, i.e. suspect deceased.	50%	100%	100%

These statistics are representative of core measures for law enforcement agencies as recommended by the International City/County Management Association's Center for Performance Measurement. These same measures are used to identify, prevent and reduce crime in the city and are submitted to the federal government to compile National Uniform Crime Reporting. Measures are reported on a calendar year basis.

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Clerical and miscellaneous community policing efforts for Uniformed Services.	2	60	$1,370	0.0
Clerical support to Investigative Services, including the Crime Lab.	4	1,326	$30,261	0.6
Handicapped parking enforcement for Uniformed Services.	1	659	$15,045	0.3
Police Honor Guard and Chaplain duties.	3	85	$1,941	0.0
Report redaction and newsletter compilation for the public information office.	2	421	$9,611	0.2
Delivery services for Resource unit/transportation of vehicles	5	1,146	$26,154	0.6
Strategic planning consultation and assistance.	1	21	$479	0.0
Homeland Security Clerical Assistance	2	473	$10,799	0.2
Total	**20**	**4,190**	**$95,660**	**1.9**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

Public Safety - Police | Office of the Police Chief

Strategic Goal(s)

Enhance Neighborhoods

Description

The Office of the Police Chief provides the leadership to ensure the most effective delivery of police services to the community. The Office of the Chief provides functions such as the citizen academy, citizen and media requests for information and the reporting of public information and community events. The Office of the Police Chief directs the Internal Affairs Unit, which provides fair, impartial and objective investigations of internal and external complaints regarding the conduct of Police Department employees in an effort to maintain the support, trust and respect of the community, as well as providing fiscal oversight of the department's resources.

Services Provided

- Provide public information at the request of media outlets and citizens.
- Conduct fair, impartial, timely internal affairs investigations and foster fair and equal discipline.
- Prepare and manage the departments' operating and capital budgets.
- Crime reduction and citizen education through community partnerships and participation.

FY 2015/16 Achievements

- Conducted ongoing review of strategic planning initiatives and worked with strategy leaders on the start up of new initiatives and completion of active strategies.
- Initiated contact with all hotel/resort managers and staff to provide crime prevention education on indicators of illegal activity that may be occurring on their property. The initiative has resulted in an increase in calls for service from these locations along with a corresponding number of contacts and arrests associated with sex trafficking, drugs and fraud schemes.
- Increased Facebook followers to over 3,600, doubled Twitter followers and added NextDoor.com to the department's footprint in order to provide neighborhoods specific information regarding their community.
- Investigated all 46 complaints and concerns against employees brought forward by citizens (an 18 percent decrease from prior year), resulting in only one sustained finding, while receiving 112 commendations for department employees.
- Implemented and successfully trained all supervisors on the use of Blue Team, an internet-based system that allows supervisors to enter all citizen complaints, public comments, and commendations related to department employees. Information entered into the Blue Team system will be used by Internal Affairs to track trends of inappropriate employee behavior and the potential need for policy modification. The system also includes an early warning system that will allow supervisors and command staff the ability to identify personnel issues early-on.

FY 2016/17 Objectives

- Ensure progress and completion of strategic plan initiatives.
- Maintain a positive relationship with the community by investigating all complaints and concerns brought forward to the Police Department.
- Continue to promote community outreach through the creation of District Citizen Advisory Boards in all four patrol districts.
- Expand the department's social media footprint.
- Track progress of implementation of recommendations by Center for Public Safety Management (CPSM).

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	6.00	6.00	6.00	0.00
Full-time Sworn Equivalents (FTE)	7.00	7.00	7.00	0.00
Total FTE	13.00	13.00	13.00	0.00
% of city's FTEs			0.52 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	2,297,605	2,178,884	2,225,343	46,459
Special Programs Fund	6,702	19,737	21,905	2,168
Total Budget	**2,304,307**	**2,198,621**	**2,247,248**	**48,627**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	2,174,466	2,058,013	2,091,166	33,153
Contractual Services	115,999	108,693	127,897	19,204
Commodities	13,842	31,915	28,185	-3,730
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**2,304,307**	**2,198,621**	**2,247,248**	**48,627**
Operating Projects	0	0	0	0
Total Budget	**2,304,307**	**2,198,621**	**2,247,248**	**48,627**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and for the Police Officer assigned to Office of the Police Chief, the first year of the 5 percent step program as FY 2015/16 was a "fix" to get Police Officers slotted in the appropriate years of service.
- The decrease in Commodities is the result of reducing Honor Guard Clothing replacements, and deferring some small equipment purchases.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Number of publications and requests completed by the Public Information Officers Note: Includes monthly newsletters, media requests and public records redactions.	4,520	4,547	4,550
Effectiveness			
Percentage of participants that completed Citizens Academy Note: A hands-on, interactive 12-week program designed to educate and inform citizens about the Scottsdale Police Department. There were 50 total attendees, 25 in the Spring class and 25 in the Fall.	100%	100%	100%
Percentage of Police Department employees investigated as a result of an external complaint Note: In CY 2015, 3% of police department employees (22 out of 664.7 FTE) were investigated as a result of an external complaint.	1%	3%	2%
Percentage of police department employees investigated as a result of an internal complaint Note: In CY 2015, 58 out of 664.7 police department employees were investigated as a result of an internal complaint. (Includes minor complaints such as vehicle accidents and lost equipment).	18%	9%	12%

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Chaplain and Honor Guard Support	3	85	$1,941	0.0
Report redaction and newsletter compilation for the public information office.	2	421	$9,611	0.2
Total	**5**	**506**	**$11,552**	**0.2**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

FY 2016/17 Adopted Budget

Public Safety - Police | Police Uniformed Services

Strategic Goal(s)

Enhance Neighborhoods

Description

The Uniformed Services Bureau is comprised of 4 geographically based Patrol Districts, Emergency Management, Special Events and the Special Operations Division (SOD). SOD includes specialized enforcements units such as Traffic Enforcement, Bikes, Mounted, K9 and High Enforcement Arrest Team (HEAT), as well as Detention. The bureau provides front line law enforcement service delivery including first responders in response to emergency and non-emergency calls for service and critical incidents, initial criminal and traffic collision investigations, traffic control and enforcement, community policing and outreach, and coordinating law enforcement service delivery for special events.

Services Provided

- Crime and disorder prevention through innovative and proactive measures.
- Prompt response to all emergency and non-emergency calls for police service throughout the city.
- Enhance citizen involvement in crime reduction efforts through neighborhood partnerships and community outreach.
- Maintain the integrity, quality and effectiveness of policing services.
- Enhance traffic safety through enforcement, investigation and education.

FY 2015/16 Achievements

- Partnered with Parks and Recreation staff to develop and implement the After School and Summer Police P.L.A.Y. Program. Police Officers interact with Scottsdale youth while doing arts and crafts, and recreational activities with a focus on cultivating positive relationships, trust and confidence between the youth and Police Officers.
- Utilized social media platforms, Crime Prevention Officers began sharing city and district crime data information with Home Owner Associations (HOA's), business's, community groups and residents. The information educates the community groups on criminal activity trends and provides information to assist in preventing further activities.
- Partnered with surrounding valley agencies and the Arizona Department of Public Safety to respond to "wrong-way drivers" on the Loop 101 Freeway by sharing policies and protocols. The partnership improved coordination efforts and successfully stopped wrong way drivers on multiple occasions without incident.
- Responded to 233,531 emergency and routine calls for service in 4 police districts encompassing 185 square miles, over 225,000 citizens, and more than 8.5 million visitors with an average response time of 5 minutes and 12 seconds.

FY 2016/17 Objectives

- Conduct traffic law enforcement and related investigations in an effort to reduce traffic collisions.
- Expand, enhance and manage the On Body Camera program.
- Respond to emergency calls for service in an average of 5 minutes or less.
- Create a second bike unit to enhance response to calls for service in the downtown area.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	78.10	80.73	80.33	-0.40
Full-time Sworn Equivalents (FTE)	297.00	297.00	288.00	-9.00
Total FTE	375.10	377.73	368.33	-9.40
% of city's FTEs			14.86 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	52,507,986	56,437,333	56,727,226	289,893
Grant Funds	296,948	120,000	0	-120,000
Special Programs Fund	162,123	528,433	497,746	-30,687
Total Budget	**52,967,056**	**57,085,766**	**57,224,972**	**139,206**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	42,684,590	46,338,132	47,246,710	908,578
Contractual Services	9,495,558	10,082,761	9,304,529	-778,232
Commodities	717,937	654,423	631,783	-22,640
Capital Outlays	68,971	10,450	41,950	31,500
Subtotal Operating Budget	**52,967,056**	**57,085,766**	**57,224,972**	**139,206**
Operating Projects	0	0	0	0
Total Budget	**52,967,056**	**57,085,766**	**57,224,972**	**139,206**

Budget Notes and Significant Changes

- The decrease of 9.4 FTE is due to the elimination of 9.00 FTE sworn Police Office positions through attrition. Additionally, a 0.60 FTE part-time Parking Control Checker position was added and a 1.0 FTE Police Aid was transferred to the Investigative Services department for a net reduction of 0.4 FTE civilian positions.
- The decrease in Grant Funds is the result of a one-time grant from the Governor's Office of Highway Safety included in FY 2015/16 that is not included in FY 2016/17.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and the first year of the 5 percent step program as FY 2015/16 was a "fix" to get Police Officers slotted in the appropriate years of service, which was offset by the net reduction of 9.40 FTE.
- The decrease in Contractual Services is the result of fuel prices decreasing and the reduction in Fleet Maintenance and Replacement Costs and the decrease in Property and Liability Insurance. These decreases are offset by the increase in Photo Enforcement.
- The decrease in the Special Programs Fund and Commodities is primarily the result of reduced costs for emergency light packages for police vehicles.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Number of calls for service Note: Inclusive of both citizen and officer generated calls.	221,069	233,531	230,000
Number of detention bookings per detention officer Note: 22 detention officers conducted 10,723 bookings. These include adults, juveniles, blue shirts (Scottsdale arrests held at the county but brought back for trial/pre-trial purposes) and courtesy holds on behalf of another law enforcement agency.	507	487	485
Number of fatal accidents including those involving alcohol. New Beginning in FY 2015/16. Note: Fatal accidents within city limits. Includes those were alcohol/drugs may have been the cause.	n/a	1	2
Efficiency			
Average Response Time to Emergency Calls for Service Note: The department target response time is 5 minutes, 11 seconds or less (5:11).	5:25	5:12	5:11
Effectiveness			
Incidents/calls for service generated by officer while on patrol. New beginning in FY 2015/16. Note: Citations/bookings not generated from a citizen call for service.	n/a	110,454	112,000

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Handicapped parking enforcement.	1	659	$15,045	0.3
Clerical and miscellaneous community policing efforts.	2	60	$1,370	0.0
Total	**3**	**719**	**$16,415**	**0.3**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

FY 2016/17 Adopted Budget

Public Safety - Police | Investigative Services

Strategic Goal(s)

Enhance Neighborhoods

Description

The Investigative Service Bureau is comprised of Investigative, Forensic, and Training Services. Investigative Services includes Persons Crimes, Property Crimes, Special Investigations, Tactical Operations and Police Crisis Intervention responsible for completing thorough and complex investigations in a timely manner. Crisis Intervention is responsible for providing crisis counseling and referral services for victim-related, accident-related and behavioral health emergencies. Forensic Services provides services in the successful disposition of all investigations through the identification, documentation, collection, analysis and preservation of physical evidence. The Training Unit is charged with new recruit training, field training, advanced officer training and civilian employee development.

Services Provided

- Thorough and effective investigations that positively affect Scottsdale's neighborhoods, schools and communities.
- Collaborate with federal, state and local law enforcement agencies in multi-disciplinary approach to reduce crime through intelligence, crime analysis, investigation and crime prevention.
- Target on-going crime trends resulting in the identification, arrest and prosecution of multiple repeat offenders.
- Effectively utilize accredited forensic services to assist in the timely investigation of criminal activities and the identification and successful prosecution of criminal suspects.

FY 2015/16 Achievements

- Worked with the Federal Bureau of Investigations (FBI) to combat Human Trafficking that resulted in the identification of 3 possible traffickers responsible for 10 victims ranging in age from 18-35 years old.
- Maintained higher Uniform Clearance Rates (UCR) than the Western region average in all but one Part 1 crimes.
- Met over 400 crime scene specialist criteria needed to be in compliance with the American Society of Crime Laboratory Directors/Laboratory Accreditation Board.
- Achieved over 400 crime laboratory criteria reviewed by 7 assessors needed to be in compliance with the American Society of Crime Laboratory Directors/Laboratory Accreditation Board resulting in re-accreditation.
- Conducted a timely and thorough special victims unit investigation that lead to the arrest of a 15 year old responsible for downloading several hundred inappropriate images of minors upon receiving a tip that a Dropbox account had inappropriate still images and videos.
- Developed and delivered Reality Based Training to all personnel by partnering with Scottsdale Fire on Rapid Medical Responder training, Honor Health for tourniquet and emergency medical training, and the U.S. Army Reserve for Active Shooter training to ensure preparedness to responder to active shooter/mass casualty incidents.

FY 2016/17 Objectives

- Target pattern crime through enforcement, crime prevention, use of technology and coordination with federal and state task forces.
- Maintain clearance rates above valley and national averages through timely investigation and utilization of technology.
- Increase job knowledge and expertise of crime scene personnel by obtaining crime scene certification through the International Association of Identification or like organization for all crime scene specialists.
- Maintain Forensic Laboratory Accreditation by successfully completing annual onsite Laboratory assessments.
- Conduct prompt, thorough and effective investigations that positively affect Scottsdale's neighborhoods, schools and the community.
- Develop relevant, reality based training for a variety of specialty units to include nighttime training opportunities during all modular trainings.
- Ensure proper security of evidence throughout the judicial process and return all property no longer needed for evidence in accordance with State regulations in a timely manner.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	58.50	59.00	61.00	2.00
Full-time Sworn Equivalents (FTE)	109.00	108.00	106.00	-2.00
Total FTE	167.50	167.00	167.00	0.00
% of city's FTEs			6.74 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	22,016,505	22,790,104	23,624,932	834,828
Grant Funds	314,580	341,403	390,672	49,269
Special Programs Fund	841,434	2,058,153	1,420,464	-637,689
Total Budget	**23,172,520**	**25,189,660**	**25,436,068**	**246,408**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	19,839,389	20,712,360	21,553,173	840,813
Contractual Services	2,464,251	3,074,178	3,179,815	105,637
Commodities	594,568	1,317,086	604,605	-712,481
Capital Outlays	274,313	86,036	98,475	12,439
Subtotal Operating Budget	**23,172,520**	**25,189,660**	**25,436,068**	**246,408**
Operating Projects	0	0	0	0
Total Budget	**23,172,520**	**25,189,660**	**25,436,068**	**246,408**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and the first year of the 5 percent step program as FY 2015/16 was a "fix" to get Police Officers slotted in the appropriate years of service. This was slightly offset by a decrease in 2.0 FTE sworn officer positions, one of which was eliminated through attrition and the other which was reclassified to a Forensic Accountant civilian position. Also, one of the additional 2.0 FTE were transferred from Police Uniformed Services and reclassified to a Police Analyst. Although 2.0 FTE were added to the civilian classification these positions are less costly than sworn positions, resulting in slight savings.
- The increase in Contractual Services is due to an increase in Officer Body Camera Video storage.
- The increase in Grant Funds is the result of an increase in the Urban Areas Securities Initiative (UASI) grant.
- The decrease in the Special Programs Fund and Commodities is the result of a one-time purchase of lethal weapons and ammunition in FY 2015/16.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Total number of items impounded	36,822	35,817	35,500
Note: Items seized for investigative purposes by department personnel.			
Percentage of items disposed versus items impounded	53%	57%	62%
Note: 20,480 items were released/disposed of while 35,817 were impounded during the same time period.			
Effectiveness			
Burglary Clearance Rate	13%	21%	25%
Note: A total of 829 new burglary cases were reported, of which 173 were cleared.			
Persons Crime Part 1 Clearance Rate	53%	52%	50%
Note: In CY 2015, 436 crimes against persons were committed in Scottsdale, an increase of 20.2%. 226 of those crimes were cleared.			
Homicide clearance rate	50%	100%	100%
Note: “Clearance” means an arrest has been made or an exceptional circumstance occurred that results in no further work performed on the case, i.e. suspect deceased.			
Property Crime Rate Clearance	27%	30%	35%
Note: Includes motor vehicle, arson, burglary and theft). In CY 2015, of the 5,342 property crimes committed 1,617 cases were cleared.			
Percentage of DNA requests completed within 30 days	37%	29%	30%
Note: Of the 398 completed requests, 116 were completed within 30 days.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Crime Laboratory and Property/Evidence Support	1	80	$1,826	0.0
Clerical support for Investigative Units	4	1,326	$30,261	0.6
Total	**5**	**1,406**	**$32,087**	**0.6**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

FY 2016/17 Adopted Budget

Public Safety - Police | Operational Support

Strategic Goal(s)

Enhance Neighborhoods

Seek Sustainability

Description

The Operational Services Bureau (OSB) is comprised of the following three divisions: Technology, Records and Personnel Services Division; Planning, Research and Accreditation Division; and Operational Support Division. The bureau provides administrative and logistical support to the department in areas of strategic planning, technology, records, crime analysis, policy development, accreditation, facilities, supply and equipment, municipal security, 911 communications operations and technology and personnel services.

Services Provided

- Manage department assets including equipment, supplies, vehicles, facilities and communication equipment.
- Lead accreditation compliance, manage division strategic plan and complete special projects and policy development.
- Recruit and conduct thorough backgrounds to hire the most qualified sworn and civilian personnel and support all personnel actions for the department.
- Manage citywide security initiatives including facility monitoring, training, and access control.
- Responds to public record, media and subpoena requests as well as requests from the City Attorney and other governmental agencies.
- Systematically analyze data to identify patterns and trends in crime, and create bulletins, maps and link charts to assist police personnel.
- Support more than 70 separate technologies including applications, hardware/software and other specialized solutions.
- Serve as the Public Safety answer point for all emergency and non-emergency calls for the City of Scottsdale.

FY 2015/16 Achievements

- Generated successfully 5 proactive recruitment efforts that resulted in over 3,400 applications reviewed, 129 backgrounds processed and 39 new employees hired.
- Led the strategic efforts to move several units and department personnel to different police buildings, and/or new offices to support the department's reorganization plan.
- Developed an Active Shooter Power Point accessible to all City employees via the intranet and implemented and began delivering an employee safety component in the city's New Employee Orientation.
- Processed successfully 91 percent of all citations within 7 business days (23,647 of 25,986), and processed 7,323 Public Records Requests and 7,475 Government Backgrounds.
- Completed successfully the on-site assessment conducted by 2 Commission on Accreditation of Law Enforcement Agency (CALEA) Assessors that resulted in a favorable and complimentary comprehensive final report to the Commission and a meritorious reaccreditation award citing no issues or findings.
- Achieved full disaster recovery and redundancy of all critical systems with multiple server migrations and implemented new interview room recording equipment for 3 locations allowing for remote viewing and secure archiving of victim, suspect, and potential employee interviews.

FY 2016/17 Objectives

- Maintain full staffing levels to provide quality customer service.
- Update protocols for the safety and security of the employees of the City of Scottsdale.
- Implement software applications (eSOPH, Power DMS, LIMS) for improved efficiencies.
- Provide reliable communication equipment and effective, efficient communication systems.
- Improve service levels dictated by public record and criminal justice agency requests, to meet customer service needs.
- Maintain compliance of accreditation standards and implementation of Center for Public Safety Management recommendations.
- Provide employees with safe and effective equipment, vehicles and facilities.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	109.00	107.00	110.00	3.00
% of city's FTEs			4.44 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	11,698,865	12,842,731	13,950,150	1,107,419
Total Budget	**11,698,865**	**12,842,731**	**13,950,150**	**1,107,419**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	8,000,171	8,162,037	9,064,396	902,359
Contractual Services	3,158,524	4,058,084	4,184,715	126,631
Commodities	528,137	622,610	701,039	78,429
Capital Outlays	12,034	0	0	0
Subtotal Operating Budget	**11,698,865**	**12,842,731**	**13,950,150**	**1,107,419**
Operating Projects	0	0	0	0
Total Budget	**11,698,865**	**12,842,731**	**13,950,150**	**1,107,419**

Budget Notes and Significant Changes

- The increase of 3.00 FTE is due to: 1) adding two part-time (1.00 FTE total) Records Specialist positions; 2) adding two part-time (1.00 FTE total) Communications Dispatcher positions; and 3) adding 1.00 FTE Records Specialist position for the Arizona Criminal Justice Information System (ACJIS).
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and the addition of 3.00 FTE.
- The increase in Contractual Services is primarily due to technology software and maintenance costs, as well as photocopying costs.
- The increase in Commodities is due to minor equipment for patrol and support staff cost increases, as well as 911 communication equipment needs.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Number of requests facilitated through the Resource Management Unit.	8,817	18,744	20,280
Note: Requests included but not limited to uniforms, radar equipment, vehicle equipment and repair, communication devices, and supplies.			
Efficiency			
Number of 911 calls received that were answered within 10 seconds	91.0%	91.3%	91.0%
Effectiveness			
Percentage of background checks processed (responded to) within 2 business days	27.90%	29.46%	32.00%
Note: In CY 2015, 3,442 pre-employment background checks from outside agencies/business were requested and 1,014 were completed by the Records Unit within 2 days. Records unit has been operating with 4 vacant positions, and an additional 4 employees in training.			
Percentage of Public Safety technology service requests responded to within 60 minutes	100%	100%	100%
Note: Service requests included but not limited to password resets, application installs and troubleshooting.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Operations support (logistics and transportation)	5	1,146	$26,154	0.6
Assists the Planning, Research and Accreditation department in maintaining the department's strategic plan.	1	21	$479	0.0
Total	**6**	**1,167**	**$26,633**	**0.6**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

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CITY OF SCOTTSDALE
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SOLID WASTE MANAGEMENT
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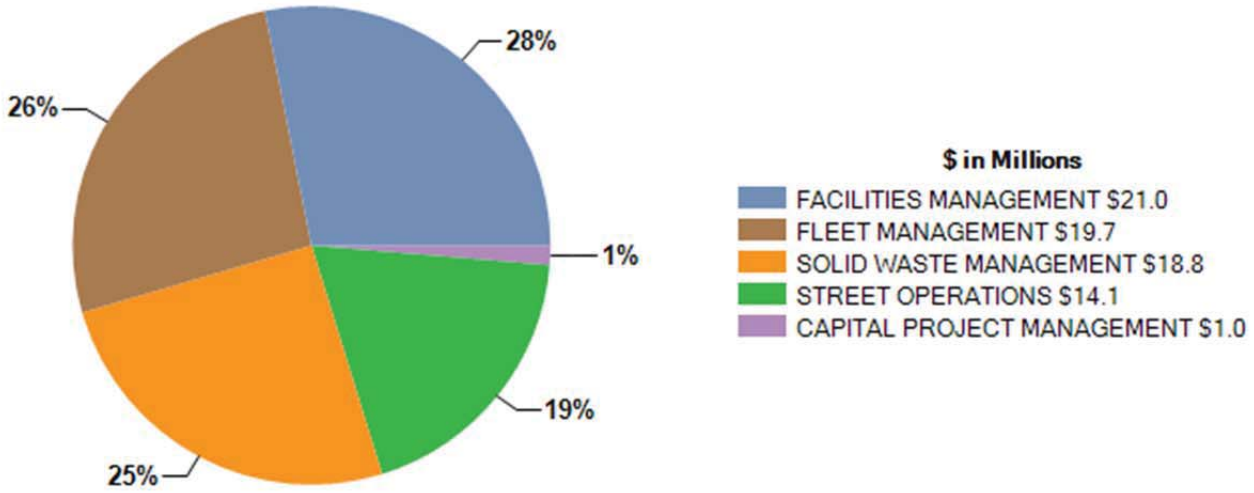
PUBLIC WORKS

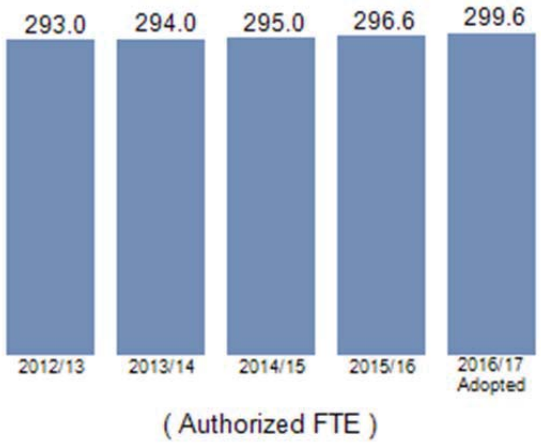
FY 2016/17 Adopted Budget

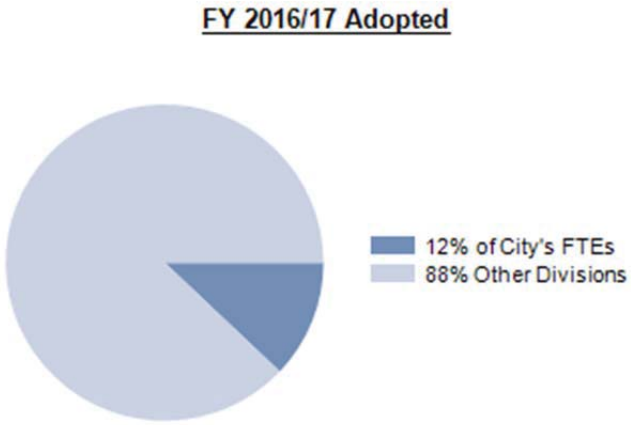


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
FACILITIES MANAGEMENT	19,461,648	18,227,134	20,960,063	2,732,929
FLEET MANAGEMENT	19,648,450	20,407,878	19,670,123	-737,755
SOLID WASTE MANAGEMENT	18,212,425	18,850,543	18,820,289	-30,254
STREET OPERATIONS	14,360,632	14,223,129	14,092,874	-130,255
CAPITAL PROJECT MANAGEMENT	660,049	889,304	974,861	85,557
Total Budget	**72,343,204**	**72,597,988**	**74,518,210**	**1,920,222**

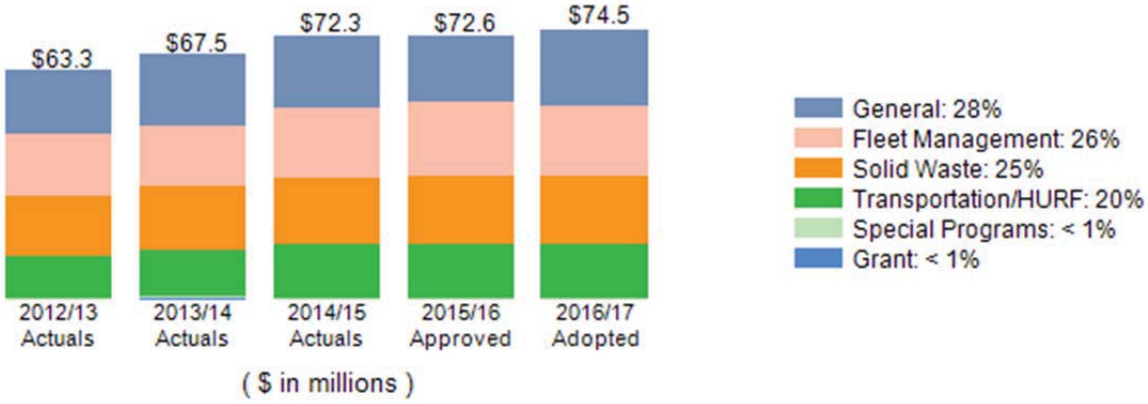
FY 2016/17 Adopted Budget

Staff Summary





Expenditures By Fund



Percents represent FY 2016/17 Adopted

Expenditures By Type

Percents represent FY 2016/17 Adopted

Strategic Goal(s)

Advance Transportation | Enhance Neighborhoods | Seek Sustainability

Description

The Public Works Division comprises five departments: Capital Projects Management, Facilities Management, Street Operations, Solid Waste Management and Fleet Management.

Services Provided

- Capital Projects Management oversees the design, project management and construction of capital improvement projects, and the Real Estate Services program that manages city-owned land uses through revocable licenses, permits and/or leases.
- Facilities Management provides maintenance and repair services for nearly 3.0 million square feet of buildings, well sites and recreation centers, as well as pathway lighting for parks and area lighting for parking lots.
- Street Operations provides maintenance and ensures environmental compliance through efficient management of transportation, traffic control and drainage system components.
- Solid Waste Management provides refuse collection services to more than 80,000 residential customers and 1,445 commercial customers, conducts household hazardous waste collection and oversees transfer station operations.
- Fleet Management maintains and repairs more than 1,200 vehicles and manages programs to ensure efficient and cost effective maintenance, repair, fueling and replacement of city owned vehicles and equipment.

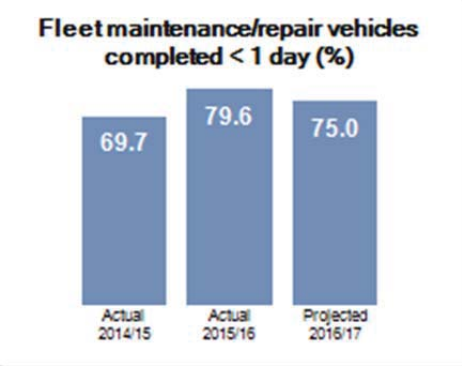
FY 2015/16 Achievements

- Completed the Thomas Road Streetscape Improvements, McDowell Road Bridge and the Pave 3 Dirt Road projects as scheduled.
- Increased heating, ventilating and air conditioning (HVAC) preventive maintenance activities by 7 percent and decreased on-demand activities by 26 percent. Plumbing and roofing preventive maintenance programs established baseline numbers this fiscal year.
- Improved the get-ready process, quality, and timeliness of in-house vehicle preparation. For the first time in the five years of tracking, the average days from vehicle receipt to in-service is down to thirty days, a 45 percent reduction over last year.
- Diverted 28.5 percent of recyclables generated from residential single family homes through public outreach, educational programs, and technology, with a goal to reach 30 percent by FY 2019/20. Scottsdale's rate represents the highest residential waste diversion rate through recycling in the valley according to the recent Valley Benchmark Cities Trends Report.
- Completed surface treatment of 1.9 million square yards of neighborhood streets and 400 thousand square yards of pavement treatment, which increased the overall street network pavement condition index (PCI) from 72.4 to 75.0.
- Completed signal timing/coordination plans for the McDonald Drive and Chaparral Road corridors, which resulted in an average 15 percent reduction in travel time.

FY 2016/17 Objectives

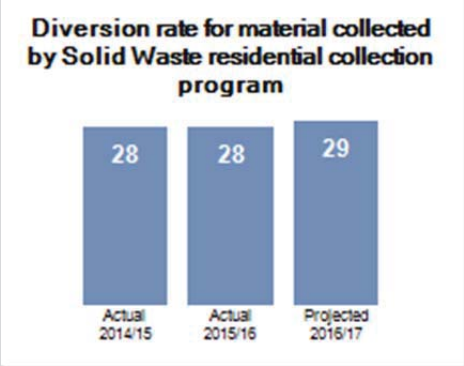
- Complete programmed capital projects within budget and schedule to the satisfaction of partner divisions.
- Facilities Management will create "End of Life-cycle Equipment Replacement" multi-year schedules with estimated costs for selected critical electrical, HVAC and plumbing equipment.
- Street Operations will ensure city streets are well maintained through an effective pavement preservation regime and responsive repair on asphalt and concrete infrastructure, with the goal of achieving a PCI of 80 in four years.
- Solid Waste Management will review best practices to increase operational efficiencies in both commercial and residential areas and maintain low service fees for residents. The group will also roll out a newly acquired vehicle monitoring system to assist with operational efficiencies.
- Fleet Management will target known future high cost of repairs by replacing selected Ford diesel powered light and medium-duty trucks and old antiquated equipment that may be twelve years old and older.

Charted Performance Measures



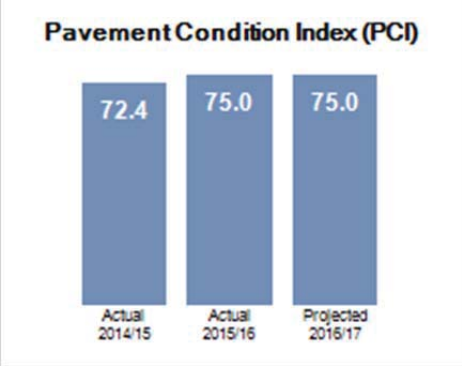
Complete maintenance and repair of vehicles in less than one day 75% of the time. Achieving this goal is assisted through scheduled replacement of older equipment.

Effectiveness



Increase diversion rate for material collected by Solid Waste residential collection program to 30% by FY 2019/20.

Effectiveness



Improve the city's asphalt street system PCI to or above the goal of 80 by FY 2019/20.

Effectiveness

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	295.00	296.59	299.59	3.00
% of city's FTEs			12.09 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Fleet Management Fund	19,648,450	20,407,878	19,670,123	-737,755
General Fund	19,528,037	18,274,138	21,092,624	2,818,486
Grant Funds	70,251	0	0	0
Solid Waste Fund	18,212,425	18,850,543	18,820,289	-30,254
Special Programs Fund	18,348	250,000	250,000	0
Transportation/HURF Fund	14,865,693	14,815,429	14,685,174	-130,255
Total Budget	**72,343,204**	**72,597,988**	**74,518,210**	**1,920,222**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	19,069,735	19,614,879	20,543,283	928,404
Contractual Services	33,310,391	34,231,235	33,486,754	-744,481
Commodities	9,542,726	10,374,045	9,685,014	-689,031
Capital Outlays	8,172,499	7,840,494	8,009,855	169,361
Subtotal Operating Budget	**70,095,351**	**72,060,653**	**71,724,906**	**-335,747**
Operating Projects	2,247,853	537,335	2,793,304	2,255,969
Total Budget	**72,343,204**	**72,597,988**	**74,518,210**	**1,920,222**

Budget Notes and Significant Changes

- The increase of 3.00 FTE is due to: 1) 1.00 FTE for an ITS Signals Tech I position in Street Operations to be dedicated to blue staking (marking underground utilities) to ensure compliance with the Blue Stake Law (Arizona Revised Statutes Chapter 2, Article 6.3, Section 40-360.21 to 40-360.32) requiring a forty-eight hour response to requests; and 2) 2.00 FTE for Equipment Operator III positions in Residential Collections to meet the increased workload demands.
- The decrease in the Fleet Management Fund and Commodities is due to the reduction in budgeted fuel due to the decrease in fuel prices.
- The decrease in Transportation/HURF Fund is due to the removal of FY 2015/16 one-time funding for motor vehicles.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar, the additional increase of 3.00 FTE positions and the restoring of budget for prior year vacant positions that are expected to be filled in FY 2016/17.
- The decrease in Contractual Services is due to the reduction of Fleet fuel and maintenance and operation rates related to Street Operations and Solid Waste Management.
- The increase in Capital Outlays is due to the purchases of one-time equipment and vehicles for Solid Waste.
- The increase in Operating Projects is due to the one-time funding of projects for maintenance to city facilities, such as roof recoating, replacement of fire panels and devices, citywide relamping, carpet replacement and door repairs/replacements.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Efficiency			
Capital Project Management expenses as a percentage of project costs	6.1%	4.4%	6.1%
Maintain service fee paid by customer for monthly residential solid waste services at current rate through operational efficiencies. Note: No service fee increase expected for upcoming fiscal year. Service Fee reported does not include mandated State Recycling Fee of $0.40 in FY 2015/16 and FY 2016/17.	$15.96	$15.96	$15.96
Effectiveness			
Preventive maintenance activities completed by in-house and contracted staff as a percent of total preventive maintenance activities scheduled. Note: This is a new measure for FY 2016/17. Facilities will monitor and work to improve this measure.	n/a	n/a	85%

Public Works | Capital Project Management

Strategic Goal(s)

Advance Transportation
Preserve Meaningful Open Space
Seek Sustainability
Support Economic Vitality

Description

The Capital Project Management department comprises two programs: Capital Projects oversees design, project management and construction of capital improvement projects including infrastructure improvements; and Real Estate Services manages city-owned land through revocable licenses, permits and/or leases that provide a financial return to the city.

Services Provided

- Capital Projects Management oversees design, project management and construction of capital improvement projects including infrastructure improvements such as streets, parks, stormwater, water and wastewater facilities, city and community buildings and WestWorld.
- Real Estate Services manages city-owned land through revocable licenses, permits and/or leases that provide a financial return to the city. The program is responsible for the appraisal, negotiation, acquisition and disposition of real property interests that are necessary for the Capital Projects construction program and as support for other city divisions. In addition, the program is responsible for the purchase of privately held land parcels for the Scottsdale McDowell Sonoran Preserve.

FY 2015/16 Achievements

- Completed the Thomas Road Streetscape Improvements, McDowell Road Bridge and the Pave 3 Dirt Road projects as scheduled.
- Completed CPM software beta testing in preparation of implementation successfully.
- Developed a standard budget reporting format to provide construction estimates and ensure proper budgeting and good pricing for capital projects.
- Assisted in the administration of existing agreements and negotiation of new agreements affecting real property rights across city divisions, including identification of areas for expansion of responsibilities such as development agreements and non-traditional leases and licenses. Assisted with the development of non-traditional leases/licenses for WestWorld amendment, Scottsdale Aquatics Club amendment, McKesson parking Memorandum Of Understanding, elimination of external lease for Community Assistance Office, Water Resources' Area 7 License Fee and Downtown Parking Structure Ground Lease-Option Agreement.

FY 2016/17 Objectives

- Complete programmed capital projects within budget and schedule to the satisfaction of partner city divisions.
- Work with the City Council appointed Bond 2015 Oversight Committee to report on the progress and financial status of the voter approved 2015 bond projects.
- Develop a process for assisting city divisions in the development of capital improvement project cost estimates, including design, construction and operating impacts.
- Create a consistent budget analysis format and review process through the use of historic pricing data and online estimating tools to support project managers and city divisions in the accurate projection of capital project costs.
- Increase the capacity of in-house design resources to provide timely and cost efficient engineering services to city divisions.
- Assist in the administration of existing agreements and negotiation of new agreements affecting real property rights across city divisions, including identification of areas for expansion of responsibilities such as development agreements and non-traditional leases and licenses.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	45.00	45.75	44.75	-1.00
% of city's FTEs			1.81 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	571,449	639,304	724,861	85,557
Grant Funds	70,251	0	0	0
Special Programs Fund	18,348	250,000	250,000	0
Total Budget	**660,049**	**889,304**	**974,861**	**85,557**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	470,827	510,406	579,335	68,929
Contractual Services	40,933	372,241	388,869	16,628
Commodities	73,136	6,657	6,657	0
Capital Outlays	75,153	0	0	0
Subtotal Operating Budget	**660,049**	**889,304**	**974,861**	**85,557**
Operating Projects	0	0	0	0
Total Budget	**660,049**	**889,304**	**974,861**	**85,557**

Budget Notes and Significant Changes

- The decrease in FTE is due to the temporary transfer of 1.00 FTE Public Works Inspector position to Street Operations to manage the Bond 2015 Pavement Replacement project.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar, which is partially offset by the transfer of the 1.00 FTE Public Works Inspector position to Street Operations.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Effectiveness			
Capital Project Management expenses as a percentage of project costs	6.1%	4.4%	6.1%
Total managed revenue generated by leases/licenses per FTE for Real Estate group Note: FY 2016/17 projected revenue totals of $4,512,880 (exclusive of property disposals), of which 56.6% is General Fund, 35.9% is Tourism Development Fund, and 7.5% is Special Programs Fund. Leases/licenses are fully tracked and performed by 3.0 FTE Management Specialist positions and 0.5 FTE Sr. Real Estate Manager position.	$1,100,000	$1,250,685	$1,289,000
Construction cost of projects designed by internal engineering staff (in millions)	$2.75	$1.80	$2.25

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Boards/Commissions				
The Citizens' Bond Oversight Committee shall receive reports on the city's progress in implementing the Bond 2015 Program, review any proposed project changes to the program and provide recommendations to City Council as the Committee deems appropriate.	7	21	$479	0.0
Total	**7**	**21**	**$479**	**0.0**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

FY 2016/17 Adopted Budget

Public Works | Facilities Management

Strategic Goal(s)

Seek Sustainability

Description

The Facilities Management Department provides on-demand and preventive maintenance services along with scheduled life-cycle equipment replacements in nearly 3.0 million square feet of city-owned facilities. These facilities include office buildings, museums, performance venues, libraries, well sites and recreation, aquatic and tennis centers. Examples of other less traditional facilities maintained include the multi-use pathways along the Indian Bend Wash greenbelt, sports field lighting and screen walls along city streets. The Facilities Management Department also pays for all General Fund utilities, as well as those used to maintain the medians and rights of way. These services are provided by Building Maintenance, Strategic Space Planning and Contract Administration.

Services Provided

- Building Maintenance provides on-demand, preventive maintenance services, life-cycle equipment replacements and discretionary tenant improvements or building modifications. In-house expertise includes journeyman-level plumbers, electricians, heating, ventilation and air conditioning technicians, carpenters, mill workers, exterior and interior painters, concrete flat work, metal work and welding technicians. These technicians protect the city's infrastructure and minimize the risk of major-system failures.
- Strategic Space Planning develops plans and implements citywide space planning, strategic space management and the integrated workplace management system.
- Contract Administration comprises three main program areas: Operating Projects, Annual Service Contracts and citywide Custodial Services. Operating Projects includes large-scale preventive maintenance projects, life-cycle replacement projects and floor covering replacement. Annual Service Contracts include emergency generator systems, ice delivery, pest control, fire alarm systems, fire extinguisher maintenance, elevator maintenance and gate and automatic/garage door maintenance. The citywide Custodial Services program manages routine and special janitorial services for 1.3 million square feet of facility space.

FY 2015/16 Achievements

- Completed a series of relocations and office consolidations that enabled the sale of two properties: 7525 East Second Street and 7501 East Second Street.
- Increased heating, ventilating and air conditioning (HVAC) preventive maintenance activities by 7 percent and decreased on-demand activities by 26 percent. Plumbing and roofing preventive maintenance programs are establishing baseline numbers this year.
- Completed plumbing, air conditioning, roofing, and electric preventive maintenance equipment inventory. Estimating total man hours and materials required for each activity is in progress.

FY 2016/17 Objectives

- Continue implementation of Integrated Workplace Management System, including training for all users and implementation of mobile devices for technician access to the system.
- Create a cross-division team to guide the shift of discretionary facilities costs to divisional budgets.
- Create "End of Life-cycle Equipment Replacement" multi-year schedules with estimated costs for selected critical electrical, HVAC and plumbing equipment.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	54.00	54.00	54.00	0.00
% of city's FTEs			2.18 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	18,956,587	17,634,834	20,367,763	2,732,929
Transportation/HURF Fund	505,060	592,300	592,300	0
Total Budget	**19,461,648**	**18,227,134**	**20,960,063**	**2,732,929**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	4,298,847	4,500,742	4,716,436	215,694
Contractual Services	11,623,222	12,154,480	12,327,012	172,532
Commodities	1,291,726	1,005,877	1,123,311	117,434
Capital Outlays	0	28,700	0	-28,700
Subtotal Operating Budget	**17,213,795**	**17,689,799**	**18,166,759**	**476,960**
Operating Projects	2,247,853	537,335	2,793,304	2,255,969
Total Budget	**19,461,648**	**18,227,134**	**20,960,063**	**2,732,929**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.
- The increase to Contractual Services is due to increases in the custodial services contract and contractual maintenance to buildings and structures in support of City Council's initiative to maintain infrastructure of city assets.
- The increase in Commodities is due to the allocation of budget for maintenance and repair material for selected critical electrical, HVAC and plumbing equipment.
- The decrease in Capital Outlays reflects the removal of one-time purchase of tablets for field technicians to allow them to access the work request system.
- The increase in Operating Projects is due to the one-time funding of projects for maintenance to city facilities, such as roof recoating, replacement of fire panels and devices, citywide relamping, carpet replacement and door repairs/replacements.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Average number of completed operating projects managed per contract administrator	12.25	12.00	9.00
Efficiency			
Average hours per work request in man-hours Note: This is a measure of how efficiently technicians resolve work orders.	4.99	4.49	4.49
Effectiveness			
Preventive maintenance activities completed by in-house and contracted staff as a percent of total preventive maintenance activities scheduled Note: This is a new measure for FY 2016/17. Facilities will monitor and work to improve this measure.	n/a	n/a	85%

FY 2016/17 Adopted Budget

Public Works | Fleet Management

Strategic Goal(s)

Seek Sustainability

Description

Fleet Management comprises five major programs: Administration, Operations, Parts Supply, Fuel and Vehicle Acquisitions. Administration provides financial planning, management support, IT support and data analysis for fleet functions. The Operations program maintains and repairs the city's fleet of vehicles to ensure safe, efficient and cost-effective operation. Parts Supply manages the inventory of parts and materials required to maintain and repair city vehicles. Fleet Fuel manages eight fuel sites throughout the city providing five fuel types: compressed natural gas (CNG), diesel, bio-diesel, E-85 and unleaded. Vehicle Acquisitions coordinates the purchasing, equipping and sale of the city's fleet.

Services Provided

- Fleet Management Administration provides administrative, managerial support and reporting for fleet operations to ensure safe, efficient and cost-effective maintenance, repair, fueling and replacement of city-owned vehicles and equipment.
- Fleet Operations supports city divisions by maintaining and repairing 1,200 vehicles and pieces of field equipment consisting of 126 makes and 280 models.
- Fleet Parts Supply purchases supplies, parts and accessories required to maintain and repair vehicles and equipment, and develops and maintains related contracts.
- The Fleet Fuel program manages fuel inventories at eight fuel sites consisting of Compressed Natural Gas (CNG), diesel, bio-diesel, E-85 and unleaded fuels and maintains regulatory compliance with city, county, state and federal regulations.
- Vehicle Acquisitions procures and equips new vehicles, disposes of surplus vehicles and equipment and develops/maintains fleet service contracts. Vehicle Acquisitions also coordinates the get ready process with the using department, shop operations and vendors.

FY 2015/16 Achievements

- Completed a second formal bid process and selection of design contractor for the modification of the North Corporation Yard's fleet shop to comply with CNG safety regulations for working maintenance facilities.
- Secured a designer and actively progressing toward the addition of a second CNG fuel site to provide for the increasing number of CNG powered vehicles and redundancy in the event of an outage at the North Corporation Yard.
- Trained 42 percent of fleet technicians on CNG systems. Six technicians obtained training that either increased the breadth of emergency vehicle training or added new skills.
- Improved the get-ready process, quality, and timeliness of in-house vehicle preparation. The average days from receipt to in-service is down to thirty days, a 45 percent reduction over last year.
- Doubled the goal to reduce sublet repairs (goal 10 percent / actual 19.6 percent); and worked toward the goal of reducing parts costs even though more work is being done in-house (goal 10 percent / actual 7.3 percent).
- Completed fuel system upgrade. Fleet Management, in cooperation with Information Technology, was placed in a position requiring the change of the city's fuel system software and hardware. This required changing hardware at eight city fuel sites and twenty-six dispensing hoses. It also included hardware changes on approximately eight hundred and fifty vehicles. This changeover was accomplished without interruption to fuel services in a two-week period while still dispensing 25,739 gallons of four types of fuel.

FY 2016/17 Objectives

- Add a second CNG fuel site at or near the transfer station to provide for the increasing number of solid waste CNG powered trucks and redundancy in the event of an outage at the North Corporation Yard.
- Modify the North Corporation Yard's fleet shop to comply with CNG safety regulations for working maintenance facilities.
- Target known future high cost of repairs by replacing selected Ford diesel powered light and medium-duty trucks and old antiquated equipment that may be twelve years old and older.
- Improve in-house vehicle preparation through internal coordination. Parts, technicians and/or vendors will be utilized to provide the best service in the best time and at the highest quality.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	46.00	46.00	46.00	0.00
% of city's FTEs			1.86 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Fleet Management Fund	19,648,450	20,407,878	19,670,123	-737,755
Total Budget	**19,648,450**	**20,407,878**	**19,670,123**	**-737,755**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	3,409,130	3,523,584	3,788,811	265,227
Contractual Services	1,552,850	1,570,641	1,575,124	4,483
Commodities	6,593,626	7,786,653	6,779,188	-1,007,465
Capital Outlays	8,092,843	7,527,000	7,527,000	0
Subtotal Operating Budget	**19,648,450**	**20,407,878**	**19,670,123**	**-737,755**
Operating Projects	0	0	0	0
Total Budget	**19,648,450**	**20,407,878**	**19,670,123**	**-737,755**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.
- The decrease in Commodities is due to the reduction in budgeted fuel due to the decrease in fuel prices.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Efficiency			
Fleet maintenance/repairs completed in less than 1 day Note: The goal for FY 2015/16 was to complete maintenance and repair of vehicles in less than one day 75% of the time. Achievement of this goal is assisted through scheduled replacement of older equipment. Goal is on target.	69.7%	79.6%	75.0%
Replace 20% of the Ford diesel powered light and medium-duty trucks (compared to the January 2016 count of 73 units)	n/a	n/a	20%
Replace 18% of the 186 model year powered equipment by priority of obsolescence, projected repair costs, age and miles Note: Count is based on January 2016	n/a	n/a	18%
Fleet direct labor hours billed as percent of total available hours Note: The goal is for fleet maintenance to spend at least 72% of available staff time on direct labor. Absenteeism and training hours to obtain the skills needed for natural gas vehicle repairs negatively impacted the first two quarters of this fiscal year.	74.8%	78.5%	72.0%
Reduce the fiscal year total cost for repair parts and sublet repairs by 10% compared to FY 13/14 Note: New measure implemented in FY 2015/16. The reduction in savings that had been on target throughout the year was offset by costly repairs to fire apparatus and solid waste vehicles.	n/a	-3%	2%
Effectiveness			
Mean time between repairs (average days per vehicle), a counter measure to equipment turnaround Note: This measure tracks the average number of days between work orders per vehicle. It balances the goal of completing vehicle repair/maintenance in less than one day by tracking how soon that same vehicle is back for maintenance.	46.2	38.3	45.0

FY 2016/17 Adopted Budget

Public Works | Solid Waste Management

Strategic Goal(s)

Enhance Neighborhoods

Seek Sustainability

Description

Solid Waste maintains clean neighborhoods and protects public health by providing solid waste collection, transportation, disposal, compliance and education services at the lowest practical rate and the highest possible customer satisfaction.

Services Provided

- Residential Collection Services provides weekly refuse and recycling collection and monthly brush and bulk collection to more than 80,000 single family residential customers.
- Commercial Collection Services provides commercial refuse collection six days a week to businesses, multifamily housing developments, all city facilities and parks.
- Container Repair Services provides customer service to more than 80,000 single family homes serviced by residential collection services; and provides direct services to more than 1,445 Scottsdale businesses serviced by commercial front loader collection services and 1,957 businesses and/or residents serviced by the commercial roll-off collection program.
- Household Hazardous Waste provides a safe, legal and convenient way for residents to dispose unwanted or unneeded items.
- Transfer Station Operations provides a central location for solid waste residential, brush and commercial collection vehicles working in the northern part of the city to drop off loads of refuse, brush and recyclables rather than hauling them directly to the landfill or recycling facility.
- Other collection and landfill diversion programs such as electronics recycling, moving box and white goods collections and cardboard baling.

FY 2015/16 Achievements

- Renegotiated contract with the Salt River Pima-Maricopa Indian Community, which was approved by City Council on March 1, 2016, allowing for disposal and recycling services with the Salt River landfill to FY 2031/32, effectively achieving long-term price stability and certainty.
- Diverted 28.5 percent of recyclables generated from residential single family homes through public outreach, educational programs, and technology, with a goal to reach 30 percent by FY 2019/20. Scottsdale's rate represents the highest residential waste diversion rate through recycling in the valley according to the recent Valley Benchmark Cities Trends Report.
- Increased operational efficiencies that will enable the city to maintain the service fee for single family residential customers at the current rate until FY 2019/20.
- Achieved a greener fleet by increasing the percentage of CNG powered collection vehicles to 64% by replacing diesel powered equipment such as side loaders, front loaders, rear loaders and roll off trucks.
- Participated in communications and teambuilding training during the fiscal year, along with training that certifies management in best practices used in the Solid Waste industry.

FY 2016/17 Objectives

- Maintain effective and positive working relationship with the Salt River Pima-Maricopa Indian Community landfill staff.
- Increase residential recycling diversion rate to 30 percent or greater by fiscal year 2019/20 through public outreach, educational programs and technology.
- Review best practices to increase operational efficiencies and maintain low service fees for residents. Also roll out a newly acquired vehicle monitoring system will assist with operational efficiencies.
- Work toward a greener fleet of collection vehicles by replacing "out of service" diesel powered ones with new CNG powered vehicles.
- Build a stronger Solid Waste Management team with city-sponsored trainings and professional industry designed seminars.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	90.00	90.84	92.84	2.00
% of city's FTEs			3.75 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Solid Waste Fund	18,212,425	18,850,543	18,820,289	-30,254
Total Budget	**18,212,425**	**18,850,543**	**18,820,289**	**-30,254**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	6,566,411	6,436,915	6,642,988	206,073
Contractual Services	10,864,442	11,605,044	10,990,656	-614,388
Commodities	781,571	744,090	744,090	0
Capital Outlays	0	64,494	442,555	378,061
Subtotal Operating Budget	**18,212,425**	**18,850,543**	**18,820,289**	**-30,254**
Operating Projects	0	0	0	0
Total Budget	**18,212,425**	**18,850,543**	**18,820,289**	**-30,254**

Budget Notes and Significant Changes

- The increase in FTE is due to the addition of 2.00 FTE Equipment Operator III positions in Residential Collections to address increased workloads.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar, as well as the additional 2.00 FTE for Equipment Operator III positions.
- The decrease in Contractual Services is primarily due to the reduction of the Fleet fuel and maintenance and operations rates.
- The increase in Capital Outlays is for the one-time purchase of equipment and vehicles for Brush and Residential Service.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Average pounds of recyclable material collected per residential account per year Note: In FY 2015/16 residential accounts totaled 81,187.	620	560	580
Efficiency			
Maintain service fee paid by customer for monthly residential solid waste services at current rate through operational efficiencies. Note: Service Fee reported does not include mandated State Recycling Fee of $0.40 in FY 2015/16 and FY 2016/17.	$15.96	$15.96	$15.96
Effectiveness			
Diversion rate for material collected by Solid Waste residential collection program Note: Measure revised - Measure based on level of recycling efforts used to divert material from landfill. Source of waste is household refuse only, not brush and bulk.	28%	28%	29%
Revenue generated through various diversion programs Note: Diversion programs include electronic recycling, move-in boxes, appliance collection and cardboard baling.	$32,477	$25,137	$20,000

FY 2016/17 Adopted Budget

Public Works | Street Operations

Strategic Goal(s)

Advance Transportation

Seek Sustainability

Value Scottsdale's Unique Lifestyle and Character

Description

Street Operations provides safe, efficient and environmentally compliant multi-modal transportation and drainage systems through the cost-efficient management and maintenance of traffic controls and infrastructure.

Services Provided

- Asphalt and Maintenance Program administers a program of preventive maintenance treatments on city-owned asphalt surfaces, repairs concrete curbs and sidewalks, modifies ramps for Americans with Disabilities Act (ADA) compliance and provides quick response to damaged pavement and concrete complaints.
- Traffic Signals Program provides preventive maintenance, emergency repairs and construction/installation of new components for the traffic signal system; and enhances system-wide traffic signal performance through the repair, replacement or upgrade of vehicle detection equipment and the update of signal timing plans.
- Intelligent Transportation Systems Program operates the Traffic Management Center to coordinate traffic signal control through timing plans and real-time adjustments, producing safe and predictable travel times on major city streets in conjunction with regional traffic signal coordination.
- Signs and Markings Program installs, inspects, maintains and repairs traffic signs and roadway markings.
- Street Light Maintenance Program provides inspection, repair and replacement/installation of the city street lights.
- Emergency Response Program provides after-hours emergency response for damaged infrastructure and weather-related incidents on public streets.
- Grading and Drainage Program grades, inspects and provides dust controlling surfaces on unpaved roads and arterial shoulders; and inspects and cleans city-wide drainage system components.
- Street Cleaning Program provides scheduled periodic mechanical sweeping on paved streets, alleys, city-owned parking lots, parking structures and multi-use paths.
- Alley Maintenance Program grades, inspects, controls dust surfaces and controls vegetation on unpaved alleys.

FY 2015/16 Achievements

- Completed surface treatment of 1.9 million square yards of neighborhood streets and 400 thousand square yards of pavement treatment, which increased the overall street network pavement condition index (PCI) from 72.4 to 75.0.
- Completed 292 ADA compliant ramps associated with the street treatments to ensure that Scottsdale is in compliance with the latest Federal ADA requirements.
- Completed the installation of video detection at an additional twenty-six signalized intersections to enhance public safety, reduce congestion, decrease travel times, and reduce detrimental environmental impacts.
- Completed signal timing/coordination plans for the McDonald Drive and Chaparral Road corridors, which resulted in an average 15 percent reduction in travel time.
- Complied with Scottsdale Revised Code requirements and the Arizona Pollutant Discharge Elimination System Program for drainage maintenance, and with Environmental Protection Agency (EPA) dust abatement regulations on unpaved roads and arterial shoulders, resulting in no warnings, violations or fines.
- Completed full implementation of a new work order management system that tracks resources and maintenance issues.
- Completed implementation of the Regional Emergency Action Coordinating Team (REACT), a Maricopa County/city cooperative program that helps maintain the safety of emergency responders and motorists by managing the impact of traffic congestion around incident locations. Ten staff members have been trained in the procedures and we were dispatched to three incidents, each with a response time of fewer than thirty minutes.
- Complied with Maricopa County's PM-10 Air Quality Compliance and Enforcement Program in the course of sweeping approximately 27,000 roadway miles, resulting in no warnings, violations or fines.

FY 2016/17 Objectives

- Ensure city streets are well maintained through an effective pavement preservation regime and responsive repair on asphalt and concrete infrastructure, with the goal of achieving a PCI of 80 in four years.
- Enhance system-wide traffic signal performance through repair, replacement or upgrade of vehicle detection equipment, update of signal timing plans, and upgrade of the fiber optic network.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	60.00	60.00	62.00	2.00
% of city's FTEs			2.50 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Transportation/HURF Fund	14,360,632	14,223,129	14,092,874	-130,255
Total Budget	**14,360,632**	**14,223,129**	**14,092,874**	**-130,255**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	4,324,519	4,643,232	4,815,713	172,481
Contractual Services	9,228,944	8,528,829	8,205,093	-323,736
Commodities	802,666	830,768	1,031,768	201,000
Capital Outlays	4,503	220,300	40,300	-180,000
Subtotal Operating Budget	**14,360,632**	**14,223,129**	**14,092,874**	**-130,255**
Operating Projects	0	0	0	0
Total Budget	**14,360,632**	**14,223,129**	**14,092,874**	**-130,255**

Budget Notes and Significant Changes

- The increase in 2.00 FTE is due to: 1) 1.00 FTE for an ITS Signals Tech I position in Street Operations to be dedicated to blue staking (marking underground utilities) to ensure compliance with the Blue Stake Law (Arizona Revised Statutes Chapter 2, Article 6.3, Section 40-360.21 to 40-360.32) requiring a forty-eight hour response to requests; and 2) the temporary transfer in of 1.00 FTE Public Works Inspector position from Capital Projects Management to manage the Bond 2015 Pavement Replacement project.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.
- The decrease in Contractual Services is due to the reduction of the Fleet fuel and maintenance and operations rates.
- The increase in Commodities is due to maintenance and operation requirements of the upgraded Traffic Management Center.
- The decrease in Capital Outlays reflects the removal of one-time purchase for three specialty equipped vehicles in partnership with the county's Regional Emergency Action Coordinating Team. The city received full reimbursement for the vehicles via an Intergovernmental Agreement with Maricopa County.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Treat unpaved alleys annually with a dust palliative to comply with the city's dust control permit Note: The lack of routine alley maintenance in FY 2015/16 was due to the crews being diverted to intensive storm cleanup and reconstruction of damaged drainage facilities during late summer and fall, then to the construction of the drainage facility for Rose Circle alley. Periodic inspection of the alleys indicated a condition sufficient to delay routine maintenance.	100%	0%	100%
Efficiency			
Achieve a 10% reduction in travel time in target corridors verified through the implementation of corridor travel time studies prior to and after traffic signal operational modifications Note: New performance measure for 2015/16	n/a	15.1%	10.0%
No more than 3.5% of total street lights out or malfunctioning in any given month Note: New performance measure for FY 2015/16	n/a	1.56%	2.50%
Respond to 100% of emergency calls on street-related issues within 1 hour	87%	93%	100%
Replace 8.00% of retro-reflective traffic sign facings annually	9.26%	7.83%	8.00%
Effectiveness			
Maintain the city's asphalt street system Pavement Condition Index (PCI) at or above the minimum goal of 80 in 4 years Note: The PCI is used nationally by cities to rate the condition of asphalt streets. An overall system average of 80 is considered good, while a street with a PCI of 70 is considered fair.	72.4	75.0	75.0
Respond to all pothole trouble calls within 48 hours Note: Lengthening of response time is the result of a directed focus on repairing concrete issues, a backlog that has been growing since the concrete crew was eliminated due to the economic downturn, as well as the increase in the occurrence of potholes due to the lower PCI of many of our existing roadways.	96.0%	78.6%	80.0%
Grade unpaved roads at an average frequency of 31 to 42 days Note: The FY 2015/16 decrease in average frequency for grading unpaved roads was due to the crews being diverted to intensive storm cleanup and reconstruction of damaged drainage facilities during late summer and fall, then to the construction of the drainage facility for Rose Circle alley, as well as special/unanticipated projects in the downtown area.	45.0	68.7	42.0

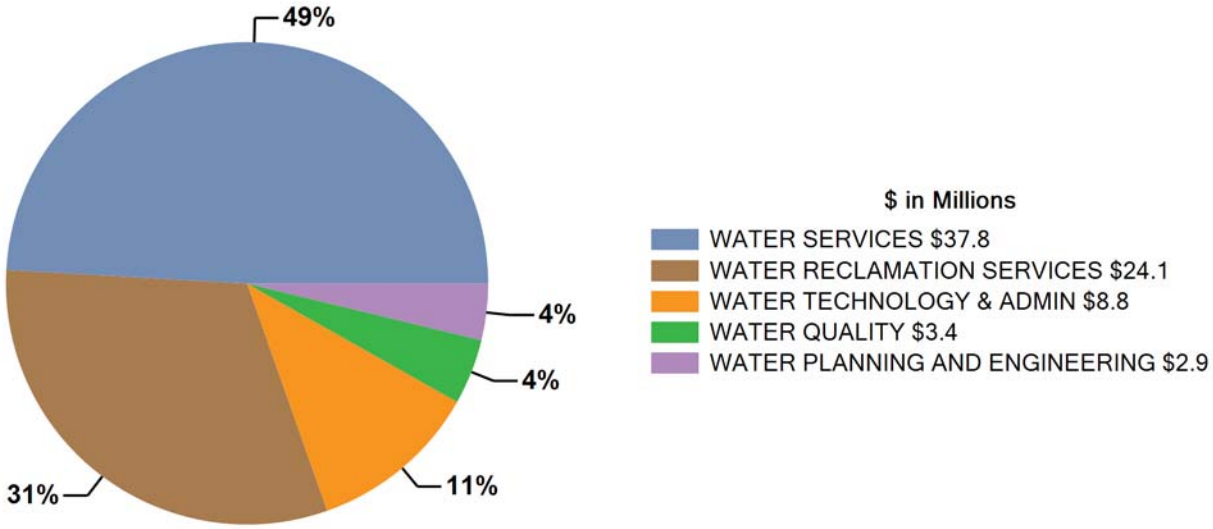
Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Sweep 100% of streets at the following frequency based on street classification - major streets twice per month, downtown streets twice per week, and residential streets monthly	87%	90%	87%

Note: Percentages reported for Actual 2015/16 and Projected 2016/17 encompass all street classifications. The drop in Projected 2016/17 overall efficiency rate is based on program changes being implemented to better cross utilize and enhance each sweeper operator's geographic knowledge of the city. This drop is temporary and will result in greater efficiencies in the future.

FY 2016/17 Adopted Budget

WATER RESOURCES

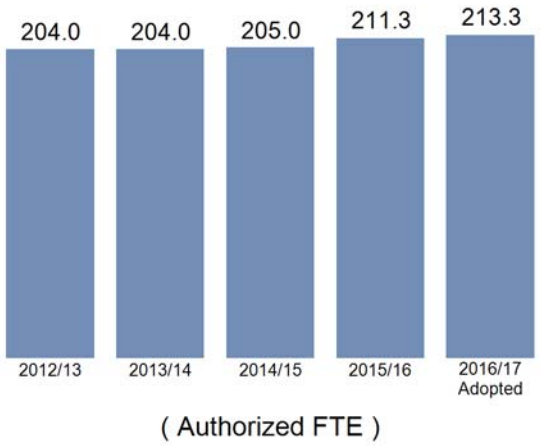
FY 2016/17 Adopted Budget

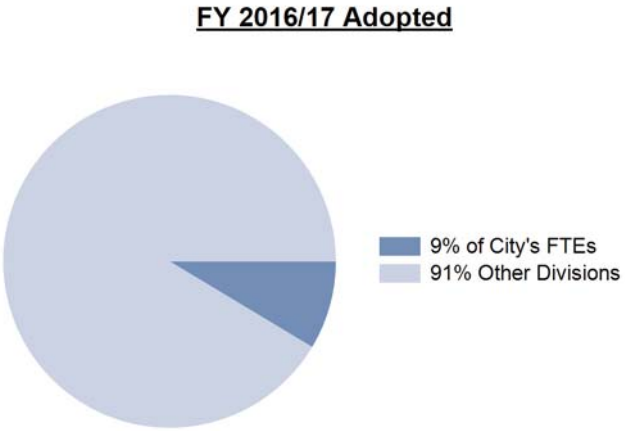


Expenditures By Department	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
WATER SERVICES	31,739,270	37,481,826	37,835,719	353,893
WATER RECLAMATION SERVICES	20,305,612	23,188,002	24,123,941	935,939
WATER TECHNOLOGY & ADMIN	6,930,237	8,340,154	8,815,823	475,669
WATER QUALITY	2,957,466	3,291,334	3,385,166	93,832
WATER PLANNING AND ENGINEERING	2,890,342	3,089,711	2,919,173	-170,538
Total Budget	**64,822,927**	**75,391,027**	**77,079,822**	**1,688,795**

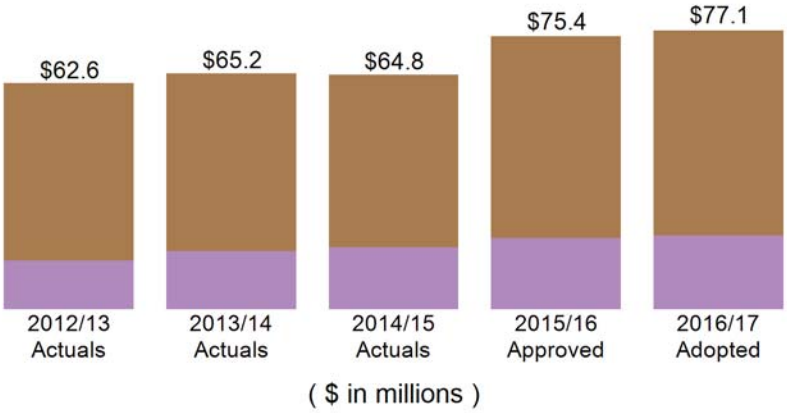
FY 2016/17 Adopted Budget

Staff Summary





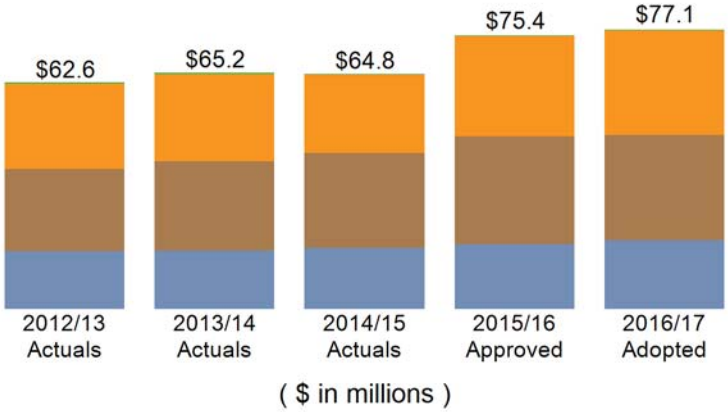
Expenditures By Fund



Water: 74%
Sewer: 26%

Percents represent FY 2016/17 Adopted

Expenditures By Type



Personnel: 25%
Contractual: 38%
Commodities: 37%
Capital: < 1%

Percents represent FY 2016/17 Adopted

Strategic Goal(s)

Enhance Neighborhoods
Seek Sustainability
Support Economic Vitality

Description

The Water Resources Division is committed to providing efficient, high quality, reliable water and sewer service to Scottsdale residents and businesses. The division comprises five areas: Planning and Engineering, Water Services, Water Reclamation Services, Water Quality and Water Technology and Administration. Planning and Engineering provides essential support in engineering, technology, finance and planning for the division and manages the water conservation program. Water Services manages the drinking water system providing service to more than 89,000 accounts within Scottsdale and neighboring areas of Maricopa County and the town of Carefree. Water Reclamation Services manages the sewer collection system, sewage treatment facilities and re-use/recharge facilities, providing service to more than 80,000 accounts. Water Quality ensures Scottsdale meets or surpasses all water- and sewer-related regulations and manages laboratory services and the industrial pretreatment program. Water Technology and Administration provides comprehensive data management, system technology, customer service, employee safety, training and security.

Services Provided

- Ensures long term sustainable water and wastewater services to Scottsdale customers.
- Provides safe, reliable, high quality drinking water service to more than 89,000 water accounts in Scottsdale and neighboring areas of Maricopa County and the Town of Carefree.
- Provides sanitary, reliable, high quality water reclamation services for more than 80,000 accounts including sewer collection, treatment and re-use/recharge.

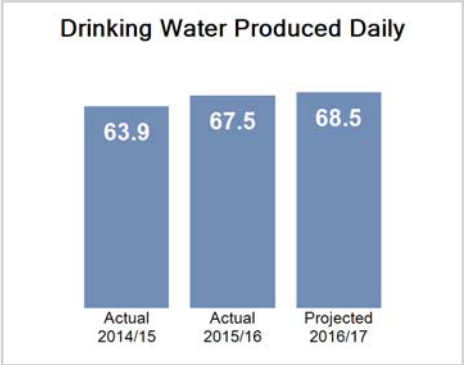
FY 2015/16 Achievements

- Earned over 24,000 acre-feet of stored water credits successfully.
- Completed the two year Salinity Rebate Pilot Program and a final report is currently being drafted and expected to be available in August 2016.
- Initiated Supervisory Control and Data Acquisition (SCADA) network security evaluation and a Department of Homeland Security Cyber Resilience Review was started in March 2016.
- Completed Arc Flash assessment of electrical equipment.
- Completed study to assess the practical efforts to mitigate the impacts of invasive species from entering the Central Arizona Project (CAP) canal and a treatment system is scheduled to be installed at the CAP One Pump Station in December 2016.

FY 2016/17 Objectives

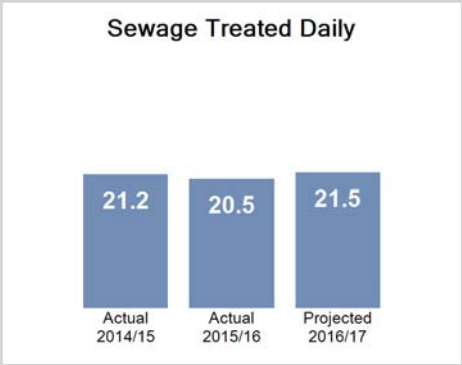
- Complete a technology security evaluation in cooperation with the Department of Homeland Security.
- Complete the installation of an acid feed system at the Central Groundwater Treatment Facility (CGTF) to reduce water hardness and scaling in the distribution system.
- Implement findings documented in the water conservation five year master plan.
- Complete the installation of a chemical feed system at the Hayden Road Pump Station to mitigate impacts of invasive species.

Charted Performance Measures



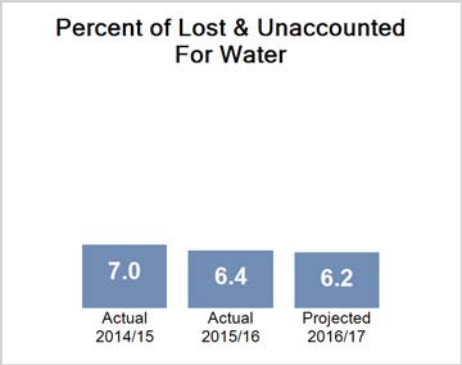
Average Day Drinking Water Production (in million gallons)

Workload



Average Day Sewage Collected and Treated (in million gallons)

Workload



Arizona Department of Water Resources (ADWR) Requires <10% Annually

Efficiency

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	205.00	211.28	213.28	2.00
% of city's FTEs			8.61 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	13,142	0	0	0
Sewer Fund	14,772,566	17,129,074	20,335,569	3,206,495
Water Funds	50,037,219	58,261,953	56,744,253	-1,517,700
Total Budget	**64,822,927**	**75,391,027**	**77,079,822**	**1,688,795**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	16,761,519	17,829,505	18,895,149	1,065,644
Contractual Services	26,218,940	29,911,556	29,192,408	-719,148
Commodities	21,797,456	27,590,466	28,697,765	1,107,299
Capital Outlays	45,011	59,500	294,500	235,000
Subtotal Operating Budget	**64,822,927**	**75,391,027**	**77,079,822**	**1,688,795**
Operating Projects	0	0	0	0
Total Budget	**64,822,927**	**75,391,027**	**77,079,822**	**1,688,795**

Budget Notes and Significant Changes

- The increase in FTE is due to adding 2.00 FTE Water/Wastewater Maintenance Technician III positions for expanded sewer cleaning. The additional staff will improve timeliness when responding to sanitary sewer overflows, efficiencies and flexibility. The increase is offset by lower Contractual Services; in total the net savings over five years is estimated at nearly $300,000.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar, revised allocations between operating, capital and contractual funds for a more accurate allocation of hours to appropriate workload areas, an additional 2.00 FTE, and savings from positions that were vacant in FY 2015/16 but expected to be filled in FY 2016/17.
- The decrease in Contractual Services is driven by decreases in sewer cleaning services which will be conducted by the new 2.00 FTE, as well as one-time arc-flash evaluation services completed in FY 2015/16.
- The increase in Commodities is driven by increases in purchased raw water, purchased reverse osmosis water by the Reclaimed Water Distribution System (RWDS), maintenance materials for the distribution system, offset by a decrease for treatment filter media.
- The increase in Capital Outlays is driven by a one-time purchase for a new vactor truck needed for new staff to perform sewer cleaning services.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Percentage of calls handled and resolved immediately by staff in a single phone call.	83%	84%	85%
Note: Water Resources Customer Service and Administration offices received more than 27,000 phone calls in FY 2015/16.			
Effectiveness			
Drinking water compliance rate	100%	100%	100%
Note: Over 10,000 tests are performed annually on drinking water in Water Quality Laboratory. In addition, 66 continuous, online analyzers monitor the drinking water throughout the distribution system and water treatment plants.			
Amount of water (in million gallons) recharged above Safe Yield	6,381	3,081	2,000
Note: Safe Yield is defined as pumping more water into the aquifer than was pumped out in a year.			
Number of sanitary sewer overflows per year (per 100 miles)	0.5	<0.1	<0.1
Note: The National average is 4.5 per 100 miles. Scottsdale's goal is to be less than 25% of the national average or less than 1.125 per 100 miles.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
One adult volunteer supplements Water Conservation by filing paperwork and assembles materials for mailings and distribution at special events.	1	42	$965	0.0
Volunteers in the Water Quality Laboratory are expected to perform basic laboratory procedures under the supervision of City Scientists.	5	334	$7,614	0.2
Total	**6**	**376**	**$8,579**	**0.2**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

Water Resources | Water Quality

Strategic Goal(s)

Enhance Neighborhoods
Seek Sustainability
Support Economic Vitality

Description

Water Quality ensures compliance with federal, state and local regulations for drinking water, reclaimed water, industrial pretreatment, superfund, cross connection control, stormwater quality, air quality and aquifer protection for all Water Resources programs and facilities. It also provides oversight and enforcement on all requirements for the Municipal Separate Storm Sewer System (MS4) Permit, seven U.S. Environmental Protection Agency permitted industries, and more than 2,000 commercial establishments that discharge into the city's sanitary sewer system. The in-house laboratory performs more than 95,000 water and wastewater quality tests annually to ensure compliance with regulations, permits and efficient and effective treatment processes.

Services Provided

- Ensures compliance with federal, state and local regulations for drinking water, reclaimed water, industrial pretreatment, superfund, cross connection control, stormwater quality, air quality and aquifer protection for Water Resources programs and facilities.
- Performs more than 95,000 water and wastewater quality laboratory tests annually to ensure compliance with regulations, permits, and efficient and effective treatment processes.
- Provides oversight and enforcement on seven permitted industries and more than 2,000 commercial establishments that discharge into the city sewer system.
- Control and monitor the contribution of pollution to the MS4 by stormwater discharges associated with industrial, commercial and construction activities, illicit discharges and spills.

FY 2015/16 Achievements

- Evaluated the Stormwater Quality Program and a request for renewal of the MS4 Permit has been submitted to the Arizona Department of Environmental Quality (ADEQ).
- Provided laboratory assistance to the division studying the effects additional treatment would have on invasive species resulting in the design of new chemical treatment.
- Provided assistance toward a two phase project at the Central Groundwater Treatment Facility (CGTF) that will result in additional treatment to replace existing blending plans for compliance and aesthetics.
- Continued the assessment and modifications to the Water Campus Aquifer Protection Permit due to ADEQ announcing that they are considering modifications to the permit requirements.

FY 2016/17 Objectives

- Provide technical expertise for implementation of invasive species control system.
- Provide monitoring and technical expertise for design and construction of an acid feed system at the CGTF.
- Finalize procurement of a new Laboratory Information Management System to replace the current system that’s technology is no longer supported.
- Identify an appropriate database to track stormwater compliance parameters; i.e. industrial inspections, outfall inspections and field screening sites.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	23.00	23.00	23.00	0.00
% of city's FTEs			0.93 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
General Fund	13,142	0	0	0
Sewer Fund	840,301	987,743	1,019,629	31,886
Water Funds	2,104,023	2,303,591	2,365,537	61,946
Total Budget	**2,957,466**	**3,291,334**	**3,385,166**	**93,832**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	2,123,061	2,192,230	2,274,332	82,102
Contractual Services	554,073	690,894	694,844	3,950
Commodities	280,099	408,210	415,990	7,780
Capital Outlays	233	0	0	0
Subtotal Operating Budget	**2,957,466**	**3,291,334**	**3,385,166**	**93,832**
Operating Projects	0	0	0	0
Total Budget	**2,957,466**	**3,291,334**	**3,385,166**	**93,832**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and revised allocations between operating and contractual funds for a more accurate allocation of hours to appropriate areas of workload.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Effectiveness			
Drinking water compliance rate	100%	100%	100%
Note: Over 10,000 tests are performed annually on drinking water in Water Quality Laboratory. In addition, 66 continuous, online analyzers monitor the drinking water throughout the distribution system and water treatment plants.			
Superfund Compliance Rate	100%	100%	100%
Note: All samples taken are part of the North Indian Bend Superfund Site and were in full compliance with the 2003 Amended Consent Decree. The Decree is the legal document issued by the Environmental Protection Agency (EPA) that governs all activities and requirements of the Superfund Site.			
Industrial user compliance rate with discharge permits	99%	99%	100%
Note: During July 2015, one industry detected Heptachlor in its discharge. A Notice of Violation (NOV) was issued. Industry was re-sampled for 3 consecutive months and found to be in compliance.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
Volunteers in the Water Quality Laboratory are expected to perform basic laboratory procedures under the supervision of City Scientists.	5	334	$7,614	0.2
Total	**5**	**334**	**$7,614**	**0.2**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

FY 2016/17 Adopted Budget

Strategic Goal(s)

Enhance Neighborhoods
Seek Sustainability
Support Economic Vitality

Description

Water Reclamation Services collects, treats and re-uses wastewater generated within the city. This department manages more than 1,400 miles of sewer lines, three separate treatment facilities and hundreds of pumps, lift stations and other equipment that make up the sewer collection system. Efficient and continuous 24/7 operation of the system ensures compliance with numerous regulatory requirements to prevent spills/overflows, minimize odors and provide an alternative source of water for non-potable users such as irrigation, power generation and groundwater replenishment.

Services Provided

- Provides sewer service to more than 80,000 accounts by maintaining and operating more than 1,400 miles of sewer lines, three wastewater treatment plants and six irrigation/reclaimed water distribution systems.
- Collects and treats approximately 21 million gallons of wastewater per day.
- Performs advanced treatment of reclaimed water for non-potable users and groundwater recharge.

FY 2015/16 Achievements

- Completed a planning schedule and rehabilitation work began on sewer lift stations utilizing the Job Order Contractor (JOC) process.
- Imaged more than 45 miles of sewer pipeline electronically for condition assessment.
- Put five pumpback stations into operation allowing flows to the Water Campus to increase.
- Completed over 75 percent of sewer lift station wet well cleaning in-house.
- Cleaned over 510 miles of sewer lines and over 10 percent of all citywide sewer cleaning activities were completed in-house.

FY 2016/17 Objectives

- Schedule and complete all identified rehabilitation work associated with the sewer lift stations based on the confirmed planning schedule completed in FY 2015/16,
- Complete the conversion from gaseous chlorination to sodium hypochlorite (bleach) at the Desert Mountain Recharge Facility.
- Complete the Water Campus site drainage project thus improving storm water control and runoff conditions within the site.
- Complete a cost and process evaluation for a conversion of the hydrated lime feed system at the Water Campus Advanced Water Treatment Plant to a liquid feed system.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	28.00	28.00	30.00	2.00
% of city's FTEs			1.21 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Sewer Fund	11,789,973	13,103,403	15,817,920	2,714,517
Water Funds	8,515,639	10,084,599	8,306,021	-1,778,578
Total Budget	**20,305,612**	**23,188,002**	**24,123,941**	**935,939**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	2,713,757	2,825,671	3,181,281	355,610
Contractual Services	11,689,903	12,887,081	12,675,930	-211,151
Commodities	5,901,952	7,450,250	8,026,730	576,480
Capital Outlays	0	25,000	240,000	215,000
Subtotal Operating Budget	**20,305,612**	**23,188,002**	**24,123,941**	**935,939**
Operating Projects	0	0	0	0
Total Budget	**20,305,612**	**23,188,002**	**24,123,941**	**935,939**

Budget Notes and Significant Changes

- The increase in FTE is due to adding 2.00 FTE Water/Wastewater Maintenance Technician III positions for expanded sewer cleaning. The additional staff will improve timeliness when responding to sanitary sewer overflows, efficiencies and flexibility. The increase is offset by lower Contractual Services; in total the net savings over five years is estimated at nearly $300,000.
- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar, revised allocations between operating, capital and contractual funds for a more accurate allocation of hours to appropriate areas of workload, and the additional 2.00 FTE positions.
- The decrease in Contractual Services is driven by decreases in sewer cleaning services which will be conducted by the new 2.00 FTE, as well as one-time arc-flash evaluation services completed in FY 2015/16.
- The increase in Commodities is driven by increases in purchased raw water and purchased reverse osmosis water by the Reclaimed Water Distribution System (RWDS).
- The increase in Capital Outlays is driven by a new vactor truck needed for new staff to perform sewer cleaning services.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Average day sewage collected and treated (in million gallons)	21.2	20.5	21.5
Miles of sewer lines cleaned annually	475	510	525
Note: There are over 1,400 miles of sewer lines in the city. The goal is to clean at least 475 miles annually or the entire system every 3 years to reduce odors and prevent sanitary sewer overflows. Industry standard is to clean entire system every 5 years.			
Efficiency			
Operational cost to collect and treat sewage per thousand gallons	$2.07	$2.09	$2.71
Note: Cost does not include capital replacement and rehabilitation, debt service, franchise fees, Sub Regional Operating Group (SROG) settlement results, or direct charges from the general fund or capital improvement program.			
Effectiveness			
Number of sanitary sewer overflows per year (per 100 miles)	0.5	<0.1	<0.1
Note: The National average is 4.5 per 100 miles. Scottsdale's goal is to be less than 25% of the national average or less than 1.125 per 100 miles.			

FY 2016/17 Adopted Budget

Water Resources | Water Planning & Engineering

Strategic Goal(s)

Enhance Neighborhoods
Seek Sustainability
Support Economic Vitality

Description

Water Resources Planning and Engineering provides leadership and management of all Water Resources programs to ensure the drinking water and water reclamation systems are planned, engineered and designed in agreement with the city's General Plan and ensures that all rates and fees are set prudently. This also includes management and administration of water rights, water conservation, contracts and intergovernmental agreement management for water deliveries and water reclamation. This area manages the Water Resources Divisions efforts to increase long term aquifer storage for drought mitigation through increased CAP recharge. The Water Conservation office encourages the responsible use of water and conducts numerous adult and youth workshops each year.

Services Provided

- Provides overall leadership and management of all Water Resources programs and efforts.
- Leads the development of long range water, reclamation and reuse master planning.
- Provides engineering services to ensure water and wastewater systems are engineered and designed according to master plans.
- Manages financial plans to ensure that all rates and fees are set prudently to operate, maintain and replace the systems.
- Manages the city's water rights and allocations, water conservation programs and contracts and intergovernmental agreement management for water deliveries and sewage treatment.

FY 2015/16 Achievements

- Earned over 24,000 acre-feet of stored water credits.
- Implemented the WaterSmart pilot program with 3,500 customers enrolled.
- Completed the two year Salinity Rebate Pilot Program successfully and a final report is currently being drafted and expected to be available in August 2016.
- Initiated the Technology Master Plan and a draft report will be submitted to staff by our consultant in the first quarter of FY 2016/17.
- Evaluated the effectiveness of the Division's Information Access System (IAS) as part of the Technology Master Plan (TMP). A report will be completed in December 2016.

FY 2016/17 Objectives

- Implement findings documented in the water conservation five year master plan.
- Analyze salinity control pilot program results and propose continued salinity control programs.
- Finalize the Technology Master Plan and define implementation plans for recommended improvements.
- Implement a 2 megawatt photo voltaic solar system at the Water Campus to generate competitively priced renewable energy.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	21.00	19.00	19.00	0.00
% of city's FTEs			0.77 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Sewer Fund	436,975	558,541	574,136	15,595
Water Funds	2,453,367	2,531,170	2,345,037	-186,133
Total Budget	**2,890,342**	**3,089,711**	**2,919,173**	**-170,538**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	1,623,435	1,418,022	1,131,097	-286,925
Contractual Services	801,434	1,106,189	1,175,776	69,587
Commodities	465,473	565,500	612,300	46,800
Capital Outlays	0	0	0	0
Subtotal Operating Budget	**2,890,342**	**3,089,711**	**2,919,173**	**-170,538**
Operating Projects	0	0	0	0
Total Budget	**2,890,342**	**3,089,711**	**2,919,173**	**-170,538**

Budget Notes and Significant Changes

- The decrease in Personnel Services is primarily due to revised allocations between operating, capital and contractual funds for a more accurate allocation of hours to appropriate areas of workload, offset by an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Number of free residential audits performed by water conservation staff.	259	145	140
Note: Auditor staff time diverted to rebate inspections as of 2015/16.			
Effectiveness			
Amount of water (in million gallons) recharged above Safe Yield	6,381	3,081	2,000
Note: Safe Yield is defined as pumping more water into the aquifer than was pumped out in a year.			
Percentage of participants who attended a landscape workshop and rated the program as “Excellent” or “Good” in a feedback survey	99.5%	100%	100%
Note: A total of 400 survey cards were returned; 400 were rated “Excellent” or “Good”.			
Number of elementary students who participated in a water conservation educational workshop	3,385	2,255	2,500
Note: Schools reduced the number of water conservation programs for FY 2015/16.			
Amount of water (in million gallons) recharged	7,886	8,086	7,000
Note: Recharged water includes unused CAP water, reclaimed water, and incidental recharge.			

Volunteer Hours	# of Volunteers	# of Hours	Value of Volunteer Hours	Full-time Equivalent
Volunteers				
One adult volunteer supplements Water Conservation by filing paperwork and assembles materials for mailings and distribution at special events.	1	42	$965	0.0
Total	**1**	**42**	**$965**	**0.0**

"The value of volunteer hours calculated at an hourly rate of $22.83 (Source: IndependentSector.org as of April 2016)."

FY 2016/17 Adopted Budget

Strategic Goal(s)

Enhance Neighborhoods
Seek Sustainability
Support Economic Vitality

Description

Water Technology and Administration supports Water Resources departments by helping to ensure the highest degree of value, quality and service reliability for our customers. Technology oversees comprehensive data management, control system technologies and system operating services. This area also maintains and repairs Water Resources equipment and infrastructure. Administration includes a customer service call center, employee safety and training, utility system security, accounts payable processing and workforce management support services.

Services Provided

- Maintains and repairs water and sewer distribution and collection systems, equipment and infrastructure.
- Coordinates and manages utility operations, infrastructure and water resources.
- Operates customer service call center.
- Manages the safety programs for all Water Resources facilities and employees.
- Manages and conducts annual training programs for employees.

FY 2015/16 Achievements

- Initiated SCADA network security evaluation and a Department of Homeland Security Cyber Resilience Review was started in March 2016.
- Initiated portable radio communications Bi-Directional Amplifier (BDA) improvements at the Chaparral Water Treatment Plant and at a minimum of two Pumpback facilities.
- Integrated Data Flow Schematic as a project task into the ongoing Technology Master Plan efforts, and a report will be complete in December 2016.
- Completed Arc Flash assessment of electrical equipment.

FY 2016/17 Objectives

- Complete a technology security evaluation in cooperation with the Department of Homeland Security.
- Complete electrical service and implementation agreements for the City's federal allocation of Post-2017 Boulder Canyon Project (Hoover) power to generate competitively priced renewable energy.
- Initiate additional safety improvements in confined space areas at the CAP Plant and Water Campus.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	57.00	65.28	65.28	0.00
% of city's FTEs			2.63 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Sewer Fund	1,705,317	2,479,387	2,923,884	444,497
Water Funds	5,224,919	5,860,767	5,891,939	31,172
Total Budget	**6,930,237**	**8,340,154**	**8,815,823**	**475,669**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	4,705,694	5,387,276	5,878,517	491,241
Contractual Services	1,530,987	2,213,478	2,200,606	-12,872
Commodities	648,824	717,400	691,700	-25,700
Capital Outlays	44,732	22,000	45,000	23,000
Subtotal Operating Budget	**6,930,237**	**8,340,154**	**8,815,823**	**475,669**
Operating Projects	0	0	0	0
Total Budget	**6,930,237**	**8,340,154**	**8,815,823**	**475,669**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and revised allocations between operating, capital and contractual funds for a more accurate allocation of hours to appropriate areas of workload.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Efficiency			
Lost and unaccounted for water per calendar year	7.0%	6.4%	6.2%
Note: Arizona Department of Water Resources requirement is less than 10% annually. Lost and unaccounted for water includes water loses from main breaks and meter errors. Actual FY 2014/15 equates to CY 2014, Actual FY 2015/16 to CY 2015, and Projected FY 2016/17 equates to CY 2016.			
Effectiveness			
Percentage of calls handled and resolved immediately by staff in a single phone call	83%	84%	85%
Note: Water Resources Customer Service and Administration offices received more than 27,000 phone calls in FY 2015/16.			
Percentage of total completed planned/preventative maintenance activities on both water and wastewater systems	116%	73%	75%
Note: This includes thousands of miles of pipes, thousands of valves, fire hydrants and hundreds of pumps located throughout the city. Performing planned maintenance extends the life of the city's infrastructure.			
Vehicle accidents per million miles (per calendar year) or vehicle accident rate	16.7	23.8	10.0
Note: Water Resources crews drive an average 800,000 miles annually. "Actual 2014/15" equates to CY 2014, "Actual 2015/16" equates to CY 2015, and "Projected 2016/17" equates to CY 2016.			
Number of workplace incidents, injuries and illnesses per calendar year, per 100 employees	6.5	1.8	5.0
Note: Occupational Safety and Health Administration (OSHA) average for utilities is 7.9 per 100 employees. "Actual 2014/15" equates to CY 2014, "Actual 2015/16" equates to CY 2015, and "Projected 2016/17 equates to CY 2016.			

FY 2016/17 Adopted Budget

Strategic Goal(s)

Enhance Neighborhoods
Seek Sustainability
Support Economic Vitality

Description

Water Services treats and distributes drinking water throughout the service area. This department manages two surface water treatment plants, the Central Groundwater Treatment Facility, 43 reservoirs, 27 groundwater wells and thousands of fire hydrants, valves, pump/booster stations and other equipment that make up the drinking water distribution system. Efficient and continuous operation of this system ensures compliance with numerous regulatory requirements and provides safe, reliable drinking water to our customers.

Services Provided

- Provides safe, reliable drinking water to more than 89,000 accounts by maintaining and operating more than 2,000 miles of water lines, three treatment facilities, 43 reservoirs, 27 groundwater wells and thousands of fire hydrants, valves, pump/booster stations and other equipment that make up the drinking water distribution system.
- Treats and distributes an average of 68 million gallons of drinking water per day.
- Conducts timely and accurate meter reading to ensure proper customer billing and loss control.

FY 2015/16 Achievements

- Completed the replacement of 6,552 water meters and 3,500 Advanced Metering Infrastructure/Automatic Meter Reading (AMI/AMR) installations.
- Completed design for the acid feed system at the CGTF with the installation of the system set for December 2016.
- Scheduled completion of the final Rapid Tank Draining program to enhance the operating system for maximum efficiency at the Chaparral Plant for December 2016.
- Completed study to assess the practical efforts to mitigate the impacts of invasive species from entering the CAP canal and a treatment system is scheduled to be installed at the CAP One Pump Station in December 2016.

FY 2016/17 Objectives

- Complete the installation of an acid feed system at the CGTF to reduce water hardness and scaling in the distribution system.
- Complete the Chaparral Plant rapid tank draining implementation and programming for handling of water treatment solids and improve membrane performance.
- Complete the installation of a chemical feed system at the Hayden Road Pump Station to mitigate impacts of invasive species.

Staff Summary	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Full-time Equivalents (FTE)	76.00	76.00	76.00	0.00
% of city's FTEs			3.07 %	

Expenditures By Fund	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Water Funds	31,739,270	37,481,826	37,835,719	353,893
Total Budget	**31,739,270**	**37,481,826**	**37,835,719**	**353,893**

Expenditures By Type	Actual 2014/15	Approved 2015/16	Adopted 2016/17	Change 15/16 to 16/17
Personnel Services	5,595,572	6,006,306	6,429,922	423,616
Contractual Services	11,642,543	13,013,914	12,445,252	-568,662
Commodities	14,501,108	18,449,106	18,951,045	501,939
Capital Outlays	46	12,500	9,500	-3,000
Subtotal Operating Budget	**31,739,270**	**37,481,826**	**37,835,719**	**353,893**
Operating Projects	0	0	0	0
Total Budget	**31,739,270**	**37,481,826**	**37,835,719**	**353,893**

Budget Notes and Significant Changes

- The increase in Personnel Services is due to an extra 27th pay date which occurs in FY 2016/17 based on the timing of the payroll calendar and revised allocations between operating, capital and contractual funds for a more accurate allocation of hours to appropriate areas of workload.
- The decrease in Contractual Services is driven by the elimination of one-time budget for arc-flash services completed in FY 2015/16.
- The increase in Commodities is driven by increases in purchased raw water, maintenance for the distribution system, offset by a decrease for treatment filter media.

Performance Measures	Actual 2014/15	Actual 2015/16	Projected 2016/17
Workload			
Average day drinking water production (in million gallons)	63.9	67.5	68.5
Note: The amount of water produced daily depends on customer demands and is affected by rainfall and weather conditions.			
Peak day drinking water production (in million gallons)	94.3	94.9	95.0
Note: The peak day of water production occurs in late spring or early summer, typically late May or June.			
Number of water meters replaced system-wide	6,946	6,552	8,000
Note: The October 2014 Meter Upgrade Plan and Cost provides a schedule for transitioning all remaining water meters to Automated Meter Reading (AMR) by 2023. These numbers coincide with this plan.			
Efficiency			
Operational cost to treat and deliver water (per thousand gallons)	$1.95	$1.92	$1.96
Note: Cost does not include capital replacement and rehabilitation, debt service, franchise fees or direct charges from the general fund or capital improvement program.			

SCOTTSDALE
CITY OF SCOTTSDALE
ARIZONA
STORM
SEWER

ORDINANCE NO. 4264

AN ORDINANCE OF THE COUNCIL OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, FINALLY DETERMINING AND ADOPTING ESTIMATES OF PROPOSED EXPENDITURES BY THE CITY OF SCOTTSDALE FOR THE FISCAL YEAR BEGINNING JULY 1, 2016, AND ENDING JUNE 30, 2017, AND DECLARING THAT SUCH SHALL CONSTITUTE THE BUDGET FOR THE CITY OF SCOTTSDALE; RECOGNIZING CONDITIONS ON TRANSFERS OF BUDGETED MONIES; AND ADOPTING THE FINAL FY 2016/17 JOB CLASSIFICATIONS SCHEDULE.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17 of the Arizona Revised Statutes, and the Scottsdale City Charter, the City Council did, on May 17, 2016, make a budget estimate of the different amounts required to meet the public expenses for the fiscal year beginning July 1, 2016, and ending June 30, 2017 ("Fiscal Year 2016/2017"), an estimate of receipts from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Scottsdale, Arizona; and

WHEREAS, following publication of notice as required by law, the City Council held a public hearing on June 7, 2016, at which any taxpayer could appear and be heard in favor of or against any proposed expenditure or property tax levy; and

WHEREAS, following the public hearing, the City Council convened in a special meeting for purposes of finally determining and adopting the estimates of proposed expenditures, which estimates, when adopted, would constitute the budget of the City of Scottsdale for Fiscal Year 2016/2017; and

WHEREAS, it appears that publication has been duly made, as required by law, of said budget estimates, together with a notice that the City Council will meet on June 21, 2016, in the City Hall Kiva for the purpose of assessing the primary and secondary property tax levies; and

WHEREAS, the sums to be raised by taxation, as specified therein, do not, in the aggregate, exceed that amount for primary property taxes as computed in A.R.S. § 42-17051; now, therefore

BE IT ORDAINED by the Council of the City of Scottsdale, Maricopa County, Arizona, as follows:

Section 1. Pursuant to the laws of the State of Arizona, and the Scottsdale City Charter of the City of Scottsdale, Schedules A through G, as further described below, attached hereto and incorporated herein by this reference in their entirety, are hereby adopted as the Final Budget of the City of Scottsdale for Fiscal Year 2016/2017:

Schedule A, Summary Schedule of Estimated Revenues and Expenditures/Expenses Fiscal Year 2016/2017

Schedule B, Summary of Property Tax Levy and Property Tax Rate Information Fiscal Year 2016/2017

Schedule C, Summary by Fund of Revenues Other than Property Taxes Fiscal Year 2016/2017

Schedule D, Summary by Fund Type of Other Financing Sources/(Uses) and Interfund Transfers Fiscal Year 2016/2017

Schedule E, Summary by Division of Expenditures/Expenses Within Each Fund Type Fiscal Year 2016/2017

Schedule F, Summary by Division of Expenditures/Expenses Fiscal Year 2016/2017

Schedule G, Full-Time Employees and Personnel Compensation Fiscal Year 2016/2017

Section 2. That upon the recommendation of the City Manager, and with the approval of the City Council, expenditures may be made for the budget from contingencies and reserves.

Section 3. That the City Council expressly authorizes the City Manager, at any time, to transfer funds from any unencumbered macro level appropriation balance stated for a specific purpose to a division and/or fund in conformity with that purpose.

Section 4. That resources from any fund may be used to meet the adopted budget, except funds specifically restricted by Federal or State law or by City ordinance or resolution.

Section 5. That the City Council, subject to the limitation in Section 4 and to the extent allowable by law, expressly authorizes the City Manager, at any time, to transfer grant/match contingency funds to airport Capital Improvement Plan projects as may become necessary or desirable during the fiscal year.

Section 6. That pursuant to section 14-20 *et seq.* of the Scottsdale Revised Code, the Final FY 2016/17 Job Classifications, which is on file with, and available for review at, the Office of the City Clerk, is hereby adopted.

PASSED AND ADOPTED by the Council of the City of Scottsdale, Maricopa County, Arizona, this 7th day of June, 2016.

CITY OF SCOTTSDALE, an Arizona municipal corporation

W.J. "Jim" Lane, Mayor

ATTEST:

Carolyn Jagger, City Clerk

APPROVED AS TO FORM:

Bruce Washburn, City Attorney
By: Kimberly M. McIntier
Assistant City Attorney

CITY OF SCOTTSDALE
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2016/2017
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
2016	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	$273,234,364	$70,262,276	$83,024,355	$525,298,100	$16,000	$212,535,619	$37,319,618	$1,201,690,332
2016	Actual Expenditures/Expenses**	E	$245,362,727	$56,655,835	$83,024,355	$177,854,140	$6,000	$137,300,296	$6,089,687	$706,293,040
2017	Fund Balance/Net Position at July 1		$54,269,876	$52,337,123	$22,519,505	$152,472,480	$10,368	$79,201,342	$34,905,065	$395,715,759
2017	Primary Property Tax Levy	B	$26,395,890	$0	$0	$0	$0	$0	$982,000	$27,377,890
2017	Secondary Property Tax Levy	B	$0	$0	$33,575,842	$0	$0	$0	$0	$33,575,842
2017	Estimated Revenues Other than Property Taxes	C	$239,414,811	$119,843,584	$3,381,263	$451,925,085	$16,000	$171,103,265	$9,952,586	$995,636,594
2017	Other Financing Sources	D	$0	$0	$0	$78,000,000	$0	$0	$0	$78,000,000
2017	Other Financing (Uses)	D	$0	$0	$0	$0	$0	$0	$0	$0
2017	Interfund Transfers In	D	$12,534,113	$60,000	$51,253,753	$64,237,039	$0	$19,244,963	$400,000	$147,729,868
2017	Interfund Transfers (Out)	D	$26,220,817	$52,257,273	$3,454,425	$16,495,296	$0	$49,203,457	$98,600	$147,729,868
2017	Reduction for Amounts Not Available:									
LESS:	Amounts for Future Debt Retirement:									
2017	Total Financial Resources Available		$306,393,873	$119,983,434	$107,275,938	$730,139,308	$26,368	$220,346,113	$46,141,051	$1,530,306,085
2017	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

Expenditure Limitation Comparison	**2015/2016**	**2016/2017**
1. Budgeted expenditures	$1,201,690,332	$1,363,338,050
2. Add/subtract : estimated net reconciling items	-	-
3. Budgeted expenditures adjusted for reconciling items	1,201,690,332	1,363,338,050
4. Less: estimated exclusions	(811,123,542)	(941,113,413)
5. Amount subject to the expenditure limitation	390,566,790	422,224,637
6. EEC or voter-approved alternative expenditure limitation	$437,448,723	$454,278,214

*Includes expenditure adjustments approved in FY 2015/2016 from Schedule E.
**Incudes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

CITY OF SCOTTSDALE
Summary of Property Tax Levy and Property Tax Rate Information
Fiscal Year 2016/2017
Schedule B

	Fiscal Year 2015/2016	Fiscal Year 2016/2017
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	30,022,358	30,697,619
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	-	
3. Property tax levy amounts		
A. Primary property taxes	27,322,679	27,377,890
B. Secondary property taxes	32,229,849	33,575,842
C. Total property tax levy amounts	59,552,528	60,953,732
4. Property taxes collected*		
A. Primary property taxes		
(1) 2015/2016 levy	26,776,225	
(2) Prior years' levies	310,511	
(3) Total primary property taxes	27,086,736	
B. Secondary property taxes		
(1) 2015/2016 levy	31,585,252	
(2) Prior years' levies	396,875	
(3) Total secondary property taxes	31,982,127	
C. Total property taxes collected	59,068,863	
5. Property tax rates		
A. City tax rate		
(1) Primary property tax rate	0.5293	0.5071
(2) Secondary property tax rate	0.6244	0.6219
(3) Total city tax rate	1.1537	1.1290

B. Special assessment district tax rates

Secondary property tax rates - As of the date the tentative budget was prepared, the city was operating 355 special assessment districts (streetlight improvement districts) for which secondary property taxes are levied. For information pertaining to these special assessment districtsand their tax rates, please contact the City of Scottsdale Finance and Accounting Division.

*Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

CITY OF SCOTTSDALE
Summary by Fund of Revenues Other than Property Taxes
Fiscal Year 2016/2017
Schedule C

Source of Revenues	Budgeted Revenues 2015/2016	Actual Revenues 2015/2016*	Estimated Revenues 2016/2017
GENERAL FUND			
TAXES - LOCAL			
TRANSACTION PRIVILEGE TAX	$100,224,051	$100,224,051	$107,088,035
TRANSACTION PRIVILEGE TAX - PUBLIC SAFETY	$9,803,522	$9,803,522	$10,495,414
ELECTRIC & GAS FRANCHISE	$8,324,540	$8,324,540	$8,393,572
CABLE TV LICENSE FEE	$3,415,000	$3,415,000	$3,619,900
SALT RIVER PROJECT IN LIEU	$244,000	$244,000	$241,000
STORMWATER QUALITY CHARGE	$906,576	$906,576	$907,800
TOTAL TAXES - LOCAL	$122,917,689	$122,917,689	$130,745,721
TAXES- FROM OTHER AGENCIES			
STATE SHARED SALES TAX	$20,767,461	$20,767,461	$22,318,898
STATE SHARED INCOME TAX	$26,173,125	$26,173,125	$29,009,725
AUTO LIEU TAX	$8,591,756	$8,591,756	$9,213,063
TOTAL TAXES- FROM OTHER AGENCIES	$55,532,342	$55,532,342	$60,541,686
CHARGES FOR SERVICE/OTHER			
BUILDING & RELATED PERMITS	$14,276,420	$14,276,420	$14,665,400
BUSINESS & LIQUOR LICENSES	$1,845,667	$1,845,667	$1,946,800
FIRE CHARGES FOR SERVICES	$755,974	$755,974	$790,920
RECREATION FEES	$3,586,898	$3,586,898	$3,861,743
WESTWORLD EQUESTRIAN FACILITY FEES	$5,060,700	$5,060,700	$4,590,798
COURT FINES	$4,206,551	$4,206,551	$3,712,014
LIBRARY	$305,109	$305,109	$341,800
PARKING FINES	$222,430	$222,430	$271,121
PHOTO RADAR	$2,879,450	$2,879,450	$3,782,951
INTERGOVERNMENTAL AGREEMENTS	$1,213,826	$1,213,826	$1,271,577
TOTAL CHARGES FOR SERVICE/OTHER	$34,353,025	$34,353,025	$35,235,124
INTEREST EARNINGS			
INTEREST EARNINGS	$884,964	$884,964	$1,398,824
TOTAL INTEREST EARNINGS	$884,964	$884,964	$1,398,824
OTHER REVENUE			
INDIRECT/DIRECT COST ALLOCATIONS	$5,652,492	$5,652,492	$6,101,235
MISCELLANEOUS	$4,926,369	$4,926,369	$892,619
PROPERTY RENTAL	$3,049,943	$3,049,943	$3,231,020
INDIRECT COSTS	$313,896	$313,896	$314,869
REIMBURSEMENTS FROM OUTSIDE SOURCES	$1,147,482	$1,147,482	$953,713
TOTAL OTHER REVENUE	$15,090,182	$15,090,182	$11,493,456
TOTAL GENERAL FUND	$228,778,202	$228,778,202	$239,414,811
SPECIAL REVENUE FUNDS			
PRESERVATION PRIVILEGE TAX FUNDS			
TRANSACTION PRIVILEGE TAX	$34,312,327	$34,312,327	$36,733,947
INTEREST EARNINGS	$163,088	$163,088	$334,388
TOTAL PRESERVATION PRIVILEGE TAX FUNDS	$34,475,415	$34,475,415	$37,068,335

CITY OF SCOTTSDALE
Summary by Fund of Revenues Other than Property Taxes
Fiscal Year 2016/2017
Schedule C

Source of Revenues	Budgeted Revenues 2015/2016	Actual Revenues 2015/2016*	Estimated Revenues 2016/2017
TRANSPORTATION/HURF FUND			
TRANSACTION PRIVILEGE TAX	$19,018,833	$19,018,833	$20,361,102
HIGHWAY USER TAX	$13,564,928	$13,564,928	$14,328,134
LOCAL TRANSPORTATION ASSISTANCE FUND	$645,000	$645,000	$645,000
INTERGOVERNMENTAL AGREEMENTS	$550,000	$550,000	$500,000
FEDERAL GRANTS	$550,000	$550,000	$300,000
INDIRECT/DIRECT COST ALLOCATIONS	$535,415	$535,415	$578,949
MISCELLANEOUS	$30,000	$30,000	$30,000
REIMBURSEMENTS FROM OUTSIDE SOURCES	$200,000	$200,000	$0
TOTAL TRANSPORTATION/HURF FUND	$35,094,176	$35,094,176	$36,743,185
TOURISM DEVELOPMENT FUND			
TRANSIENT OCCUPANCY TAX	$16,928,000	$16,928,000	$18,714,000
MISCELLANEOUS	$20,500	$20,500	$20,500
PROPERTY RENTAL	$1,600,000	$1,600,000	$1,618,667
TOTAL TOURISM DEVELOPMENT FUND	$18,548,500	$18,548,500	$20,353,167
SPECIAL PROGRAMS FUND			
ELECTRIC & GAS FRANCHISE	$250,000	$250,000	$253,028
BUSINESS & LIQUOR LICENSES	$25,000	$25,000	$40,000
RECREATION FEES	$1,702,378	$1,702,378	$1,757,603
COURT FINES	$1,755,938	$1,755,938	$2,050,014
LIBRARY	$0	$0	$154,000
POLICE FEES	$480,000	$480,000	$480,000
INTERGOVERNMENTAL AGREEMENTS	$208,240	$208,240	$208,240
INTEREST EARNINGS	$19,330	$19,330	$29,177
MISCELLANEOUS	$3,637,800	$3,727,000	$1,679,760
PROPERTY RENTAL	$382,525	$382,525	$370,591
REIMBURSEMENTS FROM OUTSIDE SOURCES	$582,146	$582,146	$58,611
CONTRIBUTIONS & DONATIONS	$650,702	$561,502	$315,781
TOTAL SPECIAL PROGRAMS FUND	$9,694,059	$9,694,059	$7,396,805
GRANT FUNDS			
INTERGOVERNMENTAL AGREEMENTS	$120,000	$120,000	$268,768
FEDERAL GRANTS	$15,456,986	$15,456,986	$15,739,245
STATE GRANTS	$125,966	$125,966	$133,904
PROPERTY RENTAL	$29,508	$29,508	$30,100
CONTRIBUTIONS & DONATIONS	$1,575,091	$1,575,091	$1,500,336
TOTAL GRANT FUNDS	$17,307,551	$17,307,551	$17,672,353
SPECIAL DISTRICTS			
STREETLIGHT DISTRICTS	$579,624	$579,624	$609,739
TOTAL SPECIAL DISTRICTS	$579,624	$579,624	$609,739
TOTAL SPECIAL REVENUE FUNDS	$115,699,325	$115,699,325	$119,843,584
DEBT SERVICE FUNDS			
MPC EXCISE DEBT			
INTERGOVERNMENTAL AGREEMENTS	$1,498,520	$1,498,520	$3,236,263
PROPERTY RENTAL	$145,000	$145,000	$145,000
TOTAL MPC EXCISE DEBT	$1,643,520	$1,643,520	$3,381,263
TOTAL DEBT SERVICE FUNDS	$1,643,520	$1,643,520	$3,381,263

CITY OF SCOTTSDALE
Summary by Fund of Revenues Other than Property Taxes
Fiscal Year 2016/2017
Schedule C

Source of Revenues	Budgeted Revenues 2015/2016	Actual Revenues 2015/2016*	Estimated Revenues 2016/2017
CAPITAL PROJECT FUNDS			
CAPITAL IMPROVEMENT PROGRAM			
ESTIMATED UNEXPENDED PRIOR YEAR	$235,825,868		$389,988,115
OTHER WATER REVENUE	$1,800,000	$1,800,000	$1,800,000
OTHER WATER RECLAMATION REVENUE	$1,300,000	$1,300,000	$1,500,000
BUILDING & RELATED PERMITS	$120,000	$120,000	$120,000
INTERGOVERNMENTAL AGREEMENTS	$9,010,000	$9,010,000	$17,505,519
INTEREST EARNINGS	$1,287,272	$1,287,272	$1,300,505
FEDERAL GRANTS	$19,146,600	$19,146,600	$0
STATE GRANTS	$0	$0	$22,705,345
MISCELLANEOUS	$0	$0	$14,470,801
CONTRIBUTIONS & DONATIONS	$2,772,300	$2,772,300	$2,534,800
TOTAL CAPITAL IMPROVEMENT PROGRAM	$271,262,040	$35,436,172	$451,925,085
TOTAL CAPITAL PROJECT FUNDS	$271,262,040	$35,436,172	$451,925,085
TRUST & AGENCY FUNDS			
TRUSTS			
MISCELLANEOUS	$10,000	$10,000	$10,000
CONTRIBUTIONS & DONATIONS	$6,000	$6,000	$6,000
TOTAL TRUSTS	$16,000	$16,000	$16,000
TOTAL TRUST & AGENCY FUNDS	$16,000	$16,000	$16,000
ENTERPRISE FUNDS			
AVIATION FUND			
TRANSACTION PRIVILEGE TAX	$173,192	$173,192	$165,090
AIRPORT FEES	$3,630,464	$3,630,464	$3,594,800
INTEREST EARNINGS	$27,249	$27,249	$48,771
PROPERTY RENTAL	$101,029	$101,029	$102,039
TOTAL AVIATION FUND	$3,931,934	$3,931,934	$3,910,700
WATER AND SEWER UTILITY FUNDS			
STORMWATER QUALITY CHARGE	$106,300	$106,300	$267,000
WATER SERVICE FEES	$92,170,000	$92,170,000	$91,418,800
NON-POTABLE WATER FEES	$12,572,032	$12,572,032	$13,256,800
SEWER SERVICE FEES	$39,209,000	$39,209,000	$38,677,500
INTEREST EARNINGS	$645,323	$645,323	$899,138
INDIRECT/DIRECT COST ALLOCATIONS	$912,538	$912,538	$866,900
MISCELLANEOUS	$1,497,700	$1,497,700	$890,000
PROPERTY RENTAL	$185,000	$185,000	$170,000
REIMBURSEMENTS FROM OUTSIDE SOURCES	$100,840	$100,840	$120,000
TOTAL WATER AND SEWER UTILITY FUNDS	$147,398,733	$147,398,733	$146,566,138
SOLID WASTE FUND			
SOLID WASTE FEES	$20,040,000	$20,040,000	$20,533,710
INTEREST EARNINGS	$70,228	$70,228	$92,717
TOTAL SOLID WASTE FUND	$20,110,228	$20,110,228	$20,626,427
TOTAL ENTERPRISE FUNDS	$171,440,895	$171,440,895	$171,103,265

CITY OF SCOTTSDALE
Summary by Fund of Revenues Other than Property Taxes
Fiscal Year 2016/2017
Schedule C

Source of Revenues	Budgeted Revenues 2015/2016	Actual Revenues 2015/2016*	Estimated Revenues 2016/2017
INTERNAL SERVICE FUNDS			
FLEET MANAGEMENT FUND			
INTERNAL SERVICE OFFSETS	($20,270,868)	($20,270,868)	($18,492,588)
EQUIPMENT REPLACEMENT REVENUE	$7,532,676	$7,532,676	$7,527,456
FUEL REVENUE	$5,035,476	$5,035,476	$3,963,612
MAINTENANCE & OPERATIONS REVENUE	$7,702,716	$7,702,716	$7,001,520
MISCELLANEOUS	$382,197	$382,197	$389,800
TOTAL FLEET MANAGEMENT FUND	$382,197	$382,197	$389,800
PC REPLACEMENT FUND			
INTERNAL SERVICE OFFSETS	($1,009,835)	($1,009,835)	($986,606)
PC REPLACEMENT REVENUE	$1,009,835	$1,009,835	$986,606
TOTAL PC REPLACEMENT FUND	$0	$0	$0
SELF INSURANCE FUNDS			
INTERNAL SERVICE OFFSETS	($31,231,497)	($31,231,497)	($30,900,694)
TOTAL SELF INSURANCE FUNDS	($31,231,497)	($31,231,497)	($30,900,694)
SELF INSURANCE FUNDS - HEALTH			
COS DENTAL PREMIUMS	$823,767	$823,767	$806,569
COS MEDICAL PREMIUMS	$20,707,728	$20,707,728	$20,494,125
EMPLOYEE DENTAL PREMIUMS	$732,025	$732,025	$777,424
EMPLOYEE MEDICAL PREMIUMS	$6,125,964	$6,125,964	$7,550,362
MISCELLANEOUS	$150,000	$150,000	$150,000
REIMBURSEMENTS FROM OUTSIDE SOURCES	$360,000	$360,000	$660,000
TOTAL SELF INSURANCE FUNDS - HEALTH	$28,899,484	$28,899,484	$30,438,480
SELF INSURANCE FUNDS - RISK			
PROPERTY - WORKERS COMP	$9,600,002	$9,600,002	$9,500,000
UNEMPLOYMENT CLAIMS	$100,000	$100,000	$100,000
MISCELLANEOUS	$123,000	$123,000	$100,000
REIMBURSEMENTS FROM OUTSIDE SOURCES	$252,000	$252,000	$325,000
TOTAL SELF INSURANCE FUNDS - RISK	$10,075,002	$10,075,002	$10,025,000
TOTAL INTERNAL SERVICE FUNDS	$8,125,186	$8,125,186	$9,952,586
TOTAL ALL FUNDS	$796,965,168	$561,139,300	$995,636,594

*Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

CITY OF SCOTTSDALE
Summary by Fund Type of Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2016/2017
Schedule D

Fund	Other Financing Sources/(Uses) 2016/2017	Adopted Interfund Transfers 2016/2017 IN	OUT
GENERAL FUND			
GENERAL FUND	$0	$12,534,113	$26,220,817
TOTAL GENERAL FUND	$0	$12,534,113	$26,220,817
SPECIAL REVENUE FUNDS			
GRANT FUNDS	$0	$0	$2,800
PRESERVATION PRIVILEGE TAX FUNDS	$0	$0	$35,970,958
SPECIAL PROGRAMS FUND	$0	$60,000	$978,001
TOURISM DEVELOPMENT FUND	$0	$0	$5,089,363
TRANSPORTATION/HURF FUND	$0	$0	$10,216,151
TOTAL SPECIAL REVENUE FUNDS		$60,000	$52,257,273
DEBT SERVICE FUNDS			
DEBT SERVICE FUND	$0	$19,162,795	$0
DEBT SERVICE STABILIZATION FUND	$0	$0	$3,454,425
GO DEBT SERVICE	$0	$25,975,095	$0
SPECIAL ASSESSMENT DEBT FUND	$0	$6,115,863	$0
TOTAL DEBT SERVICE FUNDS	$0	$51,253,753	$3,454,425
CAPITAL PROJECT FUNDS			
CAPITAL IMPROVEMENT PROGRAM	$0	$64,237,039	$16,495,296
CAPITAL PROJECT FUND	$78,000,000	$0	$0
TOTAL CAPITAL PROJECT FUNDS	$78,000,000	$64,237,039	$16,495,296
ENTERPRISE FUNDS			
AVIATION FUND	$0	$0	$823,090
SOLID WASTE FUND	$0	$0	$15,600
WATER AND SEWER UTILITY FUNDS	$0	$19,244,963	$48,364,767
TOTAL ENTERPRISE FUNDS		$19,244,963	$49,203,457
INTERNAL SERVICE FUNDS			
FLEET MANAGEMENT FUND	$0	$0	$95,100
SELF INSURANCE FUNDS - HEALTH	$0	$400,000	$0
SELF INSURANCE FUNDS - RISK	$0	$0	$3,500
TOTAL INTERNAL SERVICE FUNDS	$0	$400,000	$98,600
TOTAL ALL FUNDS	$78,000,000	$147,729,868	$147,729,868

CITY OF SCOTTSDALE
Summary by Division Expenditures/Expenses Within Each Fund Type
Fiscal Year 2016/2017
Schedule E

Fund/Divisions	Adopted Budget Expenditures 2015/2016	Expenditure Adjustments Approved 2015/2016	Actual Expenditures 2015/2016*	Adopted Budget Expenditures 2016/2017
GENERAL FUND				
MAYOR AND CITY COUNCIL	$759,996	($6,713)	$753,283	$789,960
CITY ATTORNEY	$6,353,215	$239,873	$6,593,088	$7,074,203
CITY AUDITOR	$873,324	$10,490	$883,814	$913,455
CITY CLERK	$719,164	$9,946	$729,110	$1,033,601
CITY COURT	$4,327,911	($85,484)	$4,242,427	$4,742,649
CITY MANAGER	$1,279,424	($76,959)	$1,202,465	$1,303,590
CITY TREASURER	$5,899,008	($38,605)	$5,860,403	$6,285,074
ADMINISTRATIVE SERVICES	$15,893,388	($63,457)	$15,829,931	$17,066,162
COMMUNITY AND ECONOMIC DEVELOPMENT	$24,216,806	$366,704	$24,583,510	$25,778,927
COMMUNITY SERVICES	$35,037,966	$190,472	$35,228,438	$35,789,470
PUBLIC SAFETY - FIRE	$33,566,605	$586,830	$34,153,435	$35,873,511
PUBLIC SAFETY - POLICE	$94,442,353	($193,301)	$94,249,052	$96,527,651
PUBLIC WORKS	$18,259,676	$14,462	$18,274,138	$21,092,624
DEBT SERVICE	$2,844,171	$0	$2,844,171	$2,858,946
ESTIMATED DIVISION SAVINGS	($3,800,000)	$2,889,685	($910,315)	($3,876,000)
LEAVE ACCRUAL PAYMENTS	$1,900,000	($1,108,438)	$791,562	$1,947,500
PAY FOR PERFORMANCE	$3,094,557	($3,040,342)	$54,215	$4,723,481
CONTINGENCY / RESERVE APPROPRIATION	$27,566,800	$754,837	$0	$28,992,500
TOTAL GENERAL FUND	$273,234,364	$450,000	$245,362,727	$288,917,304
TOTAL GENERAL FUND	$273,234,364	$450,000	$245,362,727	$288,917,304
SPECIAL REVENUE FUNDS				
SPECIAL DISTRICTS				
NON DIVISIONAL	$611,568	$0	$611,568	$623,566
TOTAL SPECIAL DISTRICTS	$611,568	$0	$611,568	$623,566
TOURISM DEVELOPMENT FUND				
NON DIVISIONAL	$500,000	($500,000)	$0	$0
MAYOR AND CITY COUNCIL	$75,000	$0	$75,000	$75,000
COMMUNITY AND ECONOMIC DEVELOPMENT	$11,454,599	$505,138	$11,959,737	$13,672,681
PAY FOR PERFORMANCE	$4,647	($4,647)	$0	$5,164
CONTINGENCY / RESERVE APPROPRIATION	$2,500,000	$494	$0	$2,500,000
TOTAL TOURISM DEVELOPMENT FUND	$14,534,246	$985	$12,034,737	$16,252,845
SPECIAL PROGRAMS FUND				
MAYOR AND CITY COUNCIL	$0	$0	$0	$500
CITY COURT	$1,755,816	$12,015	$1,767,831	$1,105,714
COMMUNITY AND ECONOMIC DEVELOPMENT	$507,226	$0	$507,226	$554,662
COMMUNITY SERVICES	$2,514,094	$11,318	$2,525,412	$2,761,341
PUBLIC SAFETY - FIRE	$7,300	$0	$7,300	$2,300
PUBLIC SAFETY - POLICE	$2,601,265	$5,058	$2,606,323	$1,940,115
PUBLIC WORKS	$250,000	$0	$250,000	$250,000
PAY FOR PERFORMANCE	$40,520	($35,868)	$4,652	$40,928
CONTINGENCY / RESERVE APPROPRIATION	$1,500,000	$3,606	$0	$1,500,000
TOTAL SPECIAL PROGRAMS FUND	$9,176,221	($3,871)	$7,668,744	$8,155,560

CITY OF SCOTTSDALE
Summary by Division Expenditures/Expenses Within Each Fund Type
Fiscal Year 2016/2017
Schedule E

Fund/Divisions	Adopted Budget Expenditures 2015/2016	Expenditure Adjustments Approved 2015/2016	Actual Expenditures 2015/2016*	Adopted Budget Expenditures 2016/2017
GRANT FUNDS				
CITY MANAGER	$0	$100,000	$100,000	$0
COMMUNITY SERVICES	$10,134,374	$84,596	$10,218,970	$9,755,843
PUBLIC SAFETY - POLICE	$273,730	$187,673	$461,403	$390,672
PAY FOR PERFORMANCE	$16,802	($15,298)	$1,504	$21,003
CONTINGENCY / RESERVE APPROPRIATION	$6,879,245	($354,085)	$0	$7,523,038
TOTAL GRANT FUNDS	$17,304,151	$2,886	$10,781,877	$17,690,556
TRANSPORTATION/HURF FUND				
COMMUNITY AND ECONOMIC DEVELOPMENT	$9,543,520	($37,357)	$9,506,163	$9,170,288
COMMUNITY SERVICES	$1,320,986	$0	$1,320,986	$1,450,671
PUBLIC WORKS	$14,675,544	$139,885	$14,815,429	$14,685,174
ESTIMATED DIVISION SAVINGS	($156,300)	$170,292	$13,992	($159,400)
LEAVE ACCRUAL PAYMENTS	$49,900	($156,343)	($106,443)	$51,100
PAY FOR PERFORMANCE	$142,640	($136,058)	$6,582	$151,560
CONTINGENCY / RESERVE APPROPRIATION	$3,057,600	$19,581	$0	$3,034,900
TOTAL TRANSPORTATION/HURF FUND	$28,633,890	$0	$25,556,709	$28,384,293
PRESERVATION PRIVILEGE TAX FUNDS				
DEBT SERVICE	$2,200	$0	$2,200	$2,200
TOTAL PRESERVATION PRIVILEGE TAX FUNDS	$2,200	$0	$2,200	$2,200
TOTAL SPECIAL REVENUE FUNDS	$70,262,276	$0	$56,655,835	$71,109,020
DEBT SERVICE FUNDS				
GO DEBT SERVICE				
DEBT SERVICE	$58,466,992	$0	$58,466,992	$60,052,746
TOTAL GO DEBT SERVICE	$58,466,992	$0	$58,466,992	$60,052,746
MPC EXCISE DEBT				
DEBT SERVICE	$18,067,990	$0	$18,067,990	$19,162,795
TOTAL MPC EXCISE DEBT	$18,067,990	$0	$18,067,990	$19,162,795
SPECIAL ASSESSMENT DEBT FUND				
DEBT SERVICE	$6,489,373	$0	$6,489,373	$6,115,863
TOTAL SPECIAL ASSESSMENT DEBT FUND	$6,489,373	$0	$6,489,373	$6,115,863
TOTAL DEBT SERVICE FUNDS	$83,024,355	$0	$83,024,355	$85,331,404
TRUST & AGENCY FUNDS				
TRUSTS				
MAYOR AND CITY COUNCIL	$6,000	$0	$6,000	$6,000
CONTINGENCY / RESERVE APPROPRIATION	$10,000	$0	$0	$10,000
TOTAL TRUSTS	$16,000	$0	$6,000	$16,000
TOTAL TRUST & AGENCY FUNDS	$16,000	$0	$6,000	$16,000

CITY OF SCOTTSDALE
Summary by Division Expenditures/Expenses Within Each Fund Type
Fiscal Year 2016/2017
Schedule E

Fund/Divisions	Adopted Budget Expenditures 2015/2016	Expenditure Adjustments Approved 2015/2016	Actual Expenditures 2015/2016*	Adopted Budget Expenditures 2016/2017
ENTERPRISE FUNDS				
WATER AND SEWER UTILITY FUNDS				
MAYOR AND CITY COUNCIL	$110,000	$0	$110,000	$0
CITY TREASURER	$2,165,390	$19,610	$2,185,000	$2,242,080
WATER RESOURCES	$74,990,398	$400,629	$75,391,027	$77,079,822
DEBT SERVICE	$29,936,938	$0	$29,936,938	$30,252,338
INDIRECT/DIRECT COST ALLOCATION	$5,356,129	$0	$5,356,129	$5,703,210
PAY FOR PERFORMANCE	$475,508	($472,433)	$3,075	$476,914
CONTINGENCY / RESERVE APPROPRIATION	$65,941,623	$52,359	$0	$64,623,954
TOTAL WATER AND SEWER UTILITY FUNDS	$178,975,986	$165	$112,982,169	$180,378,318
SOLID WASTE FUND				
CITY TREASURER	$915,202	$7,144	$922,346	$941,154
PUBLIC WORKS	$18,731,878	$118,665	$18,850,543	$18,820,289
INDIRECT/DIRECT COST ALLOCATION	$1,580,388	$0	$1,580,388	$1,661,735
PAY FOR PERFORMANCE	$144,201	($143,534)	$667	$144,827
CONTINGENCY / RESERVE APPROPRIATION	$5,785,316	$17,416	$0	$5,322,000
TOTAL SOLID WASTE FUND	$27,156,985	($309)	$21,353,944	$26,890,005
AVIATION FUND				
COMMUNITY AND ECONOMIC DEVELOPMENT	$2,107,032	$26,443	$2,133,475	$3,086,340
DEBT SERVICE	$352,743	$0	$352,743	$1,014,936
INDIRECT/DIRECT COST ALLOCATION	$477,824	$0	$477,824	$497,008
PAY FOR PERFORMANCE	$29,724	($29,582)	$142	$30,264
CONTINGENCY / RESERVE APPROPRIATION	$3,435,325	$3,283	$0	$3,039,000
TOTAL AVIATION FUND	$6,402,648	$144	$2,964,184	$7,667,548
TOTAL ENTERPRISE FUNDS	$212,535,619	$0	$137,300,297	$214,935,871
INTERNAL SERVICE FUNDS				
SELF INSURANCE FUNDS - HEALTH				
CITY TREASURER	$19,748	$570	$20,318	$0
ADMINISTRATIVE SERVICES	$28,607,655	$3,404	$28,611,059	$30,828,481
PAY FOR PERFORMANCE	$3,184	($3,184)	$0	$2,829
CONTINGENCY / RESERVE APPROPRIATION	$6,991,783	$0	$0	$7,822,158
TOTAL SELF INSURANCE FUNDS - HEALTH	$35,622,370	$790	$28,631,377	$38,653,468
SELF INSURANCE FUNDS - RISK				
CITY TREASURER	$8,777,749	$17,569	$8,795,318	$8,988,553
PAY FOR PERFORMANCE	$21,302	($20,304)	$998	$21,020
CONTINGENCY / RESERVE APPROPRIATION	$17,434,586	$1,945	$0	$18,649,705
TOTAL SELF INSURANCE FUNDS - RISK	$26,233,637	($790)	$8,796,316	$27,659,278

CITY OF SCOTTSDALE
Summary by Division Expenditures/Expenses Within Each Fund Type
Fiscal Year 2016/2017
Schedule E

Fund/Divisions	Adopted Budget Expenditures 2015/2016	Expenditure Adjustments Approved 2015/2016	Actual Expenditures 2015/2016*	Adopted Budget Expenditures 2016/2017
FLEET MANAGEMENT FUND				
PUBLIC WORKS	$20,458,559	($50,681)	$20,407,878	$19,670,123
ESTIMATED DIVISION SAVINGS	($199,500)	$120,402	($79,098)	($199,500)
INTERNAL SERVICE OFFSETS	($20,270,868)	$0	($20,270,868)	($18,492,588)
LEAVE ACCRUAL PAYMENTS	$33,200	($5,840)	$27,360	$33,200
PAY FOR PERFORMANCE	$75,911	($73,798)	$2,113	$80,551
CONTINGENCY / RESERVE APPROPRIATION	$6,291,700	$9,917	$0	$6,344,656
TOTAL FLEET MANAGEMENT FUND	$6,389,002	$0	$87,385	$7,436,442
PC REPLACEMENT FUND				
ADMINISTRATIVE SERVICES	$815,941	$0	$815,941	$1,281,400
INTERNAL SERVICE OFFSETS	($1,009,835)	$0	($1,009,835)	($986,606)
CONTINGENCY / RESERVE APPROPRIATION	$500,000	$0	$0	$500,000
TOTAL PC REPLACEMENT FUND	$306,106	$0	($193,894)	$794,794
SELF INSURANCE FUNDS				
INTERNAL SERVICE OFFSETS	($31,231,497)	$0	($31,231,497)	($30,900,694)
TOTAL SELF INSURANCE FUNDS	($31,231,497)	$0	($31,231,497)	($30,900,694)
TOTAL INTERNAL SERVICE FUNDS	$37,319,618	$0	$6,089,687	$43,643,288
CAPITAL PROJECT FUNDS				
CAPITAL IMPROVEMENT PROGRAM				
CAPITAL PROJECTS	$490,448,000	$0	$177,854,140	$641,035,063
CONTINGENCY / RESERVE APPROPRIATION	$34,850,100	($34,850,100)	$0	$18,350,100
TOTAL CAPITAL IMPROVEMENT PROGRAM	$525,298,100	($34,850,100)	$177,854,140	$659,385,163
TOTAL CAPITAL PROJECT FUNDS	$525,298,100	($34,850,100)	$177,854,140	$659,385,163
TOTAL ALL FUNDS	$1,201,690,332	($34,400,100)	$706,293,041	$1,363,338,050

*Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

CITY OF SCOTTSDALE
Summary by Division of Expenditures/Expenses
Fiscal Year 2016/2017
Schedule F

Division/Fund	Adopted Budget Expenditures 2015/2016	Expenditure Adjustments Approved 2015/2016	Actual Expenditures 2015/2016*	Adopted Budget Expenditures 2016/2017
MAYOR AND CITY COUNCIL				
GENERAL FUND	$759,996	($6,713)	$753,283	$789,960
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	$0	$0	$0	$500
SPECIAL REVENUE FUND - TOURISM DEVELOPMENT	$75,000	$0	$75,000	$75,000
TRUST & AGENCY FUND - TRUSTS	$6,000	$0	$6,000	$6,000
ENTERPRISE FUND - WATER AND SEWER UTILITY	$110,000	$0	$110,000	$0
TOTAL MAYOR AND CITY COUNCIL	$950,996	($6,713)	$944,283	$871,460
CITY ATTORNEY				
GENERAL FUND	$6,353,215	$239,873	$6,593,088	$7,074,203
TOTAL CITY ATTORNEY	$6,353,215	$239,873	$6,593,088	$7,074,203
CITY AUDITOR				
GENERAL FUND	$873,324	$10,490	$883,814	$913,455
TOTAL CITY AUDITOR	$873,324	$10,490	$883,814	$913,455
CITY CLERK				
GENERAL FUND	$719,164	$9,946	$729,110	$1,033,601
TOTAL CITY CLERK	$719,164	$9,946	$729,110	$1,033,601
CITY COURT				
GENERAL FUND	$4,327,911	($85,484)	$4,242,427	$4,742,649
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	$1,755,816	$12,015	$1,767,831	$1,105,714
TOTAL CITY COURT	$6,083,727	($73,469)	$6,010,258	$5,848,363
CITY MANAGER				
GENERAL FUND	$1,279,424	($76,959)	$1,202,465	$1,303,590
SPECIAL REVENUE FUND - GRANT	$0	$100,000	$100,000	$0
TOTAL CITY MANAGER	$1,279,424	$23,041	$1,302,465	$1,303,590
CITY TREASURER				
GENERAL FUND	$5,899,008	($38,605)	$5,860,403	$6,285,074
ENTERPRISE FUND - SOLID WASTE	$915,202	$7,144	$922,346	$941,154
ENTERPRISE FUND - WATER AND SEWER UTILITY	$2,165,390	$19,610	$2,185,000	$2,242,080
INTERNAL SERVICE FUND - SELF INSURANCE - HEALTH	$19,748	$570	$20,318	$0
INTERNAL SERVICE FUND - SELF INSURANCE - RISK	$8,777,749	$17,569	$8,795,318	$8,988,553
TOTAL CITY TREASURER	$17,777,097	$6,288	$17,783,385	$18,456,861
ADMINISTRATIVE SERVICES				
GENERAL FUND	$15,893,388	($63,457)	$15,829,931	$17,066,162
INTERNAL SERVICE FUND - PC REPLACEMENT	$815,941	$0	$815,941	$1,281,400
INTERNAL SERVICE FUND - SELF INSURANCE - HEALTH	$28,607,655	$3,404	$28,611,059	$30,828,481
TOTAL ADMINISTRATIVE SERVICES	$45,316,984	($60,053)	$45,256,931	$49,176,043
COMMUNITY AND ECONOMIC DEVELOPMENT				
GENERAL FUND	$24,216,806	$366,704	$24,583,510	$25,778,927
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	$507,226	$0	$507,226	$554,662
SPECIAL REVENUE FUND - TOURISM DEVELOPMENT	$11,454,599	$505,138	$11,959,737	$13,672,681
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	$9,543,520	($37,357)	$9,506,163	$9,170,288
ENTERPRISE FUND - AVIATION	$2,107,032	$26,443	$2,133,475	$3,086,340
TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT	$47,829,183	$860,928	$48,690,111	$52,262,898

CITY OF SCOTTSDALE
Summary by Division of Expenditures/Expenses
Fiscal Year 2016/2017
Schedule F

Division/Fund	Adopted Budget Expenditures 2015/2016	Expenditure Adjustments Approved 2015/2016	Actual Expenditures 2015/2016*	Adopted Budget Expenditures 2016/2017
COMMUNITY SERVICES				
GENERAL FUND	$35,037,966	$190,472	$35,228,438	$35,789,470
SPECIAL REVENUE FUND - GRANT	$10,134,374	$84,596	$10,218,970	$9,755,843
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	$2,514,094	$11,318	$2,525,412	$2,761,341
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	$1,320,986	$0	$1,320,986	$1,450,671
TOTAL COMMUNITY SERVICES	$49,007,420	$286,386	$49,293,806	$49,757,325
PUBLIC SAFETY - FIRE				
GENERAL FUND	$33,566,605	$586,830	$34,153,435	$35,873,511
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	$7,300	$0	$7,300	$2,300
TOTAL PUBLIC SAFETY - FIRE	$33,573,905	$586,830	$34,160,735	$35,875,811
PUBLIC SAFETY - POLICE				
GENERAL FUND	$94,442,353	($193,301)	$94,249,052	$96,527,651
SPECIAL REVENUE FUND - GRANT	$273,730	$187,673	$461,403	$390,672
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	$2,601,265	$5,058	$2,606,323	$1,940,115
TOTAL PUBLIC SAFETY - POLICE	$97,317,348	($570)	$97,316,778	$98,858,438
PUBLIC WORKS				
GENERAL FUND	$18,259,676	$14,462	$18,274,138	$21,092,624
SPECIAL REVENUE FUND - SPECIAL PROGRAMS	$250,000	$0	$250,000	$250,000
SPECIAL REVENUE FUND - TRANSPORTATION/HURF	$14,675,544	$139,885	$14,815,429	$14,685,174
ENTERPRISE FUND - SOLID WASTE	$18,731,878	$118,665	$18,850,543	$18,820,289
INTERNAL SERVICE FUND - FLEET MANAGEMENT	$20,458,559	($50,681)	$20,407,878	$19,670,123
TOTAL PUBLIC WORKS	$72,375,657	$222,331	$72,597,988	$74,518,210
WATER RESOURCES				
ENTERPRISE FUND - WATER AND SEWER UTILITY	$74,990,398	$400,629	$75,391,027	$77,079,822
TOTAL WATER RESOURCES	$74,990,398	$400,629	$75,391,027	$77,079,822
OTHER				
CAPITAL PROJECTS	$490,448,000	$0	$177,854,140	$641,035,063
CONTINGENCY / RESERVE APPROPRIATION	$182,744,078	($34,340,747)	$0	$168,212,011
DEBT SERVICE	$116,160,407	$0	$116,160,407	$119,459,824
ESTIMATED DIVISION SAVINGS	($4,155,800)	$3,180,379	($975,421)	($4,234,900)
INDIRECT/DIRECT COST ALLOCATION	$7,414,341	$0	$7,414,341	$7,861,953
INTERNAL SERVICE OFFSETS	($52,512,200)	$0	($52,512,200)	($50,379,888)
LEAVE ACCRUAL PAYMENTS	$1,983,100	($1,270,621)	$712,479	$2,031,800
SPECIAL REVENUE FUND - SPECIAL DISTRICTS	$611,568	$0	$611,568	$623,566
SPECIAL REVENUE FUND - TOURISM DEVELOPMENT	$500,000	($500,000)	$0	$0
OTHER SAVINGS	$0	$0	$0	$0
PAY FOR PERFORMANCE	$4,048,996	($3,975,048)	$73,948	$5,698,541
TOTAL OTHER	$747,242,490	($36,906,037)	$249,339,262	$890,307,970
TOTAL ALL FUNDS	$1,201,690,332	($34,400,100)	$706,293,041	$1,363,338,050

*Includes actual expenditures recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures for the remainder of the fiscal year.

CITY OF SCOTTSDALE
Full-Time Employees and Personnel Compensation
Fiscal Year 2016/2017
Schedule G

Fund	Full-Time Equivalent (FTE) 2016/2017	Employee Salaries and Hourly Costs 2016/2017	Retirement Costs 2016/2017	Healthcare Costs 2016/2017	Other Benefit Costs 2016/2017	Total Estimated Personnel Compensation 2016/2017
GENERAL FUND						
GENERAL FUND	1,962.62	$137,522,819	$23,312,377	$17,387,141	$9,952,086	$188,174,423
TOTAL GENERAL FUND	1,962.62	$137,522,819	$23,312,377	$17,387,141	$9,952,086	$188,174,423
SPECIAL REVENUE FUNDS						
GRANT FUNDS	13.00	$671,595	$74,619	$115,200	$53,607	$915,021
SPECIAL PROGRAMS FUND	30.54	$1,368,320	$133,397	$127,752	$106,942	$1,736,411
TOURISM DEVELOPMENT FUND	2.00	$150,352	$16,617	$24,516	$11,167	$202,652
TRANSPORTATION/HURF FUND	84.50	$4,908,992	$610,939	$791,508	$426,686	$6,738,125
TOTAL SPECIAL REVENUE FUNDS	130.04	$7,099,259	$835,572	$1,058,976	$598,402	$9,592,209
ENTERPRISE FUNDS						
AVIATION FUND	14.47	$952,458	$105,018	$85,116	$72,236	$1,214,828
SOLID WASTE FUND	92.84	$5,486,119	$553,849	$933,000	$389,920	$7,362,888
WATER AND SEWER UTILITY FUNDS	224.28	$15,684,749	$1,746,878	$2,201,712	$1,212,846	$20,846,185
TOTAL ENTERPRISE FUNDS	331.59	$22,123,326	$2,405,745	$3,219,828	$1,675,002	$29,423,901
INTERNAL SERVICE FUNDS						
FLEET MANAGEMENT FUND	46.00	$2,669,835	$316,356	$496,632	$220,239	$3,703,062
SELF INSURANCE FUNDS - HEALTH	0.00	$105,554	$0	$0	$0	$105,554
SELF INSURANCE FUNDS - RISK	8.00	$613,670	$65,820	$54,012	$46,639	$780,141
TOTAL INTERNAL SERVICE FUNDS	54.00	$3,389,059	$382,176	$550,644	$266,878	$4,588,757
TOTAL ALL FUNDS	2,478.25	$170,134,463	$26,935,870	$22,216,589	$12,492,368	$231,779,290

ORDINANCE NO. 4258

AN ORDINANCE OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF SCOTTSDALE SUBJECT TO TAXATION, A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS ($100.00) OF ASSESSED VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR THE VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING PRINCIPAL OF AND INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES; ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 2017.

WHEREAS, by the provisions of the City Charter and State statute, an ordinance is required to set the property tax levy for the fiscal year beginning July 1, 2016, and ending June 30, 2017; and

WHEREAS, the County of Maricopa is the assessing and collecting authority for the City of Scottsdale; and

WHEREAS, the required public hearing was held on June 7, 2016, and the City Council made the following policy decisions relating to the primary property taxes:

a. Declined increasing the levy by the two percent (2%) maximum legal amount; and

b. Increased the levy amount to account for nine hundred eighty-two thousand dollars ($982,000) for tort claim payments for calendar year 2015; now, therefore,

BE IT ORDAINED by the Council of the City of Scottsdale as follows:

Section 1. There is hereby levied on each one hundred and no/100 dollars ($100.00) of assessed valuation of all property, both real and personal, within the corporate limits of the City of Scottsdale, except such property as may be by law exempt from taxation, a primary property tax levy not to exceed the maximum levy allowed by law for the fiscal year ending June 30, 2017, and allowable tort liability claims. The total primary levy is twenty-seven million three hundred seventy-seven thousand eight hundred ninety dollars ($27,377,890), resulting in a tax rate of $0.5071 per one hundred and no/100 dollars ($100.00) of assessed value. Said figure is subject to change only if a court decision were to reduce the net assessed valuation in a significant manner.

Section 2. In addition to the rate set in Section 1 hereinbefore, there is hereby levied on each one hundred and no/100 dollars ($100.00) of assessed valuation of all property, both real

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and personal, within the corporate limits of the City of Scottsdale, except such property as may be by law exempt from taxation, a secondary property tax rate of $0.6219 per one hundred and no/100 dollars ($100.00) of assessed value, which is a rate sufficient to raise the sum of thirty-three million five hundred seventy-five thousand eight hundred forty-two dollars ($33,575,842) for the purpose of providing a bond interest and redemption fund for General Obligation debt service for the fiscal year ending June 30, 2017.

Section 3. Failure by the county officials of Maricopa County, Arizona, to properly return the delinquent list, any irregularity in assessments or omission in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer(s) to timely perform any of the assigned duties shall not invalidate any proceedings or any deed or sale pursuant thereto; the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Scottsdale upon such property for the delinquent taxes unpaid thereon, and no overcharge as to part of the taxes or of costs shall invalidate any proceedings for the collection of taxes or the foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

Section 4. The City Clerk or designee is hereby directed to transmit a certified copy of this ordinance to the Maricopa County Assessor and the Maricopa County Board of Supervisors.

Section 5. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

PASSED AND ADOPTED by the Council of the City of Scottsdale, Maricopa County, Arizona, this 21st day of June 2016.

CITY OF SCOTTSDALE, an Arizona municipal corporation

W.J. "Jim" Lane, Mayor

ATTEST:

Carolyn Jagger, City Clerk

APPROVED AS TO FORM:

Bruce Washburn, City Attorney
By: Kimberly M. McIntier
Assistant City Attorney

Operating Projects

Operating Projects capture costs associated with the repair and maintenance of capital assets, replacement of non-capital equipment, master plans, studies, public art, and all other project type costs that do not result in the acquisition or construction of a capital asset.

Division	Project Description	Adopted FY 2016/17
Administrative Services		
Information Technology - Telephone Equipment	The telephone operating project is dedicated to providing systematic upgrades, maintenance and ongoing replacement of the City of Scottsdale's enterprise telephone system. This includes subsystems such as 911, interactive voice response, right fax, and voicemail.	228,854
	Total for Administration Services	**228,854**
Community and Economic Development		
Art in Public Places - Conservation and Restoration	This project supports the conservation, restoration and maintenance of art in Scottsdale's public art program.	134,400
Art in Public Places - Operating	This project supports, via an agreement between the city and the Scottsdale Cultural Council, Scottsdale's public art program. This project supports the acquisition, commissioning and programming of public art in Scottsdale.	82,705
Scottsdale Cultural Council Facility	This program makes upgrades and improvements to Scottsdale Cultural Council's building. It is a carryforward from FY 2015/16.	342,986
Capital Improvement Project Advance Planning Program	Conduct studies, travel demand modeling, analysis and internal/external coordination to determine future capital improvement needs for major street, intersection, traffic management and transit projects.	200,000
	Total for Community and Economic Development	**760,091**
COMMUNITY SERVICES		
Playground Equipment Replacement	This project includes replacement of playground equipment and shade at two sites.	310,000
	Total for Community Services	**310,000**
PUBLIC WORKS		
Facilities Management Repair and Maintenance	This project is for larger scale, preventive maintenance, equipment life-cycle replacement, and modernization projects at city facilities. Projects may include some or all building systems such as: HVAC, electrical, plumbing, roofing, painting, and floor coverings.	2,793,304
	Total for Public Works	**2,793,304**
GRAND TOTAL		**4,092,249**

AC	Asbestos Cement
ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADOT	Arizona Department of Transportation
ADWR	Arizona Department of Water Resources
AED	Automated External Defibrillators
AIPP	Art in Public Places
APS	Arizona Public Service
ARS	Arizona Revised Statutes
ASRS	Arizona State Retirement System
ASST	Assistant
ASU	Arizona State University
ASUF	Arizona State University Foundation
AWT	Advanced Water Treatment
AZSTA	Arizona Sports and Tourism Authority
BDA	Bi-Directional Amplifier
BOR	Bureau of Reclamation
C&ED	Community & Economic Development
CAD	Computer Aided Dispatch (Police)
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAFR	Comprehensive Annual Financial Report
CAO	Community Assistance Office
CAP	Central Arizona Project
CAWCD	Central Arizona Water Conservation District
CDBG	Community Development Block Grant
CDL	Commercial Driver's License
CEF	Court Enhancement Fund
CFD	Community Facility District
CGTF	Central Groundwater Treatment Facility
CIP	Capital Improvement Plan
CNG	Compressed Natural Gas
COBRA	Consolidated Omnibus Budget Reconciliation Act
COP	Certificate of Participation
COR	Cost of Risk
COS	City of Scottsdale
CPI	Consumer Price Index
CPM	Capital Project Management
CPLO	Crime Prevention Liaison Program
CPR	Cardiopulmonary Resuscitation
CVB	Convention and Visitors Bureau
CY	Calendar Year
DDC	Desert Discovery Center
DMS	Document Management System
DPS	Department of Public Safety
DT	Downtown
DUI	Driving Under the Influence
DV	Domestic Violence
EE	Enrolled Employee
EEOC	Equal Employment Opportunity Commission

EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EPCR	Electronic Patient Care Reporting
EV	Economic Vitality
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FCD	Flood Control District
FCV	Full Cash Value
FEMA	Federal Emergency Management Agency
FT	Full Time
FTE	Full Time Equivalents
FTG	Fill The Gap
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GAC	Granular Activated Carbon
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation
HHW	Household Hazardous Waste
HID	Human Interface Device
HOA	Home Owners Association
HR	Human Resources
HUD	U.S. Department of Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating, Ventilation, and Air Conditioning
HVID	Harquahala Valley Irrigation District
IAS	Information Access System
ICMA	International City/County Management Association
ID	Improvement District
IDA	Industrial Development Authority
IFR	Instrument Flight Rules
IGA	Intergovernmental Agreement
IMB	Intelligent Mail Barcoding
I/O	Input/Output
ISO	Insurance Service Organization
IT	Information Technology
ITD	Inception to Date
ITS	Intelligent Transportation System
IWDS	Irrigation Water Distribution System
JAAB	Judicial Appointments Advisory Board
JCEF	Judicial Collections Enhancement Fund
JSA	Job Safety Analysis
LEED	Leadership in Energy and Environmental Design
LIMS	Laboratory Information Management System
LLW	Live Life Well (Program)
LTAF	Local Transportation Assistance Fund

MAG	Maricopa Association of Governments
MCSD	Maricopa County Stadium District
MDS	Material Safety Data Sheets
MGD	Million Gallons per Day
MGR	Manager
MISC	Miscellaneous
MPC	Municipal Property Corporation
MPS	Mobile for Public Safety
MS4	Municipal Separate Storm Sewer System
NACSLB	National Advisory Council on State and Local Budgeting
NOV	Notice of Violation
NPDES	National Pollution Discharge Elimination System
O&M (M&O)	Operations and Maintenance (Maintenance & Operations)
OPS	Operations
OSHA	Occupational Safety and Health Administration
PAYGO	Pay-As-You-Go
PC	Personal Computer
PCI	Pavement Condition Index
PD	Police Department
PERF	Police Executive Research Forum
PO	Purchase Order
PRR	Public Records Request
PSPRS	Public Safety Personnel Retirement System
PT	Part Time
Q1/2/3/4	Quarters 1, 2, 3 and/or 4
REACT	Regional Emergency Action Coordinating Team
REP	Representative
REV	Revenue
RFID	Radio Frequency Identification Device
RFP	Request for Proposal
RFQ	Request for Quote
RICO	Racketeering Influenced Corrupt Organizations
RMS	Records Management System
ROW	Right of Way
RV	Recreational Vehicle
RWDS	Reclaimed Water Distribution System
SB	Senate Bill
SCA	Shared Computer Activation
SCADA	Supervisory Control and Data Acquisition
SCPA	Scottsdale Center for the Performing Arts
SCVB	Scottsdale Convention and Visitors' Bureau
SDS	Safety Data Sheets
SPA	Scottsdale Preserve Authority
SR	Senior
SRO	Salt River Outfall
SROG	Sub Regional Operating Group
SRP	Salt River Project
SRPMIC	Salt River Pima-Maricopa Indian Community
SSRS	SQL Server Reporting Services

STARS	Scottsdale Training and Rehabilitation Services
SVC	Service
SW	Southwest
SWAT	Special Weapons and Tactics
TNEC	Tony Nelssen Equestrian Center
TPC	Tournament Players Club
UCR	Uniform Crime Report
VHF	Very High Frequency
WAN	Wide Area Network
WRP	Water Reclamation Plant
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant
YTD	Year to Date

Accrual Basis – A basis of accounting whereby transactions are recognized when they are incurred, as opposed to when cash is received or paid.

Actual – As used in the fund summaries and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a modified accrual basis, with the exception that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds are budgeted as expenses.

Adopted – As used in the fund summaries and division summaries within the budget document, represents the budget as approved by formal action of the City Council.

Appropriation – An authorization made by the City Council, which permits the city to incur obligations and to expend resources for specific purposes.

Assessed Valuation – A value that is established annually by the county assessor for real and personal property as a basis for levying taxes.

Balanced Budget – Arizona State law requires a "balanced" budget, which is "all-inclusive". Arizona State Revised Statute (42-17151) defines a "balanced" budget as follow:

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

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

Base Budget – Cost of continuing the existing levels of service in the current budget year.

Beginning Balance – The residual funds brought forward from the previous fiscal year (ending balance).

Bond 2000 – General Obligation Bonds that were authorized by voters in calendar year 2000 and are secured by the full faith and credit of the issuer. General Obligation Bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate.

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

Bonds – Debt instruments, which require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or according to a formula for determining the interest rate.

Bond Rating – The measure of the quality and safety of a bond. It indicates the likelihood that a debt issuer will be able to meet scheduled repayments and dictates the interest rate paid.

Budget – A plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative, or whether the appropriating body has approved it.

Budget Calendar – The schedule of key dates, which a government follows in the preparation and adoption of the budget.

Budgetary Basis – Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), with the exception that (1) no depreciation is budgeted for proprietary funds; and (2) bond principal in the enterprise funds is subject to appropriation. The budgetary basis of accounting is used to present all proposed budget and forecast amounts in the budget document to facilitate meaningful comparisons.

Capital Expenditures – The city defines a capital expenditure as using the following three criteria: (1) relatively high monetary values (equal to or greater than $25,000), (2) long asset life (equal to or greater than five years of useful life, and (3) results in the creation of a fixed asset, or the revitalization of a fixed asset.

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

Capital Improvement Plan (CIP) – A comprehensive plan that annually forecasts the capital needs of the City of Scottsdale for a period of five years. The CIP is essential to the city's comprehensive financial planning process and fundamental in upholding the city's sound infrastructure. The annual adopted capital budget is derived from the CIP five-year forecast.

Capital Outlay – Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, and the acquisition of machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than two years; (2) typically have a unit cost of $10,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as a capital outlay under the same code as the original purchase. Replacement or repair parts are classified under commodities.

Capital Project – Any project having assets of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as streets, bridges, drainage, street lighting, and water systems.

Certificate of Participation (COP) – Funding mechanism similar to bonds utilized for the purchase of capital items.

Commodities – Expendable items purchased through the city-approved centralized purchasing process. Examples of commodities include supplies, repair and replacement parts, and small tools.

Community Facilities Districts (CFD) – CFDs are special purpose public improvement districts. By utilizing a variety of public funding options such as bonds, special assessments, taxes and user fees, CFDs provide a mechanism to finance public infrastructure, the operation and maintenance of public infrastructure, and enhanced municipal services in qualifying areas.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contracts Payable – A liability reflecting amounts due on contracts of goods or services furnished to the city.

Contractual Services – Expenditures for services performed by firms, individuals, or other city divisions.

Cost Center – An organizational budget/operating unit within each city division.

Court Enhancement Fund – A fund to accumulate fees imposed by the City Court on fines, sanctions, penalties and assessments for the purpose of enhancing the technological, operational and security capabilities of the City Court.

Debt Service – Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.

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

Department – A functional unit within a division consisting of one or more cost centers engaged in activities supporting the unit's mission and objectives.

Division – The combination of departments and programs of the city with a specific and unique set of goals and objectives (i.e., Public Safety, Community Services, etc.).

Encumbrance – The legal commitment of appropriated funds in the form of purchase orders, contracts, or other similar transactions. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

Encumbrance Rebudgets – The balance of unliquidated purchase commitments brought forward from the previous fiscal year.

Ending Balance – The residual funds that are spendable or available for appropriation at the end of the fiscal year.

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

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

Estimate – Represents the original adopted budget plus any contingency transfers, approved changes, and anticipated year-end savings.

Excise Debt – Represents debt that is repaid by excise taxes. In this case, the excise taxes used to fund the debt service payments are a portion of the transaction privilege (sales) tax and transient occupancy tax.

Expenditure – Outlay of funds for obtaining assets or goods and services. Expenditures represent decreases in net financial resources.

Expenditure Limitation – An amendment to the Arizona State Constitution limiting annual expenditures for all municipalities. The Arizona Economic Estimates Commission sets the limit based on population growth and inflation.

Fees – Charges for specific services.

Financial Policy – A government's directive with respect to operating, capital and reserve management and financial reporting related to services provided, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Scottsdale's fiscal year is July 1 through June 30.

Five-Year Financial Plan – An estimation of sources and uses required by the city to operate for the next five–year period.

Fleet Charges – Represents fees charged to other areas of the city for the maintenance, repair, and replacement of city vehicles. The fee for these charges is returned to the fleet management internal service fund as revenue.

Forecast – A prediction of a future outcome based on known and unknown factors.

Franchise Fee – Annual fees paid by utilities (electricity, cable TV and natural gas) for the use of city public rights of way. Franchise fees are also paid by the city's water and water reclamation utility fund, as a reimbursement to the General Fund for the utility's use of city streets and right of ways. Franchise fees are typically a set percentage of gross revenue within the city.

Fringe Benefits – Contributions made by a government to meet commitments or obligations for employee-related expenses. Included is the government's share of costs for social security and the various pension, medical, and life insurance plans.

Full-Time Equivalent (FTE) – A calculation used to convert part-time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The full-time equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

Full Cash Value – Arizona Revised Statutes defines full cash value (FCV) as being synonymous with market value. For assessment purposes, full cash value approximates market value. *Also see secondary assessed valuation.*

Fund – A fiscal and accounting entity with a self–balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – The balance of net financial resources that are spendable or available for appropriation. As used in the budget, the excess of sources (revenues and cash transfers-in) over uses (expenditures, debt service, and cash transfers-out). The beginning fund balance is the residual funds brought forward from the previous fiscal year. The fund balance is comprised of a reserved fund balance and an unreserved fund balance. The reserved fund balance is restricted for specific purposes, while the unreserved fund balance is not restricted for a specific purpose and is available for general appropriation.

Fund Summary – A combined statement of sources, uses, and changes in fund balance showing the prior year's actual, adopted, estimated budgets, and the current year's adopted budgets.

GAAP Adjustments – Differences arising from the use of a basis of accounting for budgetary purposes that differ from generally accepted accounting principles (GAAP). For example, depreciation and amortization in Enterprise Funds are not considered expenses on the budget basis of accounting, but are considered expenses on the GAAP basis.

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

General Long-Term Debt – Represents any unmatured debt not considered to be a fund liability.

General Obligation Bonds (GO Bonds) – Bonds secured by the full faith and credit of the issuer. GO bonds issued by local units of government are secured by a pledge of the issuer's property taxing power (secondary portion). They are usually issued to pay for general capital improvements such as parks and roads.

Generally Accepted Accounting Principles (GAAP) – The uniform minimum standards and guidelines to financial accounting and reporting, which govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures. In addition, GAAP provides standards by which to measure financial presentations.

Goal – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grant – A contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function (i.e., education or drug enforcement), but it is sometimes for general purposes.

Grant Capital Funds – Used to account for the proceeds of capital grants.

House Bill 2111 (HB 2111) – The Arizona Department of Revenue (ADOR) simplified the transaction privilege tax, by centralizing the administration and collection of local business sales tax. Once revenue is received, ADOR will distribute the sales tax to the appropriate cities.

Highway User Fuel Tax – Gasoline tax shared with municipalities; a portion is distributed based upon the population of the city and a portion is distributed based upon the origin of the sales of the fuel. The Arizona State Constitution requires that this revenue be used solely for street and highway purposes.

Improvement Districts – Consists of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property. Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Indirect Cost Allocation – Funding transferred to the General Fund from Enterprise Funds for specific central administrative functions, which benefit those funds (i.e., City Manager, Information Technology, Human Resources, City Attorney, etc.).

In-Lieu Property Tax – Charges to the Enterprise Funds, which compensate the General Fund for the property tax that would have been paid if the utilities were for–profit companies.

Intergovernmental Revenues – Revenues levied by one government but shared on a predetermined basis with another government or class of governments.

Internal Service Fund – Established to account for the financing, on a cost-reimbursement basis, of commodities or services provided by one service area for the benefit of other service areas within the city. The city maintains Internal Service Funds to account for fleet, PC replacement and self-insurance activities.

Limited Property Value – The limited property value is calculated according to a statutory formula mandated by the Arizona State Legislation and cannot exceed the full cash value (also known as secondary assessed valuation). *Also see primary assessed valuation.*

Mission – Defines the primary purpose of the city and is intended to guide all organizational decisions, policies, and activities (internal and external) on a daily basis.

Municipal Property Corporation (MPC) – A non-profit corporation established to issue bonds to fund City capital improvements projects.

Needs Assessment – The foundation for determining what city customers feel is needed. Market surveys, public hearings, and boards and commission surveys are conducted to obtain this information.

Objective – Something to be accomplished in specific, well-defined, and measurable terms, and that is achievable within a specific time frame.

Operating Budget – The plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is required by law in Arizona and is a requirement of Scottsdale's City Charter.

Operating Revenue – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day–to–day services.

Ordinance – A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Other Fiscal Activity – Refers to various trust and agency funds used to account for assets held by the city in a trustee capacity or as an agent for individuals, other governmental units, and other funds.

Outstanding Debt – The balance due at any given time resulting from the borrowing of money or from the purchase of goods and services.

Pay-As-You-Go Capital Improvement Projects (PAYGO) – Capital projects whose funding source is derived from city revenue sources other than through the sale of voter–approved bonds.

Performance Measure – Data collected to determine how effective or efficient a service area is in achieving its objectives.

Personnel Services – Includes the compensation paid periodically to employees plus employee fringe benefit costs, such as the city's contributions to retirement, social security, health and life insurance. It also includes fees paid to elected officials, election judges, and clerks.

Preserve Bonds – Represent excise tax revenue bonds and GO bonds. The bonds are special revenue obligations of the Scottsdale Preserve Authority payable solely from and secured by either a 0.20 percent sales tax approved by city voters in 1995 and issued for the purpose of acquiring land for the Scottsdale McDowell Sonoran Preserve or a 0.15 percent sales tax approved by city voters in 2004 and issued for the purpose of acquiring land and construction of essential preserve related necessities such as proposed trailheads for the Scottsdale McDowell Sonoran Preserve.

Primary Assessed Valuation (Limited Property Value) – In Arizona, the primary assessed valuation is used to compute primary taxes for the maintenance and operation of school districts, community college districts, municipalities, counties, and the state. The limited property value is calculated according to a statutory formula mandated by the Arizona state legislation and cannot exceed the full cash value (also known as secondary assessed valuation).

Primary Assessment – The amount of tax calculated according to a statutory formula based on the primary assessed valuation.

Primary Property Tax – Levied for the purpose of funding general government operations. Annual increases are limited to two percent of the previous year's maximum allowable primary property tax levy plus allowances for new construction and annexation of new property and tort litigation settlements.

Program – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the city is responsible.

Program Budget – A budget, which allocates money to the functions or activities of a government, rather than to specific items of cost or to specific divisions.

Property Tax – Calculated according to value of property and is used as the source of monies to support the General Fund (primary property tax) and to pay general obligation debt (secondary property tax). Each year the Maricopa County Assessor's Office determines the value of all property, commercially and privately owned, within the county. These assessment values are then used on a pro-rata basis for levying property taxes. Property taxes are paid twice a year. The first half is due on October 1st and the second half is due on the following March 1st.

Proposition 400 (Regional Sales Tax) – Represents revenues received from the 2004 voter approved 20-year extension of a half-cent transportation sales tax in Maricopa County that was first approved in 1985 to fund freeway construction.

Racketeered Influenced Corrupt Organizations (RICO) Funds – Funds obtained from an anti–racketeering revolving fund maintained by either the federal or state government as a result of asset forfeitures from criminal enterprises. These monies are allocated to municipalities for approved non–recurring public safety expenditures.

Refunding – A procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: (1) to reduce the issuer's interest costs or (2) to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited into escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the refunding bonds and the outstanding obligations being refinanced are referred to as the refunded bonds or the prior issue.

Regional Sales Tax (Proposition 400) – Represents revenues received from the 2004 voter approved 20-year extension of a half-cent transportation sales tax in Maricopa County that was first approved in 1985 to fund freeway construction.

Reserve – An account which records a portion of the fund balance segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

Revenue Bonds – Bonds payable from a specific source of revenue, which do not pledge the full faith, and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from operation of the financed project, grants, excise, or other specified non–property tax.

Secondary Assessed Valuation (Full Cash Value) – In Arizona, the secondary assessed valuation is used to compute secondary taxes, which may consist of those related to bonds, budget overrides, and special districts such as fire, flood control, and other limited purpose districts. Full cash value is a reflection of the market value of property.

Secondary Assessment – The amount of tax calculated according to a statutory formula based on the secondary assessed valuation.

Secondary Property Tax – Levied for the purpose of funding the principal, interest, and redemption charges on general obligation bonds of the city. The amount of this tax is determined by the annual debt service requirements on the city's general obligation bonds.

Self Insurance – The retention by an entity of a risk of loss arising out of the ownership of property or from some other cause instead of transferring that risk through the purchase of an insurance policy.

Service Levels – Describe the present services provided by a city division.

Sinking Fund – An account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments from there are determined by the terms of the bond contract.

Special Assessment – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special Revenue Funds – Established to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The city maintains the following five Special Revenue Funds: Highway User Revenue, Preservation Privilege Tax, Transportation Privilege Tax, Special Programs, and Grants.

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

Street Light Improvement Districts – Formed to provide a means for properties within a district to maintain streetlights within their boundaries. A street light tax is levied against the property owner to cover the cost of electrical billings received and paid by the city.

Tax Levy – The total amount of revenue to be raised by general property taxes for purposes specified in the tax levy ordinance.

Tax Rate – The amount of tax levied for each $100 of assessed valuation.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

Transfers – The authorized exchanges of cash or other resources between funds, divisions, and/or capital projects.

Transportation Privilege Tax Capital Fund – Established to account solely for transportation projects.

Trend Analysis – Examines changes over time, which provides useful management information such as the city's current financial situation and its future financial capacity to sustain service levels.

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

Unreserved Fund Balance – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Unrestricted General Capital Fund – Established to account for transfers-in from the General Fund and for any other activity for which a special capital fund has not been created.

User Fee – The fee charged for services to the party or parties who directly benefits from the service.